

15 OCTOBER 2002



Command Policy

**COMMUNITY ACTION
INFORMATION BOARD AND
INTEGRATED DELIVERY SYSTEM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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Pages: 25

Distribution: F

This Instruction implements policies, responsibilities, and procedures in accordance with AFD 90-5. It provides the authority and criteria for establishing Air Force, Major Command (MAJCOM), and installation Community Action Information Boards (CAIB) to promote cross-organizational collaboration in addressing individual, family, and community concerns. It outlines the requirements for consolidating these concerns into a Community Capacity Action Plan and addressing the issues at the appropriate level. MAJCOM supplements to this instruction must be approved by AF/CVA. It also outlines the Integrated Delivery System (IDS) at each level of the organization as well as the requirement for a Community Capacity Action Plan. It applies to commanders, managers, supervisors, and functional staffs at all levels. This instruction applies to Air Force Reserve, Air Force Reserve Command, and Air National Guard to the extent they are capable of providing required services; active duty commanders will provide support to Air Reserve Component commanders and Air National Guard commanders as necessary to fully comply with all requirements.

Send MAJCOM supplements to AFMOA/SGOF, 2601 Doolittle Road, Building 801, Brooks AFB, TX, 78235-5254, for approval before publication. See **Attachment 1** for Glossary of References, and supporting documentation. See **Attachment 2** for a Template for the Community Capacity Action Plan. Waivers to this instruction require AF/CVA approval. Maintain and dispose of records created as a result of processes prescribed in this publication in accordance with AFMAN 37-139, *Records Disposition Schedule*.

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1. Concept of Operation. This instruction establishes the following concept of operation for Air Force CAIBs:

1.1. An Air Force CAIB will be established by the AF/CVA to serve as a forum for cross-organizational review and resolution of individual, family, and installation community issues that impact the readiness of the force and the quality of life for Air Force members and their families.

1.2. A MAJCOM CAIB will be established by the MAJCOM/CV to serve as a forum for addressing MAJCOM issues and identifying concerns to the Air Force CAIB that cannot be resolved at the MAJCOM level.

1.3. An installation CAIB will be established and implemented by the installation commander to serve as a cross-functional forum to address installation community issues and identify issues to the MAJCOM CAIB that cannot be resolved at the installation level.

1.4. The focus of CAIBs at all levels is to identify and resolve issues that impact the readiness of Air Force members and their families, promote the perception of the Air Force as a positive way of life, and enhance members' ability to function as productive members of the Air Force community. The emphasis will be on positive actions and programs that strengthen force readiness through a sense of community and assist Air Force members and civilians, their families, and communities to thrive and successfully manage the demands of military life.

1.5. Effective functioning of the CAIBs at all levels will require grassroots input on the issues affecting individuals, families, installations, and communities. Effective CAIBs will function as a forum for the people of the Air Force, giving the total Air Force community an opportunity to have their concerns addressed in a cross-functional setting.

2. Membership and Responsibilities for Chairing the CAIB.

2.1. The Air Force CAIB will include DP, HC, IL, JA, RE, SC, SG, XO, NGB/CF, CCC, SAF/FMB, SAF/MIM, and SAF/PA.

2.1.1. AF/CVA will chair the Air Force CAIB and will designate AF/DP to serve as the office of record.

2.1.2. A functional area representative from the Air Force IDS shall serve as Executive Director in support of the Air Force CAIB. The Executive Directorship will rotate among the functional areas and serve a two-year term. The Executive Directorship will be appointed by the AF/CVA.

2.1.3. The Air Force CAIB will meet at least semi-annually.

2.2. The MAJCOM CAIBs will include, but are not limited to, O-6 or civilian equivalent representatives from DP, FM, HC, JA, SC, SF, SG, SV, DO, PA, CE, Air National Guard Command Advisor, AFRC, and CCC. Other community members such as commanders of major tenant units, school personnel, spouses, and teens may be invited to participate.

2.2.1. The MAJCOM/CV will chair the MAJCOM CAIB and will designate a MAJCOM office to serve as the office of record.

2.2.2. A functional area representative from the MAJCOM IDS shall serve as Executive Director in support of the MAJCOM CAIB. The Executive Directorship shall rotate among the functional areas and serve in two-year terms. The Executive Directorship shall be appointed by the MAJCOM/CV.

