



**U.S. AIR FORCE**

# **COMMUNITY CAPACITY ACTION PLAN**



**90th Space Wing  
F. E. Warren Air Force Base**



**Air Force Space Command**

**March 2004**



# COMMUNITY CAPACITY ACTION PLAN

## **Purpose**

Air Force Instruction (AFI) 90-500 provides the authority for establishing Community Action Information Boards (CAIB) to promote cross-organizational collaboration in addressing individual, family, and community issues. It outlines the requirements for consolidating these issues in the following Community Action Plan (CAP) and addresses the issues at the appropriate level.

## **Base Mission**

The 90th Space Wing operates and maintains 150 Minuteman III and a decreasing inventory of Peacekeeper Intercontinental Ballistic Missiles, standing on alert over a 12,600 square-mile area in Wyoming, Nebraska, and Colorado. The wing relies on the operations, maintenance, mission support, security forces, and medical groups to accomplish its mission, and flies the UH-1N Huey helicopter in support of the mission. The 90th Space Wing employs about 3,650 military personnel and 600 civilian employees. Family members of assigned military personnel add another 3,500 to the local population. Also, some 20,000 military retirees reside in the area.

## **IDS Mission Statement**

IDS members will work in collaboration to promote quality of life, improve social welfare and individual well-being and to enhance community capacity.

Approved as written.

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EVAN J. HOAPILI, Colonel, USAF  
Commander, 90th Space Wing

## **Base Profile**

### **Total Air Force Active Duty assigned (by age):**

**17 - 20 yrs.**

**21 - 24 yrs.**

**25 - 30 yrs.**

**31 - 40 yrs.**

**41+ yrs.**

**E1 – E3**

**E4 – 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 - 11 yrs.**

**12 - 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 base dormitories**

**Number of enlisted personnel in on-base housing**

**Number of enlisted personnel in off-base housing**

**Number of officers in on-base housing**

**Number of officers in off-base housing**

**(OCONUS should include DoD civilians)**

**Average commuting time from off base housing:**

**Unemployment rate in local civilian community:**

## **Additional Factors**

- Due to the proximity of Cheyenne and the base, there are no public schools on base, though plans for an on-base elementary school have been approved in the district's 5-year building plans. All students are bused to schools in Cheyenne.
- Just west of Cheyenne, you'll find everything for the outdoor enthusiast-- fishing, mountain climbing, water-skiing, snow-mobiling, cross-country skiing, hiking, wildlife watching, mountain biking and camping--all within a short drive from Cheyenne.
- Connection between base and local community is strong and there are many opportunities for military members to volunteer in the local community, especially during Frontier Days, which takes place the last full week in July.
- Cheyenne is located about one and a half hours from Denver, Colorado, which provides residents with an opportunity to engage in sporting and cultural events associated with a large metropolitan city.
- Employment issues
  - Low wages
  - Limited professional jobs for spouses
  - Many active duty members choose to work second jobs for additional income

## **Community Result - 1**

Create a Responsible Drinking Culture at F. E. Warren Air Force Base

## **Target Group**

Active Duty E1 - E4, base population, and surrounding community

## **Rationale**

Alcohol Related Incidents (ARIs), due to alcohol misuse, are a growing concern to our people and mission. The overall consequences of ARIs are reduced retention rates, additional work loads for co-workers and units, as well as a high rate of military judicial action.

### **Three pronged integrated approach targeting:**

- Individuals (including at risk individuals)
- Base Population
- Surrounding Communities

### **Based on national research:**

- National Institute of Alcohol Abuse and Alcoholism "A Call to Action: Changing the Culture of Drinking at US Colleges" (2002)
- National Academy of Sciences: "Reducing Underage Drinking: A Collective Responsibility" (2003)

## **Program Results**

1. F. E. Warren will demonstrate a 50% reduction in the number of DUI's over each of the next two years.
2. F. E. Warren will demonstrate a 10% reduction in the number of under-age drinking incidents over each of the next two years.
3. F. E. Warren will "operationalize" a culture promoting healthy, low-risk, responsible drinking.

