



JOINT WELLNESS & RESILIENCY DIRECTORATE (J9)

Strategic Communication Plan

FY24

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1 Summary

There is a need to strategically communicate the many resources and services available to Service Members and Families in the Wisconsin National Guard. J9 has gone through a lot of change in recent years, there is understandable confusion as to what J9 is and what it can offer to the organization.

Current communication challenges consist of too many departments trying to communicate internal messages (information overload), geographically dispersed population consisting of full-time and part-time personnel and inadequate ways of reaching intended audiences. Another significant challenge is joint constraints (Air Force & Army) systems that don't communicate with each other and various audiences within the organization with different needs, based on the unique needs of Service Members (SMs), leaders, families, demographics, location, and branch of service.

The objective of the J9 Strategic Communication Plan is to communicate what J9 is and the resources/services it offers within the organization and find ways to effectively reach the customers the directorate serves.

2 Introduction

2.1 Background

Empowering the joint military community, the vision of the J9 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. Through this vision, the J9 team is dedicating to finding ways to better communicate the many services and resources that are available to Service Members and their Families.

The past primary means of communication for the J9 Directorate included social media, website management, distro-wide emails and a monthly newsletter. Various internal communication campaigns have proven to be marginally successful – to include Operation Resilience, Family Volunteer Events and Suicide Awareness events. The Sexual Assault Prevention & Response (SAPR) team has had more leadership buy-in than other J9 programs and this has proven to be more successful in some communication efforts.

Currently, the J9 team does not have a systematic way of reviewing communication effectiveness. It primarily consists of event attendance, social media interaction or survey responses, with minimal participation.

The J9 directorate is comprised of a robust and diverse group of individuals, with programs that offer unique resources and services. Each member of the J9 staff plays a vital role in the communication of these programs to SMs and Families of the Wisconsin National Guard (WING).

2.2 Situation Analysis

Per the J9 Strategic Planning Offsite that took place in May 2023, the J9 leadership team constructed the following Strengths, Weaknesses, Opportunities and Threat (SWOT) analysis. The [brackets] include additional information of how this analysis could affect the communication plan for the J9.

- **Strengths:** Diverse Experience, Passionate, Knowledgeable Staff, Positive Reputation, Great Teamwork & Collaborative

[There are many programs and a variety of messages to get out, collaboration can lead to combining messages, team members are subject matter experts, working well together and passionate to go the extra mile to communicate their programs]

- **Weaknesses:** Organization Expectations, Technology Limitations, Policies, Funding Uncertainty, Internal Onboarding, Personal Biases, Joint Challenges, Past Actions, Communication and Branding Confusion.

[Organization's misunderstanding of what J9 is today, judging it on past responsibilities/mistakes creates additional motivation to effectively communicate J9's message, technology challenges with trying to reach the masses (jointly) will force the team to think outside of the box and increasing emotional intelligence for internal team dynamics.]

- **Opportunities:** Scalability, Marketing, Technology, Building Relationships, Collaboration. All weaknesses are looked at as potential opportunities!

[The need to collaborate and work together is agreed upon by all J9 members, this presents a huge opportunity to look at communication partnerships inside and outside of J9/WING to package info in a way that will hit a wider audience and increase relevancy.]

- **Threats:** Funding, Staffing, Rules/Policies, Self-Care, Technology, Geographic Disbursement, Loss of Identity, LSCO, Sustainability, and Perceptions.

[Important to celebrate successes and not get overwhelmed by the desire to get out too much information. Staying focused on what the J9 represents and not molding into something outside of the directorate's vision.]

2.3 Lessons Learned

Based on previous communication efforts, the following are some generic lessons learned:

- Distro A messages have a limited reach to Soldiers outside of JFHQ and reach few Airmen at all.
- G3 Bulletin can be an effective tool, but still primarily limited to full-time Army staff only.
- Air has ALL MEMBER distribution lists, however we try to use it sparingly for fear of spam.
- Direct communications to Air and Army Commanders, Readiness NCO's, etc. have proven to be effective, but also must be done sparingly for fear of spamming.
- Posters can be effective, but challenging to maintain, need a POC at each facility/unit to do this effectively.
- Videos are very difficult to use as an effective communication tool, take time to produce (lack of resources) and extremely difficult to deliver to MDAY/DSG members
- Most SMs do not use Facebook, not an effective way to communicate to prime audience (18-30 year olds), however, it's still a prime target for our 'older' Service Members and support structure (i.e. parents, retirees, community).
- Commanders/leaders are inundated with organization communications every drill weekend – very difficult to get the J9 messaging to leaders, much less to the lowest level Service Member.

