Appendix C: Air Force Self-Assessment of the United States Air Force Academy

Annual Report on Sexual Harassment and Violence at the Military Service Academies Academic Program Year 2019-2020 Programmatic Data Call Template

Department of Defense Sexual Harassment and Violence at the Military Service Academies, Academic Program Year (APY) 2019-2020

The following Executive Summary Template should be used to capture a strategic summary of your submission regarding the progress made and principal challenges confronted by your SAPR and MEO programs for APY 19-20. This summary should be written from a high-level perspective and emphasize critical messaging points for your MSA that link significant actions taken throughout the reporting period.

1. Student Culture
To achieve the outcome of cadet and midshipman peer leaders gaining experience leading change by assessing data on challenges their units face and employing tools to address climate problems, and increased responsibility addressing climate issues under their leadership, the MSAs will provide a Plan and Action and Milestones and Academy specific Concept of Operations including steps taken to prepare peer leaders and staff to execute the following initiatives:
1.1. Updated Academy policies that pertain to student culture and climate.
The United States Air Force Academy's (USAFA's) Cadet Standards Instruction (AFCWI 36-3501) is updated annually. In 2019, the Safe to Report policy, which affords cadets reporting sexual assault amnesty from minor collateral misconduct that might surface during the sexual assault investigation resulting from the cadet's report, was included in this year's update. Additionally, APY 19-20 saw the initiation of EVERFI, a virtual training program concerned with sexual assault and harassment prevention, diversity and inclusion, and mental health help-seeking. Also initiated this year, was the Parent Based Alcohol Handbook Intervention, a guide for parents to discuss alcohol use with their college aged children. Both programs were to be completed by USAFA appointees before arriving for Basic Cadet Training (BCT). While these two programs have not been formally codified in written policy yet, they represent the first ever efforts to reach appointees with prevention and culture of civility messaging prior to their arrival at USAFA. Outside of the aforementioned changes and additions, existing policies were maintained and upheld this academic year. Updates to other existing policies were deemed unnecessary. Equal Opportunity Office (EO) and other involved agencies will continue to monitor standard procedures, policies and practices to determine whether or not future updates might be needed.
1.2. Efforts taken to pilot climate assessments with the intent to provide cadet and midshipmen leaders the opportunity for greater responsibility for improving academy climate.
In regards to Military Equal Opportunity (MEO), the EO office provided cadets the opportunity to participate in the annual Military Service Academy (MSA) Defense Equal Opportunity Climate Survey (DEOCS) during the Fall Dedicated Survey Assessment Time (DSAT). No other climate assessments were piloted during APY 19-20. The United States Air Force Academy (USAFA) is working on the approvals necessary to deploy EVERFI's pre/post survey to assess the CW climate. This will assist with providing preliminary assessments ahead of the Military Service Academy Sexual Harassment and Violence (MSA SH&V) annual report to inform senior leadership of perspectives and any cadet-led initiatives.

Every fall and spring semester, including those in AY 19/20, the Cadet Wing (CW) Research and Assessments office sends out a call for survey topics. This call goes out the various groups and agencies to collect topics and surveys that cadets and permanent party may want to administer to the CW. Last year, we did not receive any requests for surveys related to prevention, resilience, or culture and climate from cadets.

1.3. Efforts taken to develop or identify a climate assessment process that is tailored appropriately to the needs of the Military Service Academy (MSA), actions to address the feedback from this process, and responsibility and accountability for following up on those actions will continue through any change in cadet and midshipman peer leadership throughout the APY.

In response to recommendations from last year's Sexual Harassment and Violence (SH&V) assessment, USAFA) has developed longer term prevention goals and has been actively designing an integrated prevention framework and holistic measurement process to implement installation-wide. This framework requires prevention and resilience-related agencies to identify evidence-supported risk and protective factors in their respective areas that will serve in designing prevention and/or resilience-building strategies for each agency. At an installation level, the most commonly recurring or most evidence-supported risk and protective factors will be used to build the overarching USAFA prevention and resilience-building strategy. Collectively, the risk and protective factors create the campus climate and culture, thus resulting strategies (i.e. risk and protective factors) will represent the USAFA culture and climate, feed our integrated prevention framework and the measurement strategy will serve as the USAFA climate assessment. With these strategies intact, base agencies will be able to choose or reject tactical-level interventions (e.g. trainings, events, and policies) based on whether or not they feed our strategies. Under this framework, the Community Action Team (CAT) and the Community Action Board (CAB) will serve as the central hub through which all new lines of effort will flow.

