



One Military, One Community (OMOC) Toolkit: Sharing Results from OMOC Implementation in Northern Virginia

Creating a More Welcoming and Inclusive Place for All Service Members and Their Families to Call Home

ADC Installation Innovation Forum, November 7, 2023



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OUTLINE

- What is OMOC?
- How Did Northern Virginia Implement OMOC?
- What Processes and Tools Were Developed and Used?
- How to Adapt Tools to Your Defense Community

WHAT IS OMOC? *

- ADC's *One Military, One Community Initiative*, launched October 1, 2020, is a national conversation within the greater military community working to ensure that every military family arriving at their new duty station will never have to face racism, intolerance or inequality. The initiative will advance this goal by focusing on four key actions:
- **Listening** to those who have experienced the impact of racism and inequality to ground our efforts in their experiences;
- **Understanding** the issues of racism and inequality in military communities, and developing a strong analytical foundation;
- **Planning** for collective action in every defense community by creating a roadmap; and
- **Learning** from each other through resources and engagements that enhance awareness, increase understanding, and keep this conversation alive.

*<https://defensecommunities.org/onecommunity/>



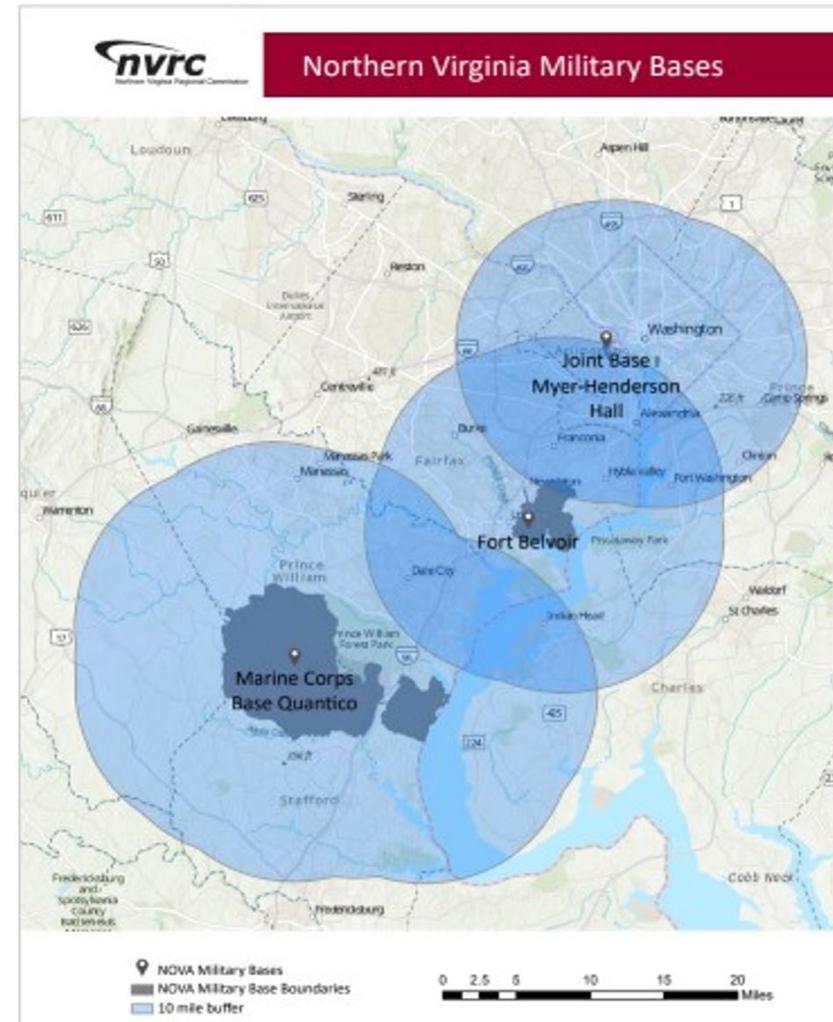
WHAT IS OMOC?

ADC VIDEO

[HTTPS://DEFENSECOMMUNITIES.ORG/ONECOMMUNITY/](https://defensecommunities.org/onecommunity/)

HOW DID NORTHERN VIRGINIA IMPLEMENT OMOC?

- Northern Virginia Regional Commission staff embraced OMOC after the ADC launch on October 1, 2020
- Staff brought OMOC to the attention of Fairfax County Supervisor Penny Gross and Prince William County Supervisor Victor Angry, co-chairs of the **Community, Military, and Federal Facility Partnership of Northern Virginia**
- After a six-week planning effort, OMOC was introduced and discussed on November 5, 2020, during a **two-hour large group meeting** of the Community, Military, and Federal Facility Partnership



Community, Military & Federal Facility Partnership of Northern Virginia

Goals

- Grow and protect military activities in the region and remove impediments to operations
- Improve operational efficiencies with installations through full range of partnerships
- Improve resiliency of installations and surrounding communities
- Enhance the quality of life for all members of the military and community
- Achieve the Base of the Future with the military in the region

Members

- State
 - Governor's Office – Veterans and Military Affairs
 - Virginia Department of Transportation
 - Virginia Economic Development
- Private Sector
 - Large Business (e.g. Booz Allen)
 - Small Business
- Academia
 - Northern Virginia Community College
 - George Mason University
 - Others TBD
- Local Government (Elected and Staff)
 - Arlington County
 - Fairfax County
 - Loudoun County
 - Prince William County
 - Stafford County
 - City of Alexandria
 - National Capital Planning Commission
 - Local Economic Development Organizations
 - Washington Metropolitan Council of Governments
 - Chambers of Commerce
 - Northern Virginia Technology Council/NVCC
- Defense (Ex-Officio)
 - Fort Belvoir
 - MCB Quantico
 - Joint Base Myer -- Henderson Hall
 - Joint Forces HQ National Capital Region & Military District of Washington
 - Office of Economic Adjustment
- NGOs
 - EveryMind
 - Blue Star Families
 - Veterans Organizations
 - Easter Seals

HOW DID NORTHERN VIRGINIA IMPLEMENT OMOC?

