

J9 Strategic Plan

Service Member Support Directorate

FY24-FY25



Directorate Overview

Mission Statement

Working with Unit Leaders, Stakeholders, Service Members and Families to provide training and response to wellness, quality of life, reintegration, and violence increasing personal resilience and mission readiness.

Vision Statement

Empowering the joint military community, our vision is to proactively safeguard the well-being of Service Members and their Families through comprehensive support networks, fostering resilience, and providing exceptional prevention and response services.

Priorities

Eliminate Sexual Violence

Institute comprehensive policies that increase awareness through prevention and education, victim-centered support, intimidation-free reporting, thorough investigation, and accountability for offenders.

Promote Personal & Family Readiness

Ensure that Service Members and their families are informed, prepared, and empowered to manage their quality of life through education, resource and referral.

Offer High Quality Programs through Periods of Transition

By offering programs and tools focused on deployment cycle support and reintegration, we are dedicated to meeting the needs of Service Members and Families throughout the reintegration process.

Integrate Comprehensive Health & Wellness (CHW)

Implement the CHW program as a strategic initiative, which identifies individual and organizational problems at the root cause and implements holistic solutions to help Service Members make changes that stick.

Promote Resilience and Reduce Risk

When Service Members experience stressors that trigger suicidal thoughts, actions, or risky behavior, promote practices that encourage help-seeking behavior while reducing stigma.

Incorporate a Public Health Approach to Address Violence

Promote protective factors and reduce risk factors among individuals, within relationships, and within the organization using evidence-based data to inform policies, programs and practices.

Rebrand with a Joint Perspective

Focus on growing and rebranding the J9 from serving in a support role to commanders, Service Members and Families, to being actively engaged in the strategic goals that promote resilience and wellbeing for Soldiers, Airmen and Families.

Improve Communication

Communicate with internal and external customers with fidelity. Ensure J9 personnel serve as ambassadors for the J9 directorate and the organization.

SWOT Analysis

Strengths	Opportunities
▪ Diverse Experience ▪ Passionate ▪ Knowledgeable Staff ▪ Positive Reputation ▪ Great Teamwork ▪ Collaborative	▪ Scalability ▪ Marketing ▪ Technology ▪ Building Relationships ▪ Collaboration (All Weaknesses are Opportunities!)
Weaknesses	Threats
▪ Organization Expectations ▪ Technology Limitations ▪ Policies ▪ Funding Uncertainty ▪ Internal Onboarding ▪ Personal Biases/Personality Clashes ▪ Joint Challenges ▪ Past Actions/Mistakes ▪ Communication & Branding	▪ Funding ▪ Staffing ▪ Rules/Policies ▪ Self-Care ▪ Technology ▪ Geographic Disbursement ▪ Loss of Identity ▪ LSCO ▪ Sustainability ▪ Perceptions

Strategic Objectives and Actions

Strategic Objectives

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1. J9: Increase Team Cohesiveness
2. J9: Expand Education & Communication of J9 Services
3. J9: Rebranding of J9 to the Force
4. WRF: Redefine 'Suicide' and 'Substance Use' Prevention within the Integrated Primary Prevention Workforce Framework and Up-Channel Efforts within the Organization.
5. WRF: Develop Policies/Procedures for Suicide Prevention, Intervention and Postvention
6. WRF: Develop Partnerships with State & Community Stakeholders
7. WRF: Develop Measures of Effectiveness for Prevention Efforts
8. IPPW: Hire Staff & Train for all Positions
9. IPPW: Identify Magnitude of Violence
10. IPPW: Establish a Mechanism to Consolidate & Report Data on Protective & Risk Factors to Leaders Across the Organization
11. SAPR: Comprehensive Command Outreach & Educational Campaign
12. SAPR: Enhance SAPR Program Marketing
13. SAPR: Increase Resource & Referral Efficacy
14. BYR: Update BYR SOP/OPORD Documents
15. BYR Document Access to Reduce Paperwork
16. CHW: Enhance Individual Efficacy
17. CHW: Create Transformational Experiences
18. CHW: Engineer Brand Excellence
19. CHW: Build a Resilient Support Services Ecosystem
20. FAM: Create Standardized Practices
21. FAM: Expand Knowledge of Soldier & Family Readiness Program
22. FAM: Develop & Implement a Continuity Process

J9 DIRECTORATE

Quarterly All Hands Meetings (Objective 1)

- Timing: Begin Sep 2023
- Owner: J9 Director - Lt Col Ripperger
- Measurement of Success: Quarterly meetings scheduled/conducted for FY24

Develop a J9 Professional Development Committee (Objective 1)

- Timing: Begin Implementation NLT Sep 23
- Owner: J9 Director - Lt Col Ripperger
- Measurement of Success: Committee formed and begin meeting to plan field trips, online events, expand knowledge and build partnerships

Define Roles & Expectations for J9 Staff (Objective 1)

- Timing: Jan 2024
- Owner: J9 Director - Lt Col Ripperger
- Measure of Success: SOP's finalized, 1:1's scheduled, PPE's updated

Create a J9 Communication Plan and Re-Branding Strategy (Objectives 2 & 3)