The CAB meets quarterly and is co-chaired by the Vice-Superintendent (CV) and the Community Support Program Manager (CSPM). This board, made up of commanders and directors from across the installation, is charged with making decisions pertaining to prevention, resilience-building and culture and climate for the installation. Armed with data from the holistic measurement strategy (detailed below), the CAB will decide which strategies and tactics are worth maintaining, might be adjusted or changed, or should be discontinued. The CAT meets monthly and is chaired by the Community Support Coordinator (CSC). The team consists of representatives from helping and prevention agencies from across the installation (e.g. Mental Health, Sexual Assault Prevention and Response; SAPR. Equal Opportunity; EO, Family Advocacy, etc.) and serves as the "action arm" of the CAB, executing the CAB's decisions. Using these two multidisciplinary teams as the central hub for USAFA's Integrated Prevention Framework will maximize transparency, cross communication between agencies, oversight from involved agencies (e.g. Institutional Effectiveness; A9, Cadet Climate and Culture; CWP), and drastically reduce stove-piping.

In order to measure this framework, at the end of each academic year, USAFA will develop a structural equation model to illustrate which lines of effort contribute to which reducing risk factors and bolstering protective factors (whether individually, or in combination with other lines of effort), thus ultimately impacting prevalence rates. Once desired outcomes (i.e. risk and protective factors) and appropriate surveys for measuring those outcomes have been identified, the process will look like this:

- Data will be collected during the spring DSAT and analyzed using a structural equation model approach
- SAPR analyst will interpret the resulting model and prepare a presentation describing the outcomes
- Senior leaders will be briefed about the outcomes during the spring/summer CAB
- Senior leaders will make data-informed decisions about adjusting, discontinuing or maintaining current efforts based on the structural equation model
- When cadets arrive for the following fall semester, identified cadet leaders (e.g. PEERS, Teal Ropes, athletes, cadre) will be mentored by the SAPR Analyst in order to prepare them to present these outcomes and resulting CAB decisions to the cadet population
- As part of the next spring data collection, we will assess how much of the cadet population was reached by the identified cadet leaders and, if necessary, adjustments will be made to ensure greater reach the following year
- This process will repeat annually until the data reveal that the cadet leaders are reaching the entire cadet population.

It is expected that this prevention and resilience-building framework will address multiple, ongoing difficulties related to commanders making data-informed decisions, cadets being over-saturated with surveys, understanding where and when "repeated messaging" is providing benefit with regards to desired outcomes versus not, and adding a potentially predictive element to what has historically been a descriptive process (i.e. being able to predict changes in prevalence based on trends in risk and protective factors as opposed to responding solely to prevalence and reporting rates from the previous year). However, USAFA is still in the infancy stages with regards to implementing this framework. Over this past year, the framework and measurement strategy were designed and socialized with colleagues, both within the Department of Defense (DoD) and from civilian universities and businesses. This framework was also presented to the senior leadership and CAT members. Currently, we are in the process of helping CAT agencies identify evidence-supported risk and protective factors in their areas that will be used to establish their strategic visions. The intent is to implement the first iteration of this framework and measurement strategy in academic year 2021-2022.

1.4. Efforts taken to ensure cadets and midshipmen provide feedback on conditions within their units during the climate assessment process.

USAFA has two DSAT periods during each academic year (fall/spring). During the fall DSAT, all cadets are sent an assessment code to participate in the annual MSA DEOCS. The USAFA EO office provides the Commandant of Cadets updates on the participation rate and encourages leadership to emphasize the importance of the MSA DEOCS. Historically, USAFA leadership has stressed the importance of cadet participation by highlighting it during briefings and commanders' calls. Additionally, leadership typically offers incentives for cadet participation in DSAT. During APY 19-20, cadets received an incentive for their participation in the fall DSAT (which included the DEOCS). There was not an incentive offered during the spring DSAT as most cadets were not present at USAFA due to COVID-19 and participated in DSAT from their homes.

DEOCS unit results are provided to each Squadron Level Air Officer Commanding (AOC) for direct feedback to cadets and overall results and climate trends are briefed to Senior Leaders. Both fall and

spring DSAT periods may or may not include additional instruments that measure aspects of USAFA culture and climate based on what programming or research might be conducted at the time. The Service Academy Gender Relations (SAGR) survey is included in the spring semester DSAT every other year. After receiving the SAGR/SH&V results, the Superintendent has delivered a specific all-call for the expressed purpose of reviewing these results with the cadet population. The SAGR was scheduled to be delivered during the spring 2020 DSAT, but was postponed due to COVID-19. Currently, the SAGR survey is scheduled for the spring 2021 DSAT.