3 Objectives

The following objectives and guidelines describe the future state, which we hope to achieve through the execution of the J9 Strategic Communication Plan.

3.1 Communications Objectives

The top three communication objectives for the J9 Directorate include:

- ✓ Increase Awareness of J9 Services & Resources
- ✓ Improve J9 Internal Communications, Promote Positive Culture & Efficiencies.
- ✓ Generate Senior Leader Support & Buy-In

3.2 Communications Guidelines

To assist in meeting these objectives, the following guidelines have been established that are applicable in the dissemination of communications messages within the team.

- ✓ All planned messaging will be communicated at the monthly marketing meeting and tracked on the communication calendar for team awareness & collaboration.
- ✓ All messages will be audience-specific, include J9 strategic messaging when applicable.
- ✓ Messages will be distributed through appropriate channels, per the communication plan.
- ✓ The team will communicate what people need to know *before* they need to know it.
- ✓ Communications will be tailored, based on what people need to know.
- ✓ Only the WING Public Affairs team will be able to distribute official press releases.
- ✓ The J9 team will create additional feedback mechanisms to listen and act on feedback.

4 Stakeholders

This section identifies who will be involved in the dissemination and receipt of communications issued by the J9 Directorate.

4.1 Target Audience

The following are formal audience groups the J9 Directorate will focus their communications to within the strategic communications plan.

- ✓ Senior Leaders
- ✓ Full-Time Airmen & Soldiers
- ✓ MDAY Soldiers & DSG Airmen
- ✓ Family Members (Partner, Spouse, Parents, Children)
- ✓ Retirees & Military Supporters – i.e. Volunteers
- ✓ Governor's Office
- ✓ General Public

4.2 **Stakeholder Requirements** Below is the list of the target audience and the identified information that must be supplied to these groups to meet the intent of J9's communication goals and objectives.

Role	Information
Senior Leaders	✓ Broad Summary of <i>all</i> J9 Programs ✓ Specific J9 Programs when necessary ✓ Critical risks and issues ✓ Timeline performance ✓ Education of what J9 is to garner senior leadership support ✓ Requests for support ✓ Education of programs and services ✓ Leadership tools for resiliency ✓ Reintegration programs for units
Airmen & Soldiers	✓ Education of programs and services offered by J9 ✓ Promote a safe environment to access help ✓ Reintegration services and programs
Family Members	✓ Education of programs and services offered by J9, specific to family ✓ Programs focuses on military children, liaison to military ✓ Communication about deployments & reintegration efforts, benefit information
Retirees and Supporters	✓ Volunteer opportunities ✓ Transition and benefit assistance
Governor's Office	✓ State Govt-funded programs (CHW) update ✓ Other State funded programs/interests
General Public	✓ Military involvement, citizen Soldier/Airmen, community support (bigger, broader WING message to gain support from public/employers in the community). ✓ Telling the WING story via J9 programs

4.3 Key Messages

J9 will focus on a number of messages to communicate the services and resources the directorate offers to its customers. However, with the numerous recent changes and expansion of the J9, it is vital that the primary key message is focused on the following key message:

INTRODUCING THE NEW J9!

The military is changing and so are the needs of Service Members. The new Joint Wellness & Resilience Directorate (J9) is embracing an agile approach, proactively changing to better serve the emerging needs of Military Members and their Families.

The following key messages will be woven into the communication schedule, supporting the overall theme that J9 is evolving to meet the needs of Service Members.

- ✓ **What is J9:** Provide education and awareness about the prevention strategies, advocacy, resiliency initiatives, resources and services available to Service Members and Families.
- ✓ **Who is J9:** Personal highlights of the individuals who make J9 successful. Highlight the human side of J9, showcase capabilities, expertise and background to illustrate the connection to serving the mission of Service Member caring.
- ✓ **Why J9 is important:** How J9 exists to meet the changing needs of Service Members and Families. What are those needs, why resiliency is the glue that holds it all together, how J9 can help individuals, leaders and families.