- Two-hour large group session held on November 5, 2020, had three objectives:
 - Listen and learn about respective community and military efforts and initiatives around diversity and inclusion in the region;
 - Further military and community conversations and collaboration in these areas to ensure our communities are welcoming and inclusive places for all service members and their families to call home; and
 - Identify ways to further partner with each other to address any challenges identified regarding racial disparities or pain points.
- Session brought together leadership from local military installations; local, regional, and state-level government; non-government organizations supporting the military; the private sector; and academic institution

EXAMPLE LARGE GROUP DEI DISCUSSION SESSIONS

November 2020

- **Welcome and Introductions**
 - Ms. Penelope A. Gross, Fairfax County Board of Supervisors
 - Mr. Victor Angry, Prince William County Board of Supervisors
- **History of Integration in the Military and Direction of DoD**
 - Carl Reid, Booz Allen Hamilton
- **Overview of One Military, One Community**
 - Mr. Matt Borron, Chief Operating Officer, Association of Defense Communities
- **Commonwealth of Virginia**
 - Dr. Janice Underwood, Chief Equity Officer, Commonwealth of Virginia
- **Military Installation Summaries**
 - COL Josh SeGraves, Garrison Commander, Fort Belvoir
 - Col. Kimberly A. Peeples, Base Commander, Joint Base Myer-Henderson Hall
 - Col. William C. Bentley III, Base Commander, Marine Corps Base Quantico
- **Community Leader Briefings**
 - Ms. Karla Bruce, Chief Equity Officer/Head of One Fairfax, Fairfax County
 - Ms. Samia Byrd, Chief Equity Officer, Arlington County
 - Ms. Jacqueline Tucker, City of Alexandria
 - Ms. Valmarie Turner, Chief Equity Officer, Loudoun County
- **Next Steps**
 - Dr. Will Rowe, Jr., Booz Allen Hamilton
- **Action Items and Schedule for FY21**
 - Ms. Penny Gross, Chairwoman and Fairfax County Supervisor

March 2021



Community, Military, and Federal Facility Partnership of Northern Virginia
March 11th Meeting, 10AM to 12 PM

ADC Live video is up on ADC's YouTube channel now.

<https://youtu.be/2rT3VaWgYao>

Participation varies from 40-60 including elected officials, military installation leadership, host community leaders, veteran organizations, regional and state representatives, chambers, historians

HOW DID NORTHERN VIRGINIA IMPLEMENT OMOC?

- Held additional large group meetings among military and community members to understand what all parties are doing to address diversity and inclusion
- Held small group listening sessions with military, veterans, and family members to gather their input on experience in defense communities
- Reviewed results from OMOC National Survey respondents for Northern Virginia region
- Developed a Roadmap based on inputs to coordinate efforts and actions in Northern Virginia in support of “One NOVA”
- Implemented Solutioning Groups to Address Areas of Concern in the Roadmap



RESULTING PROCESSES AND TOOLS

- Listening Session Guide – Large Groups and Small Groups
- Survey Instrument
- Roadmap
- Solutioning Groups

ONE MILITARY COMMUNITY

*Creating a more equitable place for all
service members and their families to call home.*

Community Partnership Listening Session Guide

*One Military, One
Community*





Northern Virginia Survey Results (Preliminary)

Content

- **Part 1:** Background & Purpose of Listening Guide
- **Part 2:** General Resources for All Listening Sessions
- **Part 3:** Resources for Small-Group Listening Sessions
- **Part 4:** Resources for Large-Group Listening Sessions
- **Appendix:** Planning Resources

Types of Listening Sessions



Small-Group Discussion (Less than 10 participants)

Gather community members to listen and understand individuals' personal experiences and perspectives

- Take community members' pulse on DEI
- Provide rich narrative and nuanced perspective
- Contextualize qualitative data from community assessment
- Involve minimal preparation and logistical planning



Large-Group Discussion (Up to 75 participants)

Create a forum (e.g., townhall, local meetings) to increase military-community collaboration and build partnerships focused on DEI in defense communities

- Educate military and community members on current DEI programs
- Identify points of intersection between military and community actions
- Plan for future engagement and initiatives
- Involve greater preparation and logistics

Steps to Plan Listening Session

Week	Lead	Task
Week 1	Community lead & OMOC	Hold planning meeting with OMOC team.
Week 1	Community lead	Form a planning group. Include representatives from community organizations, local installations, and government to ensure various perspectives are represented.
Week 2	Community lead	Hold meeting with planning group to: <ul style="list-style-type: none"> • Establish goals and purpose of listening session • Determine whether large or small listening sessions would be better to accomplish goals. • Draft agenda (including topics and questions to achieve session's goals) • Identify a facilitator • Identify prospective participants • Discuss logistics (date, time, forum, participants, note takers)
Week 3	Community lead	Invite participants via email
Week 4	Community lead	Send pre-meeting materials to participants (e.g., agenda, topics to consider)
Week 5	All	Execute listening session
Week 5	Community lead	Depending on type of listening session, send meeting summary, thank you note, or after action report to participants
Week 6	Community lead & OMOC	Hold follow-up meeting with OMOC to discuss major take-aways and next steps

Listening Best Practices

Practice active and empathetic listening.

- Restate what the speaker said without judgment.
- Put yourself in the place of the speaker and listen to the message and meaning.

Listen with all your senses.

- What words do you hear?
- What emotions are being expressed?
- What is the tone?
- What words do you not hear?
- What body language do you observe?

Listen with intention and focus.

- Practice active listening.
- Confirm understanding.

Use silence and pause.