Finally, moving forward, cadet leaders will play an integral role in the Integrated Prevention Framework and Measurement Strategy. After each annual structural equation model is built and the results are briefed to senior leadership, representatives from the CAT will mentor cadet leaders in how to understand the data and what messaging could be presented to the cadet population over the next semester. Cadet leaders will be helped to develop a strategy for disseminating the measurement results and other messaging over the next semester. This process will iterate each semester.

1.5. Efforts taken to ensure assessment results are returned to the unit, and cadet and midshipman peer leaders are included in reviewing the results. What efforts have been taken to develop plans to address challenges identified in the results and organizing with other cadet and midshipman peer leaders to carry out their commander's intent?

While the USAFA Cadet Personal Ethics and Education Representatives (PEERs) and USAFA SAPR Teal Ropes have not been directly included in reviewing the assessment results, as mentioned above, student leaders (to include SAPR Teal Ropes) will play a central role in the Integrated Prevention Framework and Measurement Strategy. Each semester, cadet leaders will be helped to understand culture and climate data and messaging, and to create a plan for disseminating that information to the cadet population.

While the cadet leaders disseminate climate and culture information to the cadet population, the USAFA EO Office will continue providing the Commandant of Cadets, Group Air Officers Commanding (AOC) and Squadron AOCs the MSA DEOCS report. Historically, the cadet population has received a generic brief about DEOCS results, and individual squadrons could receive a more in-depth briefing by request. The aforementioned process in which cadet leaders develop strategies for sharing climate and culture data and messaging with the rest of the cadet population is intended to maximize cadet involvement in culture-building at USAFA moving forward. .

1.6. Efforts taken to ensure full-time academy staff and officers assist with the climate assessment effort throughout the APY. Include initiatives that help cadets and midshipmen with advice, accessing assistance, maintaining focus, and following up with actions.

Senior leadership at USAFA demonstrates the importance of staff and officer involvement in the campus culture and climate through their example. Developing a culture of respect and dignity, the importance of the SAGR and DEOCS surveys, and cultivating leaders of character represent primary foci at regularly scheduled all-calls and staff meetings. Additionally, leaders' open-door policies; regular and active engagement involvement with the USAFA community through emails, Microsoft Teams, and virtual commanders' addresses further demonstrates their commitment to developing and

upholding culture and climate standards, especially during the challenging global pandemic that impacted USAFA in APY 19-20.

USAFA leadership dedicated APY 19-20 to creating plans for maximizing staff and officer involvement in assessing and measuring campus culture and climate. As part of the Integrated Prevention Framework, staff and officers will have the opportunity to define elements of culture and climate (i.e. risk and protective factors) to be included in the overarching USAFA prevention strategy. Once identified these elements of culture and climate will be included as variable in the Holistic Measurement Strategy (i.e. structural equation model) and each year, staff and officers will be briefed on the measurement outcomes through the CAT and CAB. Based on these measurement results, the staff and officers will be able to have input on potentially adjusting the USAFA strategy and/or tactical lines of effort as necessary.

The USAFA PPC serves as the central hub for supporting cadets' needs pertaining to study skills, stress and time management, sleep hygiene, decision-making, etc. In addition to developing the aforementioned skills with cadets individually and as needed, they have presented briefings, on using these skills and have offered the following classes to cadets:

- Healthy Sleep Habits
- Exercise and Nutrition for Mental Health
- Studying Smarter Not Harder
- Stress Management
- Gratitude and its Effect on Well-Being
- Mindfulness as a Performance Enhancer

Upon arriving at USAFA all new faculty and staff, active duty and civilian, receive a Helping Agencies Brief in which they are educated about the PPC and encouraged to refer cadets in need.