2.2.3. The MAJCOM CAIB shall meet at least semi-annually.

2.3. The installation CAIB will include O-4 or higher and civilian equivalent representatives: Support Group Commander, Medical Group Commander, Operations Group Commander, Logistics Group Commander, Staff Judge Advocate, Senior Chaplain, Civil Engineering Commander, Public Affairs Officer, Services Squadron Commander/Director, Mission Support Squadron Commander, Comptroller Squadron Commander, Wing Financial Analysis Officer, Operations Squadron Commander, Communications Squadron Commander, Security Forces Squadron Commander, Reserve Component, Air National Guard Community Manager, and the Command Chief Master Sergeant. Other community members such as commanders of major tenant units, school personnel, spouses, and teens may be invited to participate, when appropriate.

2.3.1. The installation commander will chair the installation CAIB and will designate an office to serve as the office of record.

2.3.2. The installation commander can provide waivers to those representatives whose grade is not equivalent to O-4 or higher and civilian equivalents. Representatives to the installation CAIB must be the senior representative for those positions indicated above.

2.3.3. A functional area representative from the installation IDS shall serve as Executive Director in support of the installation CAIB. The Executive Directorship shall rotate among the functional areas and serve in two-year terms. The Executive Directorship shall be appointed by the installation commander.

2.3.4. The installation CAIB shall meet at least quarterly.

2.3.5. The installation CAIB shall establish the subcommittees required by public law or DoD or Air Force policy in order to consolidate meetings, reduce redundancy, and streamline work. Examples of such subcommittees are the Relocation Assistance Coordinating Committee (RACC), the Transition Assistance Coordinating Committee (TAC), the Victim Witness Assistance Committee (VWAC), the Family Advocacy Committee (FAC), the Health Promotion Working Group (HPWG).

3. Role of the CAIB.

3.1. The role of the Air Force CAIB will be to:

3.1.1. Review and track prioritized issues and recommendations forwarded from MAJCOM CAIBs related to individual, family, and community concerns that cannot be resolved at installation or MAJCOM level.

3.1.2. Recommend legislation to address Air Force community issues.

3.1.3. Recommend changes in Department of Defense (DoD) policy related to family and community programs.

3.1.4. Facilitate pooling of resources for cross-organizational activities to enhance Air Force community life.

3.1.5. Direct cross-functional actions by Air Force agencies to address prioritized community concerns.

- 3.1.6. Review the results of the Air Force community needs assessments and other quality of life surveys to assign appropriate CAIB follow-up actions.
 - 3.1.7. Approve an Air Force Community Capacity Action Plan every two years to guide the CAIB's activities and to establish priorities for the organizations participating on the CAIB.
- 3.2. The role of the MAJCOM CAIB will be to:
- 3.2.1. At least semi-annually, review and track information forwarded from installations CAIBs related to individual, family, and community issues that cannot be resolved at installation level and which require MAJCOM and/or Air Force action, changes in Air Force or DoD policy, or legislative changes.
 - 3.2.2. Prioritize and forward MAJCOM community issues requiring Air Force resolution along with recommended solutions to the Air Force CAIB.
 - 3.2.3. Facilitate pooling of resources for cross-organizational activities to enhance Air Force community life within the command.
 - 3.2.4. Direct cross-functional actions by MAJCOM agencies to address issues within the command.
 - 3.2.5. Within USAFE and PACAF, identify geographic community issues and recommend solutions to the Air Force CAIB.
 - 3.2.6. Prepare a MAJCOM Community Capacity Action Plan at least every two years to guide the activities of the CAIB and the organizations participating on the CAIB using the results of Air Force community needs assessments and other available data.
 - 3.2.7. Review the results of Air Force community needs assessments and other quality of life surveys and determine implications and necessary actions for the command.
- 3.3. The role of the installation CAIB will be to:
- 3.3.1. Use a variety of approaches (focus groups, surveys, town meetings, interviews, etc.) to identify individual, family, installation, and community concerns.
 - 3.3.2. Develop and implement cross-organizational solutions to problems that cannot be resolved by individual CAIB organizations. Promote collaboration among helping agencies, identify gaps in service, and reduce duplication of effort.
 - 3.3.3. Prioritize and forward at least semi-annually to the MAJCOM CAIB issues and concerns that cannot be resolved at the installation level.
 - 3.3.4. Facilitate the pooling of resources for cross-organizational activities to address installation issues.
 - 3.3.5. Prepare and implement an installation Community Capacity Action Plan at least every two years to guide the activities of the CAIB and the work of the organizations participating on the CAIB using the results of Air Force community needs assessments and other available data.
 - 3.3.6. Review the results of Air Force community needs assessments and other quality of life surveys and determine implications for the installation and necessary follow-up actions.