- Emotions may run high, so a pause may be helpful for participants to regroup.
- The group may need a moment to process the information shared.

Small-Group: Sample Agenda

Welcome and introductions

- Facilitator background, organizational affiliation, and role
- Participant introductions (e.g., affiliation, # of years living in community)

Session overview and purpose

- Review background, purpose, and objectives of session

Establish guiding principles for session

- Introduce proposed guiding principles
- Invite participants to contribute new guiding principles

Discussion

- Introductory questions
- Transition and personal experience questions
- Community challenges and barrier questions
- Community improvement and actions
- Ending questions

Closing remarks

Small-Group: Sample Questions

Introductory questions:

- How long have you lived in this community?
- Where did you live before moving here?
- What does diversity mean or look like to you? Inclusion? Equity?

Transition and personal experience questions:

- How would you describe the current environment for you with respect to DEI?
- Have you personally experienced discrimination? What happened?
- Do you feel safe in your community?
- Do you feel welcome in your community?
- In what ways is your community welcoming and inclusive?
- Do you think the community promotes an inclusive environment?
- What has been your experience as a military member, Veteran, spouse/partner, dependent living in this community?

Community challenges and barrier questions:

- Do you think the military promotes an inclusive environment?
- What are some of the underlying conditions affecting DEI in your community?
- Are there DEI challenges and/or barriers in your community? If so, please describe.

Small-Group: Sample Questions (Cont.)

Community improvement and action questions:

- If your community had excellent racial relations, what would that look like?
- If your community had racial equity, what would that look like?
- What ideas and suggestions do you have as actions to advance DEI?
- What actions are you personally willing to take to improve diversity, equity, and inclusion in your community?
- What actions can be taken to encourage better representation of Black, Indigenous, People of Color in your community?
- When it comes to strategies to improve equity and to eliminate discrimination, what types of actions can we take?
- What values and goals should shape our actions?

Ending questions:

- Is there anything regarding DEI that you would like to talk about?
- Is there anything else I as a facilitator should know?
- How did you feel about this session?
- Is there anything you would like to change?

Large-Group: Sample Agenda

Welcome

Overview and purpose of session

- Listen and learn about DEI efforts and initiatives in defense communities; identify ways to further collaborate
- Further military–community conversations to ensure our communities are equitable and inclusive, especially for Black, indigenous, and people of color citizens

Military leader briefings (local installation/base commanders)

- Demographics and how they reflect the local community
- Current DEI programs that address DEI on and off installation
- Current military–community outreach and engagements related to DEI

Community leader briefings (state and/or local DEI leaders)

- Demographics of community
- Current DEI programs that address DEI
- Military–community outreach, partnerships, and opportunities related to DEI

Discussion

- Points of intersection for collaboration and partnership
- Key concerns and barriers
- Next steps and key actions (Short-, mid-, and long-term)

Framing Questions for Military Leaders

- What are the demographics associated with your installation population?
- How does your installation reflect the demographics of the surrounding community?
- What programs are in place at your installation to address DEI and racial issues?
- How has the national discussion on racial injustice affected conversations within your community? What types of conversations are occurring?
- Have any efforts been made to integrate community members off the installation into the conversations you are having addressing racial and social equity?
- What are key concerns that you are addressing, and where do you need help from the surrounding communities?
- Are there any aspects of the relationship between your installation and the surrounding community that you feel encourage or discourage feelings of inclusion and equity among military and civilian members?

Framing Questions for Community Leaders

- What are the demographics associated with your jurisdiction? Please include information on the overall population and the number of military and civilians living in your jurisdiction.
- What programs are in place in your jurisdiction for addressing DEI and racial issues?
- Does your jurisdiction already collaborate with the military installation in your community? Are there any specific programs or policies that target the defense community?
- How has the national discussion on racial injustice affected conversations within your jurisdiction? What types of conversations are occurring?
- Cities and counties are home to military installations, military and civilian members, and their families. Are you aware of how military and civilian members of your community have encountered racial and social injustice, or not experienced inclusion? If so, can you provide examples and how these might be addressed or have been addressed in the past?
- Can you give examples of how your community could further partner with the military to address issues of racial injustice and equity?

Listening Session Planning Resources

Resources	Link
Email to invite military leaders to present at listening session	 Invitation - Military.msg
Email to invite community leaders to present at listening session	 Invitation - Community.msg
Meeting invite for all participants	 Save the Date Message.msg
After action report template	 Microsoft Word Document

SURVEY INSTRUMENT

- **Survey Questions.** 17 qualitative and quantitative questions about individual experiences in their community along with space for open-ended input. 10 minutes to complete. Examples:
 - *After initially moving to this community, I felt welcomed during the first 30 days (scale of 1 to 5)*
 - *I feel a sense of belonging in my community (scale of 1 to 5)*
 - *Individuals in my community treat people with my racial and/or ethnic background fairly and equitably (scale of 1 to 5)*
- **Survey Disclaimers**
 - **Participation.** This survey is completely voluntary, and you may exit the survey at any time. If you choose to participate, you may skip any question you feel uncomfortable answering.
 - **Privacy.** Responses will remain confidential and anonymous. This survey does not ask for personally identifiable information (PII), such as name, birth date, social security number, or contact information. Please do not include PII in the open-ended question at the end of the survey.
 - **Data use.** The responses from this survey will be used to develop a baseline of community members' sentiments on racial equality to be presented at (to be completed by local organization conducting the survey).
- **Survey Results**
 - Data compiled in PowerPoint briefing

OMOC SURVEY IN NOVA: RESPONDENT OVERVIEW

- **157 individuals responded** from the following counties: Alexandria, Arlington, Fairfax, Falls Church, Loudoun, Manassas, Prince William
- The majority of respondents were 41-60 years old and lived in their community for over 2 years

Duration in Housing (n=157)	
Less than 1 month	1%
1-6 months	11%
7-12 months	8%
1-2 years	13%
More than 2 years	67%