2. Sexual Assault and Sexual Harassment Reporting

The MSAs will provide a Plan and Action and Milestones and Academy specific Concept of Operations to increase reporting of sexual assault and sexual harassment on the following:

2.1. Updated Academy policies that pertain to sexual assault reporting.

The Safe to Report (STR) policy was renewed 5 Aug 2019 by the Superintendent and Commandant of Cadets and subsequently incorporated into the Cadet Standards and Duties during APY 19-20 as a continued effort to clarify USAFA leadership's position concerning the handling of victim and witness collateral misconduct (Cadet Standards and Duties text below):

1.3.3.2. Safe to Report Policy. In furtherance of DoD and Air Force policy, commanders will consider each instance collateral misconduct by a victim of sexual assault on a case-by-case basis. The gravity of any collateral misconduct by a victim and its impact on good order and discipline, will be carefully considered in deciding whether it is appropriate to take administrative or disciplinary action against a victim and when such action should occur. In exercising this discretion, commanders will also consider whether the collateral misconduct was known prior to the report of sexual assault, and if not, the likelihood that he collateral misconduct would have otherwise been discovered but for the report of the

sexual assault. Commanders should also consider how future reports of sexual assault may be impacted by the decision to impose discipline. If a commander believes that it would be appropriate to document collateral misconduct in the interest of rehabilitation, commanders should consider actions that minimize or eliminate impacts on the victims' career. Absent aggravating circumstances that increase the gravity of the violation or its impact on good order and discipline, victims of sexual assault will not be disciplined for collateral misconduct violations of Cadet Standards, involving: 1.) alcohol use or possession (e.g. underage drinking, possession of alcohol in dorms; 2.) consensual intimate behavior in the cadet area; 3.) unprofessional relationships/fraternizations among cadets; or 4.) cadet-area limits restrictions (aka…over the fence violations).

HISTORY: On 8 May 2018, the Superintendent and the Commandant of Cadets published the Safe to Report (STR) policy in an effort to clarify USAFA leadership's position concerning the handling of victim and witness collateral misconduct. The policy initiative was in response to concerns expressed by victims that a significant barrier to reporting a sexual assault was concern that they would be punished for various types of collateral misconduct. Additionally, in 2014, the AF Scientific Advisory board recommended that the AF establish a policy to allow immunity for low level collateral misconduct uncovered as a result of sexual assault investigation. The White House Task Force to Protect Students from Sexual Assault, the American Association of State Colleges & Universities, and the National Collegiate Athletic Association have all recommended immunity-type collateral misconduct policies for universities to encourage reporting. In the 2016 Sexual Harassment & Violence report, DoD SAPRO issued a commendation to United States Naval Academy for their collateral misconduct policy (on which the USAFA policy was largely based) stating that the "collateral misconduct by a victim is one of the most significant barriers to reporting sexual assault because of the victim's fear of punishment the United States Naval Academy has made appropriate efforts to eliminate the barrier collateral misconduct creates to reporting so that victims will be encouraged to come forward, to better hold offenders appropriately accountable."

Prior to the Safe To Report policy, USAFA utilized an unwritten "lighter-later" philosophy, in which discipline for collateral misconduct by victims would be delayed pending the outcome of the sexual assault investigation/disposition and, after considering the unique facts and circumstances of a given incident, might be less than the standard discipline for such misconduct. The issues expressed by cadets and the Special Victims Counsel (SVC) concerning this philosophy was lack of awareness by cadets and that this was not codified in policy to offer specific guidance for appropriate discipline, which ultimately resulted in some cadets choosing not to report a sexual assault given the uncertainty of what disciplinary action they might face as a result of collateral misconduct. Although there are some guidelines outlined in Air Force Instruction 90-6001 regarding collateral misconduct, this policy memo specifically states that a cadet who reports a sexual assault will not be prosecuted for collateral misconduct violations of Air Force Cadet Wing Instruction 36-3501, Cadet Standards, involving alcohol use or possession, consensual intimate behavior in the cadet area, unprofessional relationships, or cadet-area limits restrictions.

This philosophy is now codified in the Safe to Report policy and in Cadet Standards and Duties, which provides victims and witnesses with greater certainty and clarity concerning collateral misconduct while still allowing commanders to maintain good order and discipline. This policy now affords

"amnesty" for the most common forms of collateral misconduct, while still allowing commanders to take action when aggravating circumstances exist.

The Commander's Intent memo, which accompanied the policy also reinforced that retaliation, reprisal, ostracism and maltreatment against victims would not be tolerated.

Prior to and since the release of STR, the SVC had coordinated with USAFA Judge Advocate (JA) when questions arose concerning the applicability of the policy and/or whether a victim would face discipline for certain collateral misconduct. Using hypotheticals, USAFA/JA, on a case-by-case basis, raised these concerns to the Commandant so victims would have clarity on the impact of collateral misconduct before making an unrestricted report.