4. Integrated Delivery System. A working group shall be formed at Air Force, MAJCOM and installation level. This group is established as the action arm of the CAIB and includes representatives of the CAIB organizations that have primary responsibility for providing family services and prevention and education activities related to individual, family, and community concerns.

4.1. The Air Force IDS Working Group shall consist of representatives from all Air Force functional communities represented on the CAIB. Required Working Group members will participate in ongoing Working Group activities and will be expected to attend all meetings. These members include representatives from the following communities: DP (Family Matters and Quality of Life representatives), HC (Plans and Programs Division representative), IL (Family Member Program representatives), SG (Family Advocacy, Mental Health, Health Promotion representatives), RE, JA, NGB/CF. Full membership will be available, as needed, and will be called upon to participate by the Working Group Chair. These include DP, HC, IL, JA, RE, SC, SG, XO, NGB/CF, CCC, SAF/FMB, SAF/MIM, and SAF/PA.

4.1.1. Responsibility for chairing and convening the Air Staff IDS shall rotate among the member agencies with each chair serving a two-year term. The Chair will be appointed by the AF/CVA who will designate an office to serve as office of record.

4.1.2. The Air Force IDS shall meet at least quarterly.

4.1.3. The Air Force IDS will identify, prioritize and address Air Force community concerns for the CAIB. It will propose policy solutions or actions for CAIB review and approval as well as develop and implement collaborative community initiatives.

4.1.4. The Air Force IDS will support the activities of the Air Force CAIB.

4.2. The MAJCOM IDS shall include representatives from the MAJCOM counterparts on the Air Force IDS. The MAJCOM IDS will implement collaborative activities as directed by the MAJCOM CAIB and as identified by the IDS members. The IDS will improve delivery of human service prevention programs by establishing a seamless system of services through collaborative partnerships and coordinated human service prevention activities.

4.2.1. Responsibility for chairing and convening the MAJCOM IDS shall rotate among the member organizations with each chair serving a two-year term. The chair will be appointed by the MAJCOM/CV and will designate an office to serve as the office of record.

4.2.2. The MAJCOM IDS will implement cross-organizational activities as directed by the MAJCOM CAIB and as identified by the IDS members. Its mission will parallel that of the Air Force IDS.

4.2.3. The MAJCOM IDS will support the activities of the MAJCOM CAIB.

4.2.4. The MAJCOM IDS will meet at least quarterly.

4.3. The installation IDS shall include the Family Member Programs Flight Chief, Family Advocacy Outreach Manager, Mental Health Officer, Health Promotion Manager, Family Support Center Director, Wing Chaplain, Reserve Component, and Air National Guard Family Program Representative. Other OPRs such as the Staff Judge Advocate, Wing Financial Analysis Officer, Civil Engineering and individuals from private organizations, such as enlisted councils, spouses groups, teen groups, and others may be invited to participate when an issue of concern to their specific group is under discussion.

4.3.1. Responsibility for chairing and convening the installation IDS shall rotate among the member organizations with each serving a two-year term. The chair will be appointed by the installation commander and will designate an office to serve as the office of record.

4.3.2. The installation IDS will support the activities of the installation CAIB.

4.3.3. The installation IDS should implement collaborative activities as directed by the installation CAIB and as identified by the IDS members. The IDS should improve delivery of human service prevention programs by establishing a seamless system of services through collaborative partnerships and coordinated human service prevention activities.

4.3.3.1. As part of its responsibilities, the IDS shall monitor base-wide suicide statistics, and develop and provide suicide prevention programs.

4.3.4. It will identify community concerns for the CAIB and propose solutions. Its mission will parallel the MAJCOM and Air Force IDS.

4.3.5. The installation IDS shall meet at least quarterly.

4.3.6. The installation IDS shall develop a comprehensive, coordinated plan for implementing and marketing a base-wide outreach and prevention program.

5. Air Force Community Needs Assessment. The Air Force IDS shall take responsibility for ensuring the completion of biennial community needs assessments. The IDS Working Group Chair will designate the office of record for the community needs assessment.