Gender (n=157)	
Male	56%
Female	38%
Unknown	6%

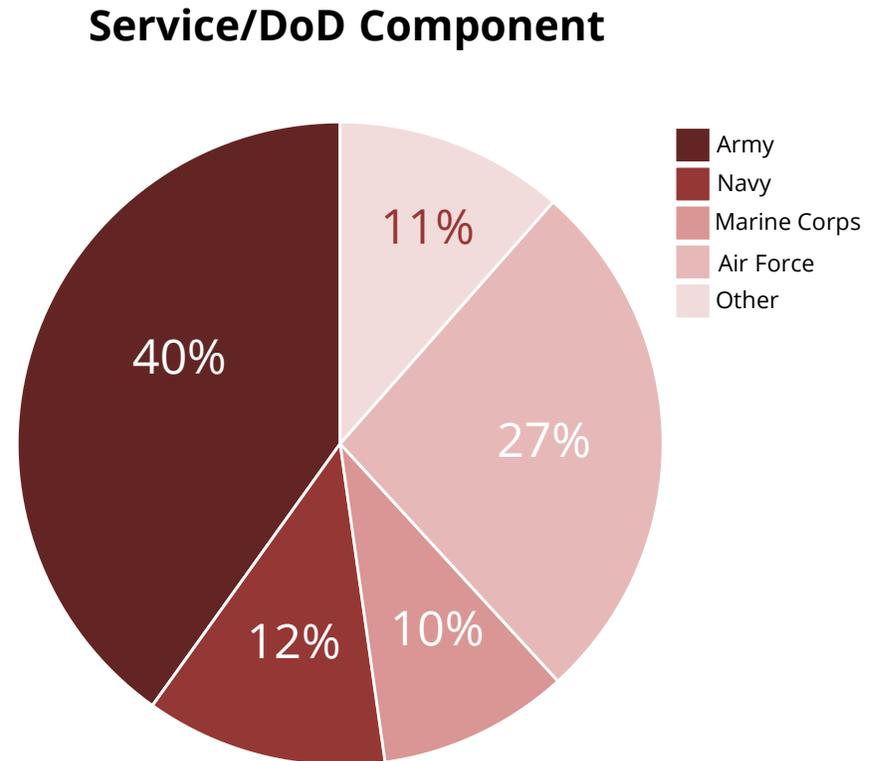
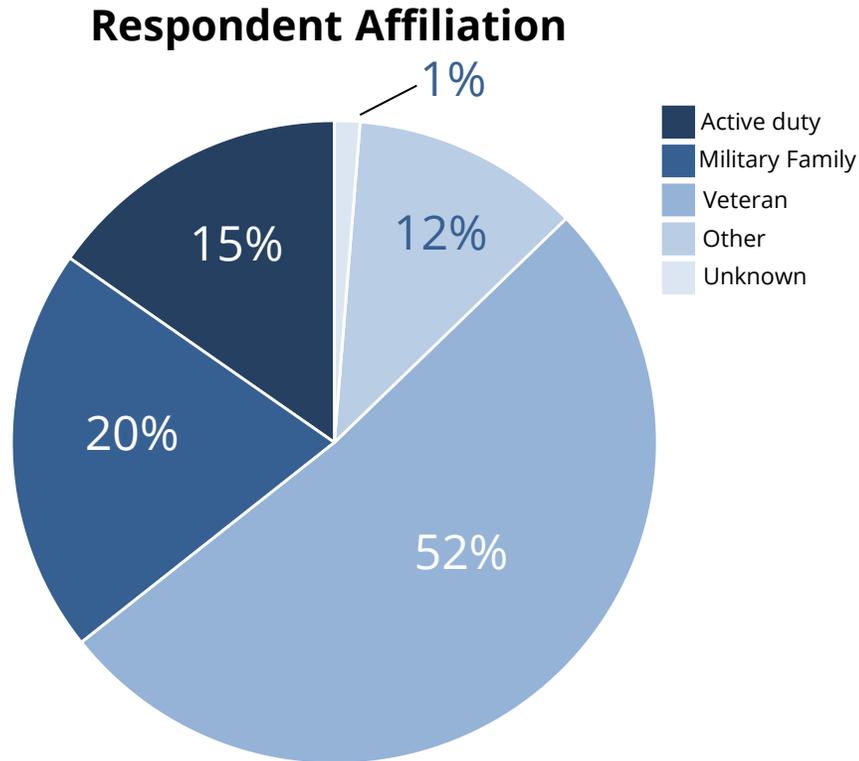
Age (n=157)	
19-30	4%
31-40	17%
41-50	33%
51-60	29%
Over 60	14%
Unknown	3%

Housing Location (n=157)	
Off installation	97%
On installation	3%

Data are preliminary pending further analysis. Generalizations cannot be drawn from this sample.

OMOC SURVEY IN NOVA: RESPONDENT OVERVIEW CONTINUED

Over half of the respondents were Veterans, and the Army was the most represented branch of the military.