An additional internal process was identified starting in January of 2020 as the Commandant of Cadets and the USAFA SAPR office identified processes in the client care for Post-Case Management Group (CMG) Mechanisms for Subjects/Victims through a bullet background paper. The USAFA SAPR office and CW agreed on terms ensuring post-CMG mechanisms exist to ensure that subjects' and victims' schedules and living arrangements do put them in close put them in close proximity to each other. This set of post-CMG instructions also details the way forward for CW leadership, ensuring appropriate victim care beyond the CMG as victims' cases come to resolution and victim advocacy services are terminated. (See attached BBP).

2.2. Updated Academy policies that pertain to sexual harassment reporting.

Existing policies were maintained and upheld this academic year, as reductions in normal operations due to COVID-19 rendered updates to existing policy unnecessary. EO and other involved agencies will continue to monitor standard procedures, policies and practices to determine whether or not future updates might be needed.

2.3. Efforts identifying and utilizing student influencers to help counter-narratives and behavior that deter help-seeking, reporting, and bystander intervention, as well as actions to improve challenges cadets and midshipmen experience after reporting.

In response to findings and recommendations from last year's SH&V report, the USAFA SAPR program created the aforementioned Teal Rope program. Additionally, USAFA leadership has capitalized on the existing PEER program. To further these peer-influencer efforts, USAFA leadership has designed the Integrated Prevention Framework and Holistic Measurement Strategy with cadet leader involvement as a primary focus. In this paradigm, peer influencers will have the opportunity to contribute to the design of the overarching USAFA prevention strategy, and will serve as the primary sources delivering assessment results and associated messaging (e.g. CATCH program, LiveSafe App, Fairchild SAPR Satellite office, etc.) to the cadet population.

In recognition of peer influencer potential to impact student culture and deter narratives counter to reporting, USAFA also has the SAPR Teal Rope program, which is a program that focuses on providing cadet peer assistance to victims of sexual assault at USAFA and at the USAFA Preparatory School. Trained Teal Rope cadets serve as liaisons between victimized peers and the SAPR staff.

There are currently 71 trained Teal Ropes at the USAFA CW and 22 at the Preparatory School, up from the initial year's 40 participants at CW, and 16 at the Preparatory School. USAFA leadership intends to build the Teal Rope program until there are two Teal Ropes in each squadron.

The PEERs receive specialized training from the Peak Performance Center (PPC) to assist with responding to cadets in a variety of areas such as anxiety, stress, interpersonal relationships and even sexual assault. Often they are seen as the first line of defense and are normally sought out by their peers and cadet leadership regarding particular situations or educational needs before moving on to the next level of helping agency support.

During APY19-20, all rising three-degree cadets received Headquarters Air Force (HAF) approved bystander Cadet Wing Intervention Training (CWIT). Cadets are trained and encouraged to connect more consciously to their values regarding the role and responsibilities of a bystander and the proactive peer influence that they can have. Cadets are trained to recognize potential barriers that might prevent intervention. Cadets are equipped with motivation, knowledge and skills necessary to proactively engage peers in culture change through role modeling, use of social media, conversation and other means of influence to help address victims' challenges before or after reporting a sexual assault. Finally, cadets are encouraged to lead by example and see themselves as becoming agents of change.

Note: USAFA leadership recognizes the importance of informal leaders (i.e. influential individuals who might not hold a formal leadership position) and recognizes that we cannot predict which cadets might emerge as peer influencers in the future. To that end, beginning APY20-21, all four class years of cadets will receive a version of either the initial or booster CWIT.

In order to improve a cadet's experience after reporting sexual assault, all AOCs continue to receive full-time, year-long, in-residence Master's Degrees in Counseling and Leadership from the University of Colorado, Colorado Springs. The program facilitates critical thinking, enhances interpersonal effectiveness, broadens perspectives on coaching and mentoring, develops influencing skills, and improves the AOCs' ability to lead positive change and development among cadets. The master's degree in counseling and leadership focuses on enabling AOCs to respond as well as prevent sexual harassment and violence by facilitating the development of their cadets as leaders of character (to include 300 hours of fieldwork observing and interacting with cadets). AOC Commander's Course now includes SAPR training geared to commander's roles in the prevention of violence and in providing trauma-informed support for victims of sexual harassment and/or assault as well as responsibilities assisting victims with the reporting process.

In addition to ongoing services to support victimized cadets (e.g. deconflicting class schedules or room assignments to reduce proximity to accused perpetrators), USAFA leadership has committed to developing a trauma-informed academy culture. Leaders across CW receive training in trauma-informed leadership; Center for Character and Leadership Development (CCLD) regularly provides offerings to improve and enhance emotional intelligence; and USAFA hosts an annual Pathways Summit. To date, Pathways Summits have focused on recovery and resilience, and on prevention and the importance of interpersonal connection.