5.1. Such an assessment shall be conducted with a representative sample of military members, Air Force civilians, and their family members.

5.2. Funding responsibility for the community needs assessment, in the absence of centralized funding, shall be the responsibility of participating members.

5.3. The results of the community needs assessments for installations and MAJCOMs must be provided to the respective installation and MAJCOM IDSs and CAIBs.

5.4. A summary of the results of any community needs assessments must be provided to the Air Force CAIB within six months of the completion of the survey process.

5.5. Any community needs assessment should help CAIBs assess the effectiveness of community services and identify gaps in services that the member organizations of the CAIB should address. Specifically, community needs assessments must address the efficacy of the programs offered by the organizations represented on the IDS (child care and youth, family support centers, family advocacy, mental health, chapels, and health and wellness centers).

5.6. The installation IDS should review the results of other relevant surveys and needs assessments.

6. Community Capacity Action Plan.

6.1. A written document summarizing and consolidating the individual, family, and community issues identified as concerns by Air Force members and their family members and proposed solutions should be prepared at each level (Air Force, MAJCOM, and installation) at least every two years to serve as a guide for CAIB action and as a communication tool within the Air Force.

6.1.1. At Air Force, the IDS will develop the Community Capacity Action Plan with input from other appropriate organizations based on the issues forwarded by the MAJCOMs and identified by senior leaders. The Air Force IDS will designate an office to serve as the office of record.

6.1.1.1. A Community Capacity Action Plan must be prepared at least every two years and be approved by the CAIB.

6.1.1.2. The Community Capacity Action Plan should include grassroots concerns and proposed solutions.

6.1.1.3. The Community Capacity Action Plan should help inform the budget process, Congressional testimony, and the preparation of white papers and quality of life statements.

6.1.2. A MAJCOM Community Capacity Action Plan should be prepared at least every two years and be approved by the MAJCOM Commander. The MAJCOM/CV will designate an office to serve as the office of record. Approved plans must be forwarded to AF/CVA.

6.1.3. An installation Community Capacity Action Plan should be prepared at least every two years and be approved by the installation commander. The installation commander will designate an office to serve as the office of record. Approved plans must be forwarded to the MAJCOM CAIB for review and submission to the MAJCOM/CV.

6.1.3.1. MAJCOMs may elect to review installation Community Capacity Action Plans to help them formulate the MAJCOM Community Capacity Action Plan.

JOSEPH H. WEHRLE, JR, Lieutenant General
Assistant Vice Chief of Staff

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 40-301, Family Advocacy

AFI 34-248, Child Development Centers

AFI 34-249, Youth Programs

AFI 34-276, Family Child Care Programs

AFI 44-154, Community Training: Suicide and Violence Awareness Education

AFI 52-101, Chaplain Service Responsibilities and Procedures

AFI 36-3009, Family Support Center Program

AFI 36-3011, Air Force Relocation Assistance Program (RAP)

AFI 36-3022, Transition Assistance Program

AFI 40-101, Health Promotion Program

AFI 40-501, The Air Force Fitness Program

DoDI 1030.2, Victim and Witness Assistance Procedures, 23 December 1994

Abbreviations and Acronyms

AF/CVA—Air Force Assistant Vice Chief of Staff

AFMOA—Air Force Medical Operations Agency

AFRC—Air Force Reserve Command

CAIB—Community Action Information Board

CCC—Command Chief Master Sergeant

CE—Civil Engineer

DoD—Department of Defense

DP—Personnel

FSC—Family Support Center

HAWC—Health and Wellness Center

HC—Chaplain Service

IDS—Integrated Delivery System

IL—Installations and Logistics

JA—Judge Advocate

MAJCOM—Major Command

NGB/CF—Air National Guard

OPR—Office of Primary Responsibility

PACAF—Pacific Air Force

RE—Air Force Reserve

SAF/FMB—Deputy Assistant Secretary of the Air Force (Budget)

SAF/MIM—Deputy Assistant Secretary of the Air Force (Force Management and Personnel)

SAF/PA—Secretary of the Air Force Office of Public Affairs

SC—Communications and Information

SF—Security Forces

SG—Surgeon General

SV—Services

USAFE—United States Air Force Europe

XO—Air and Space Operations

Attachment 2

COMMUNITY CAPACITY

ACTION PLAN

Cover Page

Must include the base name, major command, and date.