Notes:

Affiliation:

Other category composed of DoD Civilian Employee (9), National Guard (3), and/or Reservist (6)

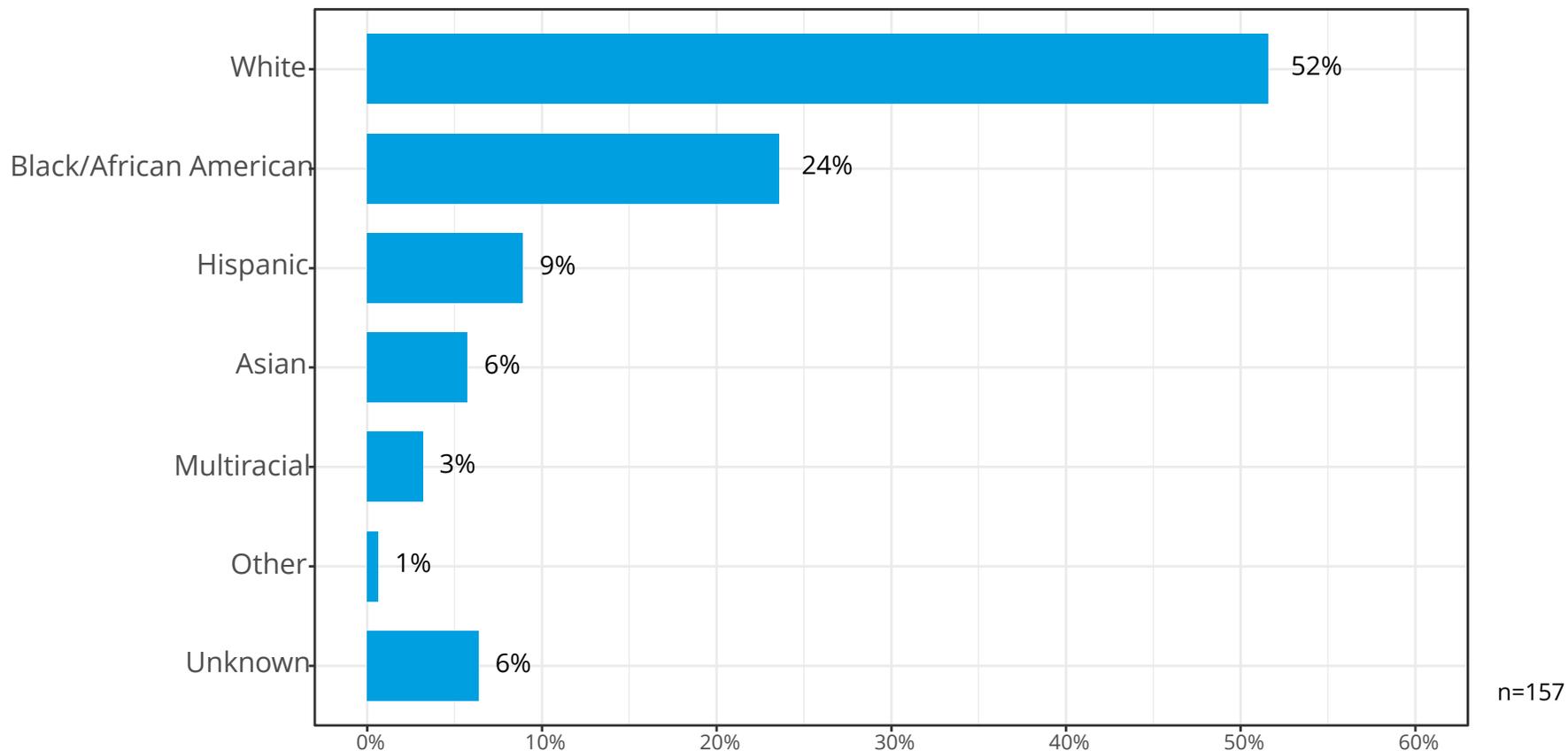
Military Family category composed of spouse/domestic partner (31) and dependents (1)

Service/DoD Component:

Other category composed of DoD Components (9), Space Force (2), Multiple Services (3), Coast Guard (1), Army National Guard (3)

OMOC SURVEY IN NOVA: RACE AND ETHNICITY OF RESPONDENTS

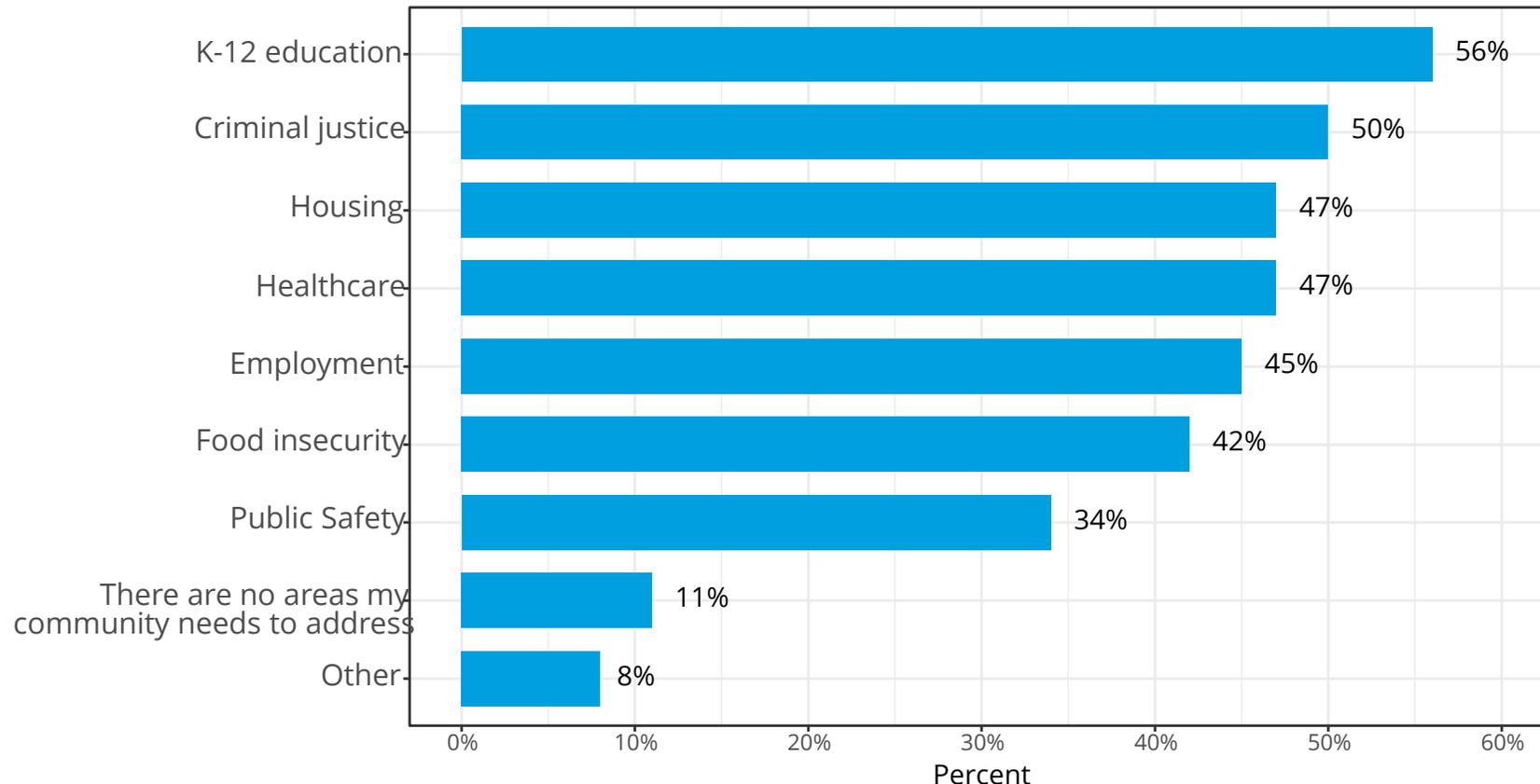
Approximately half of the respondents were white, and the other half of respondents were Black, Hispanic, Asian, and Multiracial.