5 Channels

Deliver Channels provide the mechanism for disseminating information to J9 stakeholders.

5.1 Delivery Channels

Using the right channel is as important as drafting the right communications message for the right stakeholders at the right time. Delivery Channels available to J9 include:

- ✓ Awards
- ✓ Banners/Signage
- ✓ Brochures/Flyers/Fact Sheets
- ✓ Business cards
- ✓ Direct mail
- ✓ Endorsements
- ✓ Email
- ✓ Launches
- ✓ Meetings
- ✓ Media packets (via PAO)
- ✓ Newsletters
- ✓ Social events
- ✓ Speaking engagements
- ✓ Website
- ✓ Workshops
- ✓ Social Media
- ✓ Letters
- ✓ Displays

5.2 Information Collection

These channels will allow J9 to disseminate vital information, and determine where and how the information will be gathered. The following table lists information sources for numerous J9 delivery channels.

Channel	CSM Coin Award
Information Requirement	Look for individuals outside of the directorate who have contributed to an J9 effort and nominate them for recognition via the already established CMS Coin Award program.
Information Provider	Anyone in J9
Collection Timeframe	Quarterly - Goal
Details	Nominee suggestions will be gathered by J9 Leads to be discussed at the monthly marketing meeting.

Channel	Displays, Signage & Website
Information Requirement	J9 Key Messages: Q1: What is J9 Q2: Who is J9 Q3: Why Important? Q4: Recap of J9 Programs/Services
Information Provider	J9 Leads
Collection Timeframe	Quarterly Release – develop content during J9 marketing meeting.
Details	-Posters displayed at all facilities (Air & Army), with QR codes leading to more information on J9 website. -Developed/maintained by marketing POC (hired in FY24) -Establish POCs at all units to display content via SFRS team.

Channel	Direct Mail
Information Requirement	Communication of Family Program events/OPSEC requirements, volunteer opportunities and benefits. Future use by IPPW team for DEOC survey and other info-gathering requirements.
Information Provider	SFRS Lead – Ms. Sween, IPPW Team – Dr. Kluetz
Collection Timeframe	Apr (Month of Military Child) & Nov (Month of Military Family), varied dates
Details	Highlight information and OPSEC requirements to families during child and family focused months.

Channel	Launches – Monthly Highlights
Information Requirement	Highlight national monthly themes that have a J9 connection
Information Provider	J9 Lead, specific to monthly theme (POC), discussed at marketing meeting.
Collection Timeframe	As needed, monthly
Details	To be discussed each quarter, examples include: Apr – SAPR & Month of Military Child & Military Volunteer May – Mental Health & Military Appreciation Month Sep – Suicide Awareness Oct – Domestic Violence Awareness Nov – Month of Military Family

Channel	Brochures, Flyers, & Fact Sheets
Information Requirement	Specifics about J9 programs, answers what, why & how in a succinct manner.
Information Provider	J9 Leads
Collection Timeframe	As needed, quarterly
Details	-Creation of J9 program-specific materials (simple fact sheets) to accommodate quarterly themes -Use at various events, meetings, presentations -Must continuously re-examine to ensure content is current and relevant to varied audiences

Channel	Email (Air and Army) & G3 Bulletin (Army)
Information Requirement	J9 program updates, services and resources
Information Provider	J9 Leads
Collection Timeframe	As needed
Details	-Develop Air POCs to spread info to Air contacts outside of JFHQ, create additional Army communication processes outside of standard bulletin/email.

Channel	Meetings (Staff Mtgs, 1:1's, Updates)
Information Requirement	Program updates, successes, needs and future planning
Information Provider	Ripperger (POC) & J9 Leads
Collection Timeframe	Monthly, and as scheduled
Details	Information is primarily gathered in four ways: Mon AM coffee mtg, online tracking tool (due every Thu), monthly marketing meeting and individual 1:1's.