## **Target Group**

Active Duty E1 - E4, base population, and surrounding community

## **Rationale**

- **Airmen (the majority of our younger targeted population) have similar demographics to college students:**
  - 81% of college students drink underage
  - 43% of college students are binge drinkers (5 or more drinks in one sitting at least once in past two weeks)
  - 21% of college students are frequent binge drinkers (> 1x/month)
  - 40% of national traffic fatalities are due to alcohol
- **Three pronged integrated approach targeting:**
  - Individuals (including at risk individuals)
  - Base Population
  - Surrounding Communities

- **Based on National Research:**
  - National Institute of Alcohol Abuse and Alcoholism "A Call to Action: Changing the Culture of Drinking at US Colleges" (2002)
  - National Academy of Sciences: "Reducing Underage Drinking: A Collective Responsibility" (2003)
  
- **Promising and Effective Strategies (NIAAA Report, 2003):**
  - Treatment for substance abuse and addiction
  - Combining cognitive-behavioral skills with norms clarification and motivational enhancement interventions
  - Challenging alcohol expectancies
  - Increased enforcement of minimum drinking laws
  - Increasing enforcement at campus-based events that promote excessive drinking
  - Increasing publicity about and enforcement of underage drinking laws on campus and eliminating "mixed messages"
  - Consistently enforcing disciplinary actions associated with policy violations
  - Implementation, increased publicity, and enforcement of other laws to reduce alcohol-impaired driving
  - Adopting campus-based policies and practices that appear to be capable of reducing high-risk alcohol use
  - Conducting marketing campaigns to correct student misperceptions about alcohol use
  - Effective use of "safe rides" programs
  - Enhancing awareness of personal liability
  - Enforce responsible beverage service policies in social and commercial settings
  - Formation of a campus and community coalition involving all major stakeholders
  - Regulation of happy hours and sales
  
- **Ineffective Strategies (NIAAA Report, 2003):**
  - Informational, knowledge-based or values clarification interventions when used alone
  - Providing blood alcohol content feedback to students (using breath analysis tests to provide accurate info on their BAC)

## **FEW Program**

### **1. Individual Level Approach**

- Universal Screening (OPR: LSSC)
  - Alcohol Use Disorder Identification Test (AUDIT)
  - Administered to all incoming personnel at FTAC and Right Start by Life Skills and Drug Demand Reduction Personnel
  - Administered to all base personnel during their PHA by 90 MDG
  - CC notified of scores of 8 or higher with recommendation for referral to ADAPT evaluation
- Self-Referral, Medical Referral, or Commander Referral to Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program (OPR: LSSC)
  - Substance use evaluation
  - American Society of Addiction Medicine criteria
  - Motivational Interviewing combined with the AF Substance Use Assessment (SUAT)
  - Based on evaluation, individual recommended for education and/or treatment
- Education (OPR: LSSC)
  - 6-hour Substance Abuse Awareness Seminar
- Treatment (OPR: LSSC)
  - Individualized treatment as needed
- Supervisor 0-0-1-3 Discussion and Agreement NLT 14 Days After Arrival on Station (OPRs: Sq/CC and Unit Orderly Rooms)

### **2. Base Level Approach**

- Discuss 0-0-1-3 at Commander Calls (OPR: Commanders, Unit Champions)
- Include 0-0-1-3 in Annual Briefings to Base Population (OPR: LSSC)
- Identify at Risk Individuals and Get Them Screened (OPRs: Commanders, Supervisors)
- Supervisor 0-0-1-3 Discussion and Agreement NLT 14 Days After Arrival on Station (OPRs: Sq/CC and Unit Orderly Rooms)
  - Clear, consistent, unambiguous expectations and enforcement regarding alcohol misbehavior
  - Supervisor will annotate why person won't sign agreement (non-punitive, meant to educate and foster discussion between supervisor and subordinate)
  - 0-0-1-3 Agreement will be filed in PIF
- Letter to all Spouses Discussing Healthy, Low-Risk, Responsible Drinking and Consequences of High-Risk, Irresponsible Drinking
- Integrated and Interactive Lesson Plan for FTAC (OPR: LSSC)
  - Club Drug video and discussion