- Timing: Draft due Aug 2023, Final due Oct 2023
- Owner: J9 Director - Lt Col Ripperger
- Measurement of Success: Drafts and finalized docs completed by deadline

WARRIOR RESILIENCE & FITNESS (WRF)

Implement Appropriate Language Models w/Prevention Efforts (Objective 4)

- Timing: Jan 2024
- Owner: R3SP - TBD
- Measurement of Success: Communicate model in future newsletter, at CR2C mtgs, use upstreave proactive approaches versus reactive approaches

Create an Internal SOP in conjunction w/HSS to Serve At-Risk Personnel (Objective 5)

- Timing: Jan 2025
- Owner: R3SP - TBD
- Measurement of Success: SOP finalized/approved by deadline, taking into account all entities, ensuring streamlined and effective processes

Create Suicide/Prevention Briefs Tailored to Organization's Needs (Objective 5)

- Timing: Oct 2024
- Owner: R3SP Team
- Measurement of Success: Create briefs that tailor the unique needs with current data and relevant topics, incorporated into finalized presentations in FY24

Serve as Committee Lead of J9 Professional Dev Committee (Objective 1 & 6)

- Timing: Sep 2023
- Owner: R3SP - TBD
- Measurement of Success: See J9 Objective 1B

Analyze the Success of the Joint Wellness Recovery Program (Objective 7)

- Timing: Jan 2024
- Owner: R3SP - TBD
- Measurement of Success: Obtain and report data at quarterly CR2C, in conjunction with IPPW and CHW analysis

INTEGRATED PRIMARY PREVENTION WORKFORCE (IPPW)

Work with HRO to Hire Workforce (Objective 8)

- Timing: Sep 2023
- Owner: IPPW Manager - Dr. Kluetz
- Measurement of Success: All positions are filled, reported green to NGB

Ensure Team is Trained and Prepared for their Specialization (Objective 8)

- Timing: Continuous
- Owner: IPPW Manager - Dr. Kluetz
- Measurement: All personnel attend SPARX training w/in 90 days of hire, complete required CEU hours

Monitor Training Completion (Objective 8)

- Timing: Continuous
- Owner: IPPW Specialist - Mr. Lichfuss
- Measurement of Success: All CEU and training requirement are met via established tracker

Develop Tailored Surveys (Objective 9)

- Timing: Oct 2023
- Owner: IPPW Manager & Specialist - Dr. Kluetz & Mr. Short
- Measurement of Success: Finalized survey that is evidence based data and prepared in Qualtrics

Identify Data Sources (Objective 9)

- Timing: Jan 2024
- Owner: Operational Prevention Specialists
- Measurement of Success: Compiled list of data sources, working in conjunction with EO, Safety, RCC, etc.

Create and Purchase Dashboard Software (Objective 10)

- Timing: Jan 2024
- Owner: IPPW Specialist - Mr. Lichtfuss
- Measure of Success: Software identified & purchased

Restructure and Lead CR2C Meetings (Objective 10)

- Timing: Continuous - begin NLT Oct 2023
- Owner: IPPW Specialist - Mr. Short
- Measure of Success: Standardized & interactive quarterly meetings that detail health of the force

SEXUAL ASSAULT PREVENTION & RESPONSE (SAPR)

Create a Process to Review Results of DEOCS with Commanders, EO, & IPPW Team (Objective 11)

- Timing: May 2024
- Owner: SAPRO - Ms. Donner
- Measurement of Success: Approved internal review process with IPPW team, report at future CR2C, CMG and quarterly 'No Wrong Door' policy meetings

Develop a Tracker to Track 30-Day New Commander Briefs & SAPR Training (Objective 11)

- Timing: Dec 2023
- Owner SAPRO - Ms. Donner
- Measurement of Success: 90% current and newly ascended commanders are tracked as 'completed' by deadline, 80% of completion of Air & Army training by Q3

Increase SAPR Presence to Full-Time Staff & Senior Leaders (Objective 11)

- Timing: Ongoing
- Owner: SAPRO - Ms. Donner
- Measurement of Success: Attend the following 1x during FY23/23: SLC, Air CC Huddle, CR2C and command Group

Increase Presence at Drills, Yellow Ribbon Briefs, & CHW courses (Objective 12)

- Timing: May 2024
- Owner: SAPRO - Ms. Donner
- Measurement of Success: 1/2 of FTS flexing to cover drills and events in the field

Create Tracker to Identify Opportunities for MDAY/DSG SARCS & VAs to Increase Outreach (Objective 12)

- Timing: Sep 2024
- Owner: SAPRO - Ms. Donner
- Measurement of Success: Accomplish at least five outreach events by end of FY24

Rebrand SAPR Marketing (Objective 12)

- Timing: End of FY24
- Owner: SAPRO - Ms. Donner
- Measurement of Success: Completed marketing materials developed and distributed to unets by deadline, use G3 tracking and Win by-laws and management internal control toolset (MICT)

Provide Buddy Aid Briefs to Force (Objective 13)