Note: Multiracial includes respondents who have selected 2 or more race categories

Top Areas to Address from OMOC Survey Respondents in Northern Virginia

Respondents most frequently listed **K-12 education, criminal justice, housing, healthcare, and employment** as the most critical areas to address to eliminate inequality in NoVA.

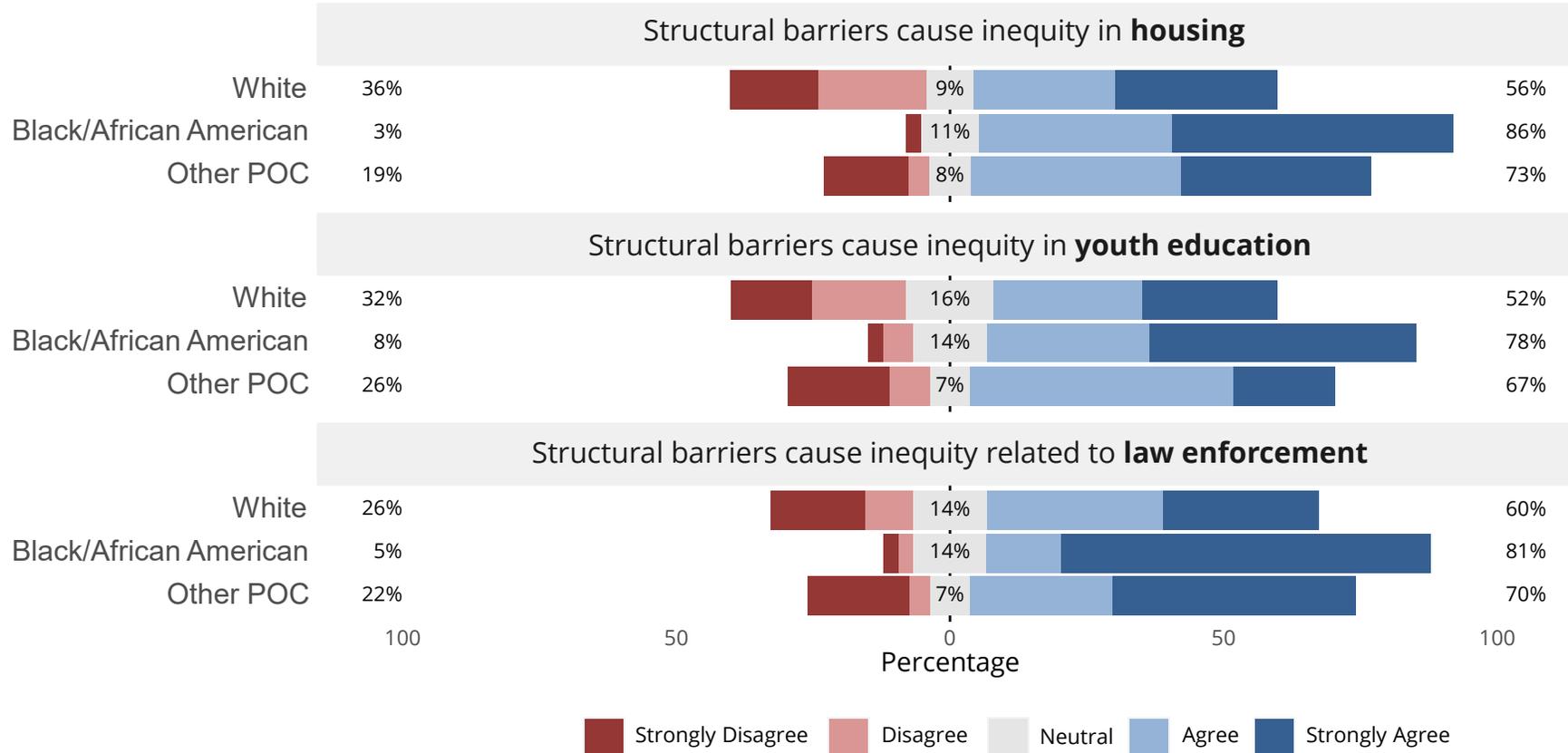


- Total of 157 respondents (active military, veterans, military family members)
- 97% live off the installation
- Respondent race/ethnicity: White, Black/African American, Asian, Hispanic, Multicultural backgrounds

Note: This question was a multi-select, therefore percentages do not add up to 100%. Generalizations cannot be drawn from this sample.