- Jeopardy Game
- Binge Drinking quiz and discussion
- Quay Sampsell video and 0-0-1-3 discussion
- Drunk Goggles demo
- Initial Screening (AUDIT) questionnaire
- Public Affairs Focus Group discussion
- The "M.A.D. CREW" and Services alternatives to drinking that are available
- Chaplain discussion on virtues/values/core values
- Integrated and Interactive Lesson Plan for Right Start (OPR: LSSC)
  - Jeopardy Game
  - 0-0-1-3 discussion
  - Initial Screening (AUDIT) questionnaire
  - The "M.A.D. CREW" and Services alternatives to drinking that are available
- Squadron Action Plans (OPR: LSSC)
  - Unit-specific objectives and action items in order to help develop a responsible drinking culture
  - Monthly progress reports
  - Monthly meetings of unit champions for first six months then quarterly to discuss/exchange ideas and concerns
- Unit Champions (OPR: LSSC)
  - Utilize peers to help promote a healthy, low-risk, responsible drinking culture
  - Facilitate discussions and ownership of 0-0-1-3 with peers in unit
  - Increase awareness/accurate knowledge of issues, alternatives and encourage good decision-making
  - Assist in development of Squadron Action Plans and awareness of media campaign
  - Maintain up-to date informational postings in dorms/work areas
- The "Make a Difference" Crew (OPR: Maj Seaberg, Advisor)
  - Airmen promoting on- and off-base activities for airmen
  - Coordination with Dorm Escape and Chaplain Services
  - Initial activities include midnight basketball and a club night for base and Cheyenne area 18-24 year olds
  - Assist in development of other activities/events with the 90th Services Squadron
  - Partner with local colleges/universities on discounted sports events and other activities
- Media Campaign (OPRs: PA and REMTECH/RSI)
  - 8 phases, phase change every six weeks
  - Within each phase, message change every two weeks

- Each phase targets younger, older, and base populations
- PA notifies Unit Champions, Unit Champion OPRs, and Group Execs that posters are available for groups to post
- PA notifies Unit Champions, Unit Champion OPRs, and Group Execs when flyers are available on the "O" Drive for squadrons to print off and post.
- Phase themes/messages focus grouped at FTAC, ALS, EPDC, and CGOPDC
- Multiple venues: base paper (articles and ads), flyers, posters, mini-billboards, video clips for CC calls/Commander's Access Channel/base theater, window clings, key chains, computer screen savers/wallpaper, pamphlets, bookmarks, establishments off base
- Unit-level Incentives/Recognition Program (OPR: Commanders)
- Base Arrive Alive Taxi program (OPR: 90 SW/CCEA)
  - Supplement or replace AADD Program
  - AATP Card required for service by Yellow Cab
  - AATP Card handed out via commanders and first sergeants
  - Yellow Cab takes person from bar to home only for a \$1.80 flat rate and \$1.25 per mile
  - Yellow Cab sends cards to OPR monthly, for billing
  - 90 MXG AAP willing to provide \$1,000 for initial fund
  - Booster Clubs, AAC, The M.A.D. Crew, and other organizations can hold fund raisers or work CFD both for additional money
- ARI Data Tracking (OPR: CCX)
  - Detailed information required from commanders/first sergeants at the 48-hr, 30-day, 45-day, 6-month, and 1-year point: Date, Day of the Week, Time, Unit, #s Assigned to Unit, Age, Rank, Gender, Circumstance of ARI, Type of ARI, BAL, On/Off Base, Location, Establishment Alcohol Obtained/Served, Convicted of, Discipline Action Taken, Cost to Individual, Cost to Unit, Restricted Length of Time and Area, Type of Duties Given if on Casual/General Duty, Repeat Offender, TOS, Ref to ADAPT, Where in Scheduling Period When Incident Occurred, Names in Chain of Command, Why Drinking, Noticed Patterns in Behavior/Work Performance, Precipitating Factors, 6-mo/1-yr Observation
  - Excel Spreadsheet, MFR and/or Suspect/Witness/Complainant Statement
  - Data used for commanders, quarterly/annual briefings, assessments for media campaign and ADAPT, generation of ARI 'X-Letter' for awareness and education
  - HHQ requests for ARI stats will be coordinated with CCX, JA, 90 SFG/SFA
- Publicize Consequences of ARIs (OPRs: CCX and PA)
  - Base paper
  - Commander's calls