Channel	J9 Newsletter
Information Requirement	All Service Member and Family-focused content that should be communicated to audience on behalf of J9.
Information Provider	Sween (Primary POC), plus J9 contributors & contractors (Military OneSource), Air Family Programs
Collection Timeframe	Monthly
Details	Monthly marketing meeting takes place first Wed of each month, discuss communication plans, opportunities and schedules for the following month – content for newsletter is assigned

Channel	Events/Engagements
Information Requirement	Details about the event, encouragement to attend, why it's important
Information Provider	Varied – primarily Child & Youth Team – Mr. Engelhardt, Family Program – Ms. Sohns/Ms. Sween & CHW – Ms. Manders
Collection Timeframe	Varied
Details	Examples include: Halloween Open House event, Youth Camps/Youth Events, Family Program Volunteer Events, Retiree Seminar, Badger Yellow Ribbon Events, CHW Courses, Learning Labs, etc.

Channel	Social Media
Information Requirement	J9 news, updates, events specific to WING SMs and Families
Information Provider	J9 Leads coordinate info pertaining to their section via the quarterly social media plan
Collection Timeframe	Daily, will share with WING PAO for extended coverage
Details	Discussed at monthly marketing meeting

Channel	Letter
Information Requirement	J9 overview for new leaders about resources available to command
Information Provider	J9 Leads
Collection Timeframe	Updated yearly
Details	Create process to send letter to leaders when starting in new positions

6 Communications Plan

The tactical portion of the J9 Communication Plan will be created (broadly) on a quarterly basis, with specific details to be updated each month during the monthly marketing meeting.

6.1 Communications Schedule

The template of the J9 Communication schedule will follow the format below. The communications include numerous team meetings, publishing a monthly newsletter, communicating monthly highlights, and various child & youth, family, volunteer, reintegration and advocacy/prevention events or initiatives.

[illegible]

6.2 Communications Events

Within the same document, the J9 team will update a communication event list. This will be the working document, concentrated on during the monthly marketing meeting and the basis of the social media plan. Each communication tactic will correspond with an 'Event ID' for easy tracking.

ID	Event	Description	J9 Communication Message	Date(s)	Social Media	Newsletter	Other?	POC
	What is J9? (Q1 key message)	J9 key message for the quarter should answer: 'What is J9?'	Military is changing, so are the needs. J9 is meeting those needs.	FY24/Q1				
1	Halloween	Halloween Holiday	Halloween festivities, trick or treating, safety, highlight Child & Youth Program's connection to military youth	Halloween (Oct 31), other dates flexible	Yes - weekly post (4x)	Maybe - Oct Issue	Social media post links to J9 website (CYS page)	CYS/SFRS Team
2	Domestic Violence Awareness	Oct is a time to acknowledge domestic survivors and be a voice for its victims	Wear purple on Oct 20, use month theme to educate domestic violence program at WING	Purple Day, (Oct 20), other dates flexible	Yes - bi-weekly post about program (2x) & Purple Day (1x)	Yes - Oct Issue	Posters	Sohns/Kluetz
3	Depression Awareness Month	Work to educate others on the signs, symptoms, and consequences of depression	Acknowledge Depression Awareness, highlight CHW support groups, promote DPH services (partnership)	October - flexible	Yes (1x), focus on family resources	Maybe - Oct Issue	Link to J9 website (CHW page)	TBD
4	Thanksgiving - Gratitude	Thanksgiving Holiday	Thursday Thanks - promote J9 svs w/a 'thank you' theme Nov 2 : Safety (Prev/SAPR) Nov 9 : Resilience (CHW/WRF) Nov 16 : Reintegration (BYR/ESGR) Nov 23 : Overall J9 thank you message	Nov 2, Nov 9, Nov 16, Nov 23	Yes - weekly post on Thursdays (4x)	No	J9 website (article links to social media)	J9 Leads
5	Veterans Day	Honor military Veterans	Highlight WING Veterans, promote discounts	11-Nov	Yes - 2x, discounts post (Nov 9) and honor post (Nov 11)	Yes - Nov Issue		Sween
6	Stress Awareness Day	A day to reinforce that stressing about situations you can't control leads to more disease. Learn to hone in on the ability to choose one thought over another and ebb stress away.	Message of the affects of stress and J9/HSS resources avail to help.	1-Nov	Yes - 1x	Yes - Nov Issue		Prev team
7	World Kindness Day	Attempt ot make the world a better place by celebrating and promoting good deeds and pledging acts of kindness	Highlight kindness within J9 - promote someone who goes above & beyond, highlight J9 svs while highlighting a person - (see Good Human Award below)	13-Nov	Yes - post (1x)	Yes - Nov Issue		Determine person, lead of that person will be POC
8	Child Safety Protection Month	Raise awareness about the potential dangers that children face each day.	Maybe a related article with the Prevention Team focus (?)	Nov - flexible	Yes - post (1x)	Yes - Nov Issue	J9 website article/blog (article links to social media)	Prev team
9	Holidays - stress	Holidays bring on more stress for more people, leads to depression and other issues.	Ways to acknowledge and combat stress using J9/other WING resources	Dec - flexible	Yes - post (1x)	Yes - Dec Issue	J9 website article/blog (article links to social media)	Prev team
10	Campaigns/Initiatives							
11	Operation Resilience	TBD - in partnership with Paul Kismer						
12	Quarterly Displays	Create a 'J9 Table' that will focus on the J9 FY24 Q1 theme, answering WHAT IS J9, at each Armory and Air Wing where possible.	The military has changed and so had J9 - here to help meet Service Member's needs.	FY24/Q1	No	No	Signage, flyers, pamphlets, giveaways	SFRS at Army locations (?), Air Family Program POCs