OMOC SURVEY IN NOVA: STRUCTURAL BARRIERS

More Black, Indigenous, and People of Color (BIPOC) respondents agreed or strongly agreed that there are **structural barriers** in housing, education, and law enforcement than white respondents.*



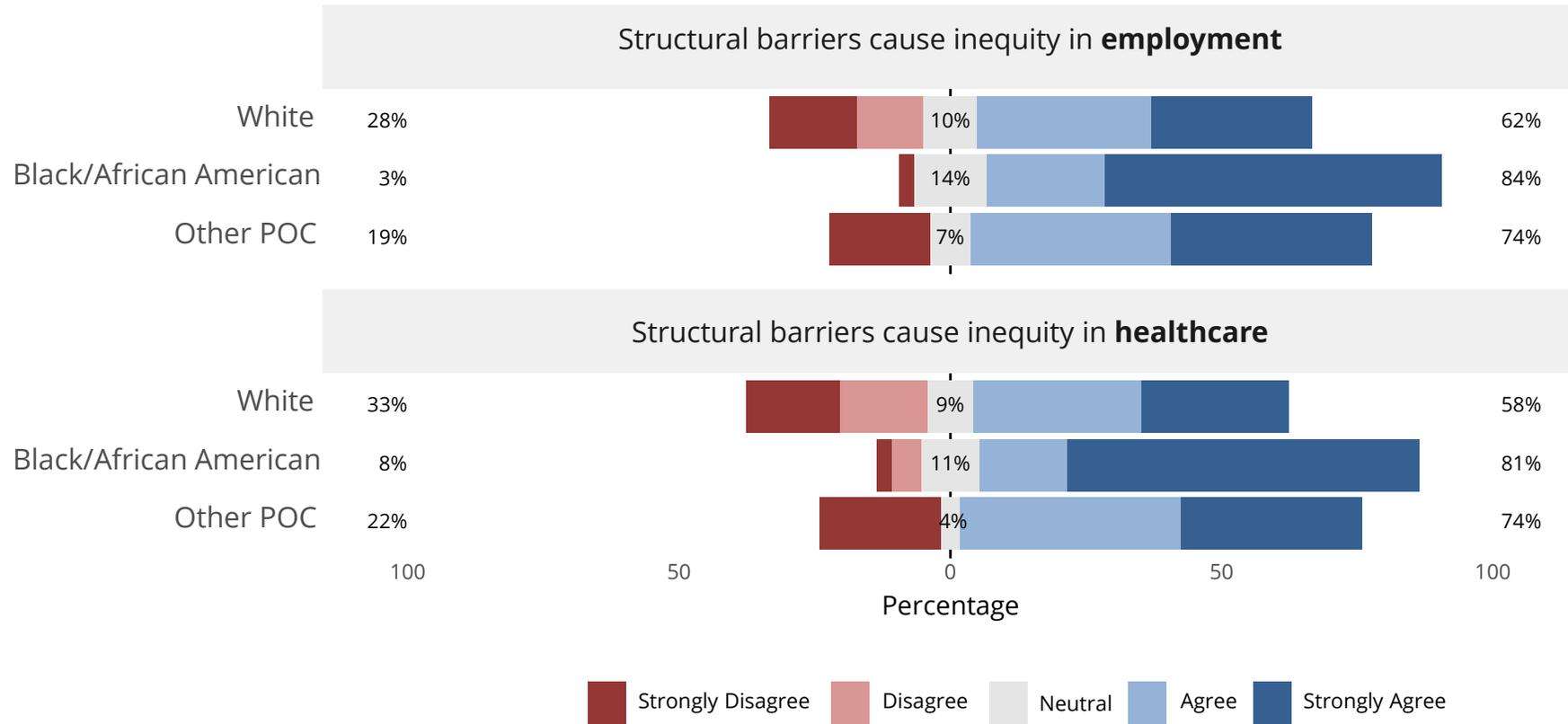
Notes:

*Government Alliance on Race and Equity (GARE), *Advancing Racial Equity and Transforming Government: A Resource Guide to Put Ideas into Action*
 Other POC represents respondents from minority racial groups including Asian, American Indian/Alaska Native, Native Hawaiian or other Pacific Islander, and/or Multiracial.

n=146

OMOC SURVEY IN NOVA: STRUCTURAL BARRIERS CONTINUED

More BIPOC respondents agreed or strongly agreed that there are **structural barriers** in employment and healthcare as well.*



Notes:

*GARE

Other POC represents respondents from minority racial groups including Asian, American Indian/Alaska Native, Native Hawaiian or other Pacific Islander, and/or Multiracial