- Squadron Incident Reviews
- "X" Letter
- ARI Tracking at main gate (TBD)
- Discipline Matrix for Commanders, Chiefs, and First Sergeants (OPR: 90 SW/CCE)
  - Recommended discipline options for commanders
  - Individual, 3rd Party, Unit, and Base discipline options listed
  - Possible rehabilitation options also listed
- Frequent, Ongoing Reminders of Alcohol Issues (OPR: Commanders)
  - Clear, consistent, unambiguous expectations and enforcement regarding alcohol misbehavior
- Involve the Target Population in the Solution of the Problem (OPR: All)
  - Drinking Norms questionnaires
  - FTAC and Right Start
  - Commander's Calls
  - Unit Level Squadron Incident Reviews
  - Unit Champion discussions with peers
  - E-mail to supervisors and unit champions
  - The M.A.D. Crew and Airmen's Advisory Council
- Squadron Incident Reviews (SIR) (OPR: Commanders and First Sergeants)
  - After an alcohol related incident utilize unit champions for a peer-to-peer discussion and explore lessons learned
  - ARI takes place and squadron commander sets a time for a SIR
  - Commander or First Sergeant notifies personnel an ARI has happened, provides expectations, breaks off into small peer-to-peer group discussions, facilitated by Unit Champions
  - Unit Champions review Squadron Action Plan, discuss what else the squadron and peers could be doing to reduce ARIs, discuss alternatives, discuss an "X" Letter that is similar to recent ARI (what would peers have done differently)
- Public Folder on the "O" Drive (OPRs: CCX and LSSC)
  - Provides resources, training material, media campaign material, presentations, research, references about ARIs and alcohol use/abuse
- Training of Front-Line Leaders at ALS, EPD and OPD (OPR: 90 SW/CCC)

### **3. Community Level Approach**

- Work with Local Community to Improve Enforcement of Existing Laws
  - Clear, consistent, unambiguous expectations and enforcement regarding alcohol misbehavior

- Facilitate Additional Responsible Alcohol Service Resources and TiPS Training, or Provide Facilities for the Training
- Establishment of Armed Forces Disciplinary Control Board
  - Base and community organization
  - Utilize multiple resources to determine if a problem establishment should be placed 'off-limits'
- SW/CC Letter to Establishments with Liquor Licenses
- Create a Ride-Along Program with Cheyenne/Ft Collins Police Departments
- Partner with Local Colleges and Universities

#### **4. Potential Initiatives**

- Dry Dorms
- Dry Dorm Floors
- Underage Paired as Dorm Mates
- Security Cameras in Dorms

### **Partnership Requirements**

Wing and Unit Leadership (Commanders, Chiefs, First Sergeants), Supervisors, CGOs, Airmen, NCOs, SNCOs, Top-3, First Sergeants' Council, Airman Advisory Council, Company Grade Officer Professional Development, Enlisted Professional Development, Airman Leadership School, First Term Airmen Center, IDS members, Life Skills Support Center, 90th Services Support Squadron, The "MAD" Crew, Chaplain Services, REMTECH, surrounding community organizations and agencies.

### **Additional Resource Requirements**

**Expenses (time and/or monetary):** Media/Marketing campaign materials, ARI tracking, new commander/first sergeant and supervisor training/briefings/education, increased security for activities involving downtown adults on the base, use of facilities for RBS/TIPS training, producing, and scoring initial screening questionnaires, handling increased evaluations at ADAPT, coordinating focus group and chapel values discussion feedback, funds for base taxi program, training for orderly rooms FEW's plan and processes, lesson plan development for FTAC and Right Start presentations, incentives offered to squadrons promoting responsible choices.

### **Monitoring and Evaluating Performance**

- Progress and results will be worked and tracked at the monthly People Helping People (PHP)-IDS meeting.
- Issue-based working groups will present progress and request support and resources at the monthly PHP-IDS meeting.
- Quarterly statistics and progress/roadblocks will be presented at the CAIB.

## **Timeline**

All results and activities are to be implemented within six months of the 5 March 2004 Focus Day which outlines this Community Action Plan. PHP-IDS will maintain and report community assessments and metrics to the CAIB. They will also track and report the number of objectives reached to the CAIB.

# Final Page

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

//SIGNED BY BOARD//