7 Social Media Plan

Based off the Communication Events Matrix (6.2), a social media plan will be constructed based off the Events ID's listed in the previous documents. A basic social media plan will be created at the beginning of each quarter (template below), and then detailed out the month prior during the marketing meeting.

October			November		
Sunday	1		Wednesday	1	Stress Awareness Day (ID 6)
Monday	2	Dom Violence #1 (ID 2)	Thursday	2	Thursday Thanks #1 (ID 4)
Tuesday	3	Halloween Post #1 (ID 1)	Friday	3	
Wednesday	4		Saturday	4	
Thursday	5		Sunday	5	
Friday	6	Halloween Open House #1 (ID 14)	Monday	6	Child Safety Protection Month (ID 8)
Saturday	7		Tuesday	7	
Sunday	8		Wednesday	8	
Monday	9		Thursday	9	Thursday Thanks #2 (ID 4)
Tuesday	10	Halloween Post #2 (ID 1)	Friday	10	Veteran's Day Post Discounts (ID 5)
Wednesday	11	Dom Violence #2 (ID 2)	Saturday	11	Veteran's Day Post (ID 5)
Thursday	12		Sunday	12	
Friday	13	Halloween Open House #2 (ID 14)	Monday	13	World Kindness Day (ID 7) Good Human (ID 1)
Saturday	14		Tuesday	14	
Sunday	15		Wednesday	15	
Monday	16		Thursday	16	Thursday Thanks #3 (ID 4)
Tuesday	17	Depression Awareness Month (ID 3)	Friday	17	
Wednesday	18	Halloween Open House #3 (ID 14)	Saturday	18	
Thursday	19		Sunday	19	
Friday	20	Halloween Post #3 (ID 1)	Monday	20	
Saturday	21	Dom Violence Post #3, Purple Day (ID 2)	Tuesday	21	
Sunday	22		Wednesday	22	
Monday	23		Thursday	23	Thursday Thanks #4 (ID 4)
Tuesday	24		Friday	24	
Wednesday	25		Saturday	25	
Thursday	26	Halloween Open House #4 (ID 14)	Sunday	26	
Friday	27		Monday	27	
Saturday	28		Tuesday	28	
Sunday	29		Wednesday	29	Good Human Award #2 (ID 12)
Monday	30		Thursday	30	
Tuesday	31	Halloween Post #4 (ID 1)			

8 Appendix

8.1 Past J9 Newsletters

Posted online at <https://wisconsinmilitary.org>

8.2 FY23 Operation Resilience

Posted online at <https://wisconsinmilitary.org/health/operation-resilience>

8.3 Comprehensive Health & Wellness Communications

Posted online at <https://wisconsinmilitary.org/comprehensive-health-and-wellness-program/>