- Timing: Sep 2024
- Owner: MDAY SARCS
- Measurement of Success: Conduct at least six trainings with commanders per year, train more trainers, estab buddy aid/annual training request pprocess

Collaborate with Internal Service Providers & Leadership (Objective 13)

- Timing: Jan 2024
- Owner: BDE/WING SARCS
- Measurement of Success: Attend CR2C meetings, become an Air CAT/CAB Council Member

BADGER YELLOW RIBBON (BYR)

Finalize & Publish Internal SOP/OPORD to Detail Unit Responsibilities, Requirements & Deadlines (Objective 14)

- Timing: Dec 2024
- Owner: BYR Director - Ms. Cushman Edgren
- Measurement of Success: Published SOP/OPORD for organization

Develop & Maintain QR Code w/Website Repository for BYR Events (Objective 15)

- Timing: Jan 2024
- Owner: BYR Director - Ms. Cushman Edgren
- Measurement of Success: Repository created and QR code implemented at all BYR events, used by at least 50% of attendees

COMPREHENSIVE HEALTH & WELLNESS (CHW)

Provide Coaching & Counseling Sessions (Objective 16)

- Timing: Jan 2025
- Owner: CHW Director - CW3 Hunnel
- Measurement of Success: Complete 400 coaching & counseling sessions

Identify Behavioral Health Concerns & Provide Referrals to CHW Staff (Objective 16)

- Timing: Jan 2025
- Owner: CHW Director - CW3 Hunnel
- Measurement of Success: 80% of referrals use CHW services

Conduct Leadership & Cultural Training Events (Objective 17)

- Timing: Jan 2025
- Owner: CHW Director - CW3 Hunnel
- Measurement of Success: 25 leadership training events, at least 18 hours of instruction

Increase Participation of CHW Training (Objective 17)

- Timing: Jan 2025
- Owner: CHW Director - CW3 Hunnel
- Measurement of Success: Achieve 3K participants, number of participants completing training of at least one instruction hour in at least one of the five CHW pillars

Conduct Unit Visits to Provide CHW Services to Members at Drill (Objective 18)

- Timing: Jan 2025
- Owner: CHW Director - CW3 Hunnel
- Measurement of Success: Conduct 50 unit visits, unit visits completed by CHW team members

Stand Up Coaching Academy (Objective 19)

- Timing: Jan 2025
- Owner: CHW Director - CW3 Hunnel
- Measurement of Success: Train 75 Service Members

Stand Up Joint Wellness Recovery Program (JWRP) (Objective 19)

- Timing: Jan 2025
- Owner: CHW Director - CW3 Hunnel
- Measurement of Success: Complete six JWRP courses, 50% of Service Members have a substance use related event will complete program

FAMILY READINESS PROGRAM (FAM)

Become Familiar with Certification Standards (Objective 20)

- Timing: End of FY24
- Owner: Family Program Director - Ms. Sohns
- Measurement of Success: Meet certification standards, conduct intake briefings, site visits, etc.

Create Working Plan to Progressively Streamline Filing & Document Storage System (Objective 20)

- Timing: End of FY24
- Owner: Family Program Director - Ms. Sohns
- Measurement of Success: Migration completed, create and validate naming convention, monthly file migration from shared drive to MS TEAMS

Identify Changes in Upcoming CNGBI (Objective 20)

- Timing: 3 mos following release of CNGBI (pending final implementation date by NGB)
- Owner: Family Program Director - Ms. Sohns
- Measurement of Success: Create/update SOPs, memos to reflect new CNGBI metrics.

Soldier & Family Readiness Specialists Receive Personal Financial Certification (Objective 21)

- Timing: Sep 2024
- Owner: SFRS Lead - Ms. Sween
- Measurement of Success: 25% of SFRS staff certified, NGB requirement via Finred

Conduct Unit Visits (Objective 21)

- Timing: End of FY24
- Owner: SFRS Team
- Measurement of Success: Each SFRS visit 100% of units within their geographic area of responsibility, attend drills with goal to educate prior to crisis, involve other sections to attend or provide materials

Schedule Meet & Greet with TAG/Leadership to Increase Leadership Knowledge of Family Program (Objective 21)

- Timing: FY24
- Owner: Family Program Director/J9 Director - Ms. Sohns/Lt Col Ripperger
- Measure of Success: Schedule and conduct quarterly meeting with TAG and Leaders, meetings conducted semi-annually to gain TAG support and emphasis

Create Policies Outlining Team Expectations (Objective 22)

- Timing: FY24
- Owner: Family Program Director/SFRS Lead - Ms. Sohns/Ms. Sween
- Measure of Success: Publication and communication of internal policies to Family Readiness Teams

Create a Family Program Handbook (Objective 22)

- Timing: End of FY23
- Owner: Family Program Director/SFRS Lead - Ms. Sohns/Ms. Sween
- Measure of Success: Handbook is finalized, research, timely, accurate and expanded to include updates to financial training

Create SOPs for Duty to Warn, No Wrong Door & Potential Childcare (Objective 22)

- Timing: June 2024
- Owner: Family Program Director - Ms. Sohns
- Measure of Success: Publication of policies by deadline