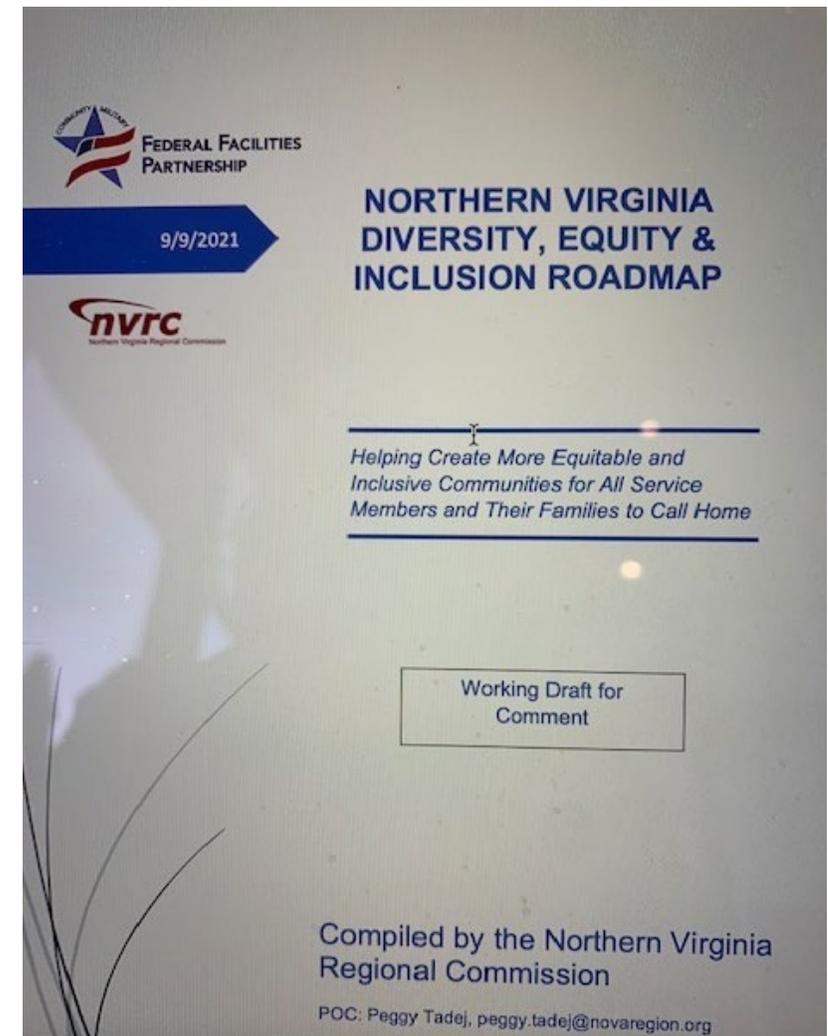
Open-Ended Responses

When asked what actions the community should take to be more equitable and inclusive, respondents most frequently cited the following themes:

- Local leadership, policies, and legislation are important to address social inequality
- High cost of living and lack of affordable housing contribute to food insecurity and educational disparities
- Improve quality of education (K-12 and public college)
- Need more communication and community education on these topics
- Assess allocation of resources to address critical issues
- Diversity and inclusion are not problems in the community

ROADMAP PURPOSE AND SUMMARY

- Provides a framework for coordinating efforts in the Northern Virginia region to create more equitable and inclusive environments for all military service members and their families to call home.
- Supports the *One Military, One Community* initiative, a national effort launched by the Association of Defense Communities on October 1, 2020.
- Highlights initial focus areas and associated actions that have emerged from military & community conversations and data collection.



HIGH-LEVEL ROADMAP FINDINGS & ACTIONS FROM COMMUNITY-MILITARY OMOC ENGAGEMENTS SINCE NOV 2020

Engagement Activities

- **Large group** discussions and community-military DEI presentations
- **Small group** listening sessions with veterans, active military, family members in sponsored by EveryMind
- **Installation-specific** listening sessions and discussions (e.g., project inclusion listening sessions, sharing of personal stories, surveys)
- **Community-specific** dialogues, town halls, advisory committee meetings, task force sessions to gather input



Key Findings

- Concerns that things have gotten worse over the period of participant careers, even with those in very senior leadership positions
- Importance of being more purposeful and intentional regarding minority young soldiers, the disabled, and female soldiers
- Problems areas & disparities that need to be addressed include:
 - **Access to adequate mental health healthcare**
 - **Affordable housing**
 - **Workforce transition and employment**
 - **K-12 education**
 - Post-secondary education
 - Equity in school funding
 - Food insecurity
 - Public safety
 - Access to quality childcare
 - **Criminal justice, courts, law enforcement**
 - Transit
 - Parks and recreation



Key Actions

- Hold implementation solutioning group meetings on problem areas with appropriate government, military, private sector, and NGO organizations to identify actions to fill gaps that will help eliminate inequality
- Implement actions through effective mechanisms including policy initiatives; product development; leadership, organizational and/or coalition engagement; funding advocacy; training
- Communicate progress with military/community leaders
- Develop/maintain an integrated events calendar

SOLUTIONING GROUPS & SESSIONS

- Solutioning Areas To Date
 - Access to adequate Mental Health Care
 - Affordable housing
 - Workforce transition and employment
 - K-12 education
 - Criminal justice, courts, law enforcement

- Generalized Meeting Agenda
 - Welcome
 - Ground Rules
 - Roadmap Background and Overview
 - Summary of Problem Areas
 - Discussion Questions
 - Group Input and Recommendations
 - Summary and Next Steps

- Example Participants (varies by topic)
 - Private Sector
 - ServingTogether
 - EveryMind
 - Veterans Growing America
 - NVRC
 - Cohen Veterans Network
 - Chaplains
 - Blue Star Families
 - Easterseals
 - NAACP
 - City/County Representatives
 - Foundation for BlackHealth Disparities
 - Military Family Readiness Centers
 - Virginia Department of Veteran Services (Family Health)
 - Elected Officials

EXAMPLE: ACCESS TO ADEQUATE HEALTHCARE

- **Problem/Gap Summary**
 - Gap exists in mental health services for the military, their families, and veterans.
 - Most are not aware of available services provided by communities in the region.
 - Current NVRC guide is very limited in healthcare information for the military and veterans.
- **Solutioning Recommendation**
 - Develop a new guide to mental health services for the military members, military families, and veterans in the Northern Virginia region.
- **Status**
 - Draft summary developed covering services provided by local jurisdictions and State agencies
 - Reviewed summary
 - Seeking military review and input
 - Finalize as Community Guide to Mental Health Resources for the military and veterans

HOW TO ADAPT TOOLS TO YOUR DEFENSE COMMUNITY

- Use and Tailor the Listening Session Guide
 - Large Groups
 - Small Groups
- Use and Tailor the Survey Instrument
- Analyze Results
- Create Customized Roadmap
- Customize Solutioning Groups to Address Findings