Cover page may be personalized with base/wing shield, logo, insignia, etc.

COMMUNITY CAPACITY ACTION PLAN

Purpose

One paragraph describing the purpose of this Community Action Plan; reference AFI 90-500, Community Action Information Board.

Base Mission

One paragraph explaining the mission of the base. If applicable, include other branches of the service, tenant units, Guard, Reserve, and geographically separated units.

This page must have the signature and signature block of the Community Action Information Board (CAIB) Chairman.

Base Profile

(You may get this data from Military Personnel Flight Personnel Systems Management)

Total Air Force Active Duty assigned (by age):

- 17 - 20 yrs.
- 21 - 24 yrs.
- 25 - 30 yrs.
- 31 - 40 yrs.
- 41+ yrs.

- E1 - E4
- E5 - E6
- E7 - E9
- O1 - O3
- O4 - O6
- O7+

- Single (no dependents under 23 yrs.)
- Single parents
- Married (not military to military)
- Military married to military

- Children:0 - 5 yrs.
- 6 - 12 yrs.
- 13 - 18 yrs.

Total Guard assigned to base:

Total Reserve assigned to base:

Total other branches of service assigned to base:

Total DoD civilians (appropriated and non-appropriated fund, full and part time employees--not contractors):

Total retiree population (enrolled in DEERS)

Housing:

- Number of personnel in dormitories
- Number of enlisted personnel in base housing
- Number of enlisted personnel in off base housing
- Number of officers in base housing
- Number of officers in off base housing
- (OCONUS should include DoD civilians)

Average commuting time from off base housing (in minutes):

Unemployment rate in local civilian community (in percentage):

Additional Factors

Additional factors affecting the base community (*positive* or *negative*) may be listed in bullet format--not to exceed one page. Following are examples that may be considered. This is not an inclusive list.

Concerns with services on or off base (i.e. medical, religious, recreational, adult education, transportation, child care, youth programs, etc.)

Cost of living

Cultural support systems or issues

Elder care issues

Employment issues (spouses working/not working, financial problems during deployments, low wages, etc.)

English spoken as a first or second language

Environmental uniqueness of region (temperature, snowfall, etc.)

Faith group affiliation and attendance at religious services

Geographically separated families

Manning (operations and personnel tempos, number of days off station, number of PCS moves per year [base, not individuals], etc.)

Schools (on and off base--academic or safety issues, home schooling, etc.)

Special needs population

Use of contractors on base

Volunteer opportunities

Community Result - 1

In one paragraph, identify the desired community result. Community results are broad-based outcomes that are shared by unit leaders, base agencies, personnel, and their families. Community results are typically long-term benefits and are the consequence of program results.

The Community Action Plan should concentrate on not more than four community results. Each community result will have a target group, rationale, desired program results, program target group, program rationale, program activities, partnership and resource requirements, and methods to monitor and evaluate performance.

Target Group

Describe the intended target population of the desired community result. The description should not exceed one paragraph.

Rationale

The rationale explains the reasons for selecting the community result. The description should not exceed one paragraph and should include the sources of information, statistics, and data.

Program Result - 1

Program results, stated from the perspective of the Integrated Delivery System, can be influenced by the intervention and prevention strategies of base agencies. They are short-term, measurable, and can be attributed to specific agencies. There can be more than one program result for each community result. The description of the program result is limited to one paragraph.

Target Group

Description of the target population for the program result should not exceed one paragraph.

Rationale

Rationale should not exceed one paragraph.

Program Activity - 1

Program activities, identified from the perspective of the base agency, are measurable events or interventions designed for a specific result. Multiple activities may be listed and several agencies may be involved--but all activities must be tied to community and program results.

Partnership Requirements

What on or off base partners (agency and staff) will be needed to implement the program activities?

Additional Resource Requirements

Expenses: (i.e. texts, pamphlets, marketing, room rental, etc.)

Activities: (i.e. increased, decreased, realigned, redefined, etc.)

Monitoring and Evaluating Performance

Describe how the three areas will be monitored and evaluated. More than one method of monitoring and evaluation may be listed in each area.

Community Results -**Program Results -****Program Activities -****Timeline**

Optional category - may be included if helpful for base IDS to track program activities or implementation.

Final Page

The final page of the Community Action Plan must have the names and signatures of all base Integrated Delivery System members.

COMMUNITY ACTION PLAN

Glossary

Community Capacity Action Plan - a tool for community and interagency planning and coordination; the plan should not exceed 12 pages.

Community Result - long-term measurable benefits or outcomes achieved by individuals, families, communities, or organizations that can be directly or indirectly tied to meeting customer needs.

Program Results - short-term measurable benefits or outcomes achieved by individuals, families, or groups who have been directly served by agencies or indirectly influenced by an agency's efforts. An agency may take direct credit and be held accountable for program results.

Program Activities - measurable events, classes, or interventions implemented by an agency to achieve specific program results.

COMMUNITY ACTION PLAN

...EXAMPLE...

Community Result - 1

Married and single parent active duty members and families will increase their ability to successfully manage their personal and family responsibilities.

Target Group

All active duty parents, married and single.

Rationale

The high frequency of deployments and TDYs during the past year have placed considerable strain on the resources of families. This is particularly true for personnel in two squadrons. Many spouses are functioning virtually as single parents. Overall, only about two-thirds of married and single parent AF members report that they are successfully managing their family responsibilities (66%). Based on IDS administrative data, information from unit leaders, and personal observations, parents with preschool age children appear to be facing the most difficulty. Strain is believed to be a major factor in the high proportion of community members with family responsibilities who reported experiencing conflicts with family members in the past month on the Air Force Community Needs Assessment.

Program Result - 1

Squadron leaders will increase their support of married and single parent active duty members and their families when the member is deployed or TDY.

Target Group

Members and families in the squadrons with AEF commitments January - June 2001.

Rationale

Recent focus groups identified the squadron as the primary basis for support during deployments. Unit leaders play a key role in the early identification of active duty members who are facing challenges in successfully balancing their work and family lives. Although results from the Air Force Community Needs Assessment depict unit leaders as generally supportive to active duty members during deployments and TDYs, the results suggest reluctance on the part of active duty members to turn to unit leaders when faced with problems. The results also suggest that unit leaders can do a better job informing active duty members about community programs and services.

Program Activity - 1a

The IDS chair will request time on the next CAIB agenda to brief base leadership and agency representatives on the findings from the Air Force Community Needs Assessment. The chair will

also suggest the development of a coordinated agency response plan for strengthening community support for married and single parent active duty members and families when the member is deployed or TDY.

Program Activity - 1b

IDS members will visit squadron commanders and supervisors at least quarterly and encourage them to advise active duty members about the importance of early problem solving. They will also endorse using community resources in preparing for and coping with the demands from deployments and TDYs, as well as consult with unit leaders about ways to strengthen the operation and performance of unit spouse groups.

Program Result - 2

Squadron spouses will increase their support to other married and single parent active duty members and their families when the member is deployed or TDY.

Target Group

Members and families in the squadrons with AEF commitments January - June 2001.

Rationale

Active duty members and their families are more likely to turn to informal networks within their squadrons than to either unit leaders or to community agencies when they need help and support. Squadron spouses play an important role in Air Force communities as a support system for active duty members and their families. There is significant variation across units in the role unit spouses play in support of families. Although information from the Air Force Community Needs Assessment suggests that squadron spouses play a supportive role to active duty members and their families during deployments and TDYs, these connections are not as strong on a more routine basis.

Program Activity - 2

The FSC staff will use the Air Force "key spouse" guidance and handbooks created by the Navy ombudsman program to train volunteers to work with support groups. Family advocacy and child development center staffs will advertise and encourage the use of the "Give Parents a Break" program.

Partnership Requirements

Unit commanders, first sergeants, Air Force Aid Society officer, child development center director, family advocacy outreach manager, readiness officer, school guidance counselors, chaplains, mental health providers, and spouses currently active in support groups.

Additional Resource Requirements

Expenses: desk top resource/referral guide, newsletters and flyers

Activities: Integrated Delivery System member outreach, involvement in units, and commander's calls. Traditional stress management classes will be refocused to deployment and single parent issues once per quarter.

Monitor and Evaluate Performance

Community Results - increased self-referrals to deal with family issues; decrease in number of early returns from deployment; community needs assessment findings

Program Results - increase or revitalization of spouse support groups; increase in unit contacts with family members of deployed personnel; focus group comments and participation

Program Activities - number of people involved (baseline and comparison); number of commander's calls an Integrated Delivery System representative was invited to brief (baseline and comparison)

Attachment 3

COMMUNITY SOLUTION PROCESS