2.3.1. Efforts to conduct an analysis to determine the source of barriers to help seeking, perceived norms, and actual norms. As a result, what actions were implemented to counter the incorrect perceived norms around help seeking and bystander intervention, as well as actions to improve the challenges cadets/midshipmen experience after reporting that may be fostering actual norms that deter help seeking.
The newly developed USAFA Integrated Prevention Framework will identify risk and protective factors related to help-seeking and fostering a culture of dignity and respect. The resulting Holistic Measurement Strategy will inform USAFA leadership about the nature of potential barriers to help-seeking as well as potentially effective counters to those barriers, thus enabling leaders to make data-informed decisions in this regard. It is expected that this integrated, holistic approach to countering stigma and other barriers to help-seeking will further augment current contributions to building USAFA's trauma-informed culture of respect and dignity, such as emotional intelligence trainings, CWIT training, leaders receiving education about trauma-informed leadership and the aforementioned Pathways Summits. In addition to the aforementioned initiatives, USAFA leadership continued ongoing efforts to combat stigma, frame social norms, and reduce other barriers to help-seeking. As mentioned, the USAFA Safe to Report policy was codified into Cadet Standards and Duties and continues to be promoted. Promotion efforts also continue around the LiveSafe anonymous reporting and personal safety app, the Fairchild SAPR Satellite office, and the HAF-approved Commanders' SAPR talking points.
2.3.2. Efforts to address perceptions and experiences with regards to negative impacts on academic and military careers, ostracism, reputation damage, victim-blaming, perceptions of false reporting, retaliation, and the reporting process.
USAFA Leadership has taken a hands on approach to addressing misperceptions surrounding sexual assault and available resources to assist survivors. Fora such as the Pathways to Prevention Summit, Sexual Assault Awareness and Prevention Month (SAAPM) and Denim Day have been critical opportunities to address perceptions in small group settings and mitigate concerns. Normalizing help-seeking, reporting sexual harassment and assault, and compassion for victims has been a primary focus in all-calls and messaging from the USAFA Superintendent and senior leaders across the academy. Additionally, leaders have circulated written guidance outlining expectations for cultivating a culture of respect and dignity and zero tolerance for discrimination or maltreatment without fear of reprisal or retaliation. The Superintendent has an open door policy to meet one on one with any survivor of sexual assault to address concerns. Leadership has taken a hardline to address perceptions publicly. In the absence of data demonstrating that these specific interventions actually change perceptions and experiences related to reporting sexual harassment and assault, USAFA leadership has committed to developing a trauma-informed campus climate characterized by respect and dignity for all. Capitalizing on the aforementioned Integrated Prevention Framework and Holistic Measurement Strategy, the CAT and CAB will help USAFA leadership maximize protective factors such as sense of

belonging and interpersonal connectedness while reducing risk factors such as objectification and shame around help-seeking to address these obstacles in an integrated, holistic fashion.

2.3.3. Efforts to prepare academy peer helping groups to provide cadets and midshipmen with an accurate understanding of available academy services and the benefits they provide. Include a review of training approaches with peer helping groups to determine updates to training content.

USAFA has a robust PEER training program, which includes 16 hours of specific training and monthly continuous education for selected cadets. The Peak Performance Center (PPC) provides training that covers conflict resolution, active listening, sexual harassment, sexual assault reporting and suicide risk assessment and prevention. Additionally, USAFA helping agencies host a panel for the PEERS. The panel includes the Chaplains, Mental Health Clinic (MH), EO, Area Defense Counsel (ADC), Judge Advocates (JA; in order to provide education about various legal processes), SVC, and the SAPR office. This allows PEERS to have an open discussion on their roles as helping agencies, ask questions and familiarize themselves with Helping Agency staff. Cadet PEERS are also certified through the National Association of Student Personnel Administrators (NASPA). Two Cadet Peers are assigned to every squadron and are the points of contact (POC) to whom other cadets reach out to when in need of additional support or services.

USAFA also has the SAPR Teal Rope program. A cadet peer program that focuses on providing cadet peer assistance to cadet victims of sexual assault. Cadets enrolled in this program are not credentialed Victim Advocates, however, they are vetted for suitability and agree to adhere to a Code of Ethics prior to becoming a Teal Rope. The USAFA SAPR office provides six hours of specific training and monthly continuous education. The sexual assault prevention and response training covers roles and responsibilities, trauma informed care, ethics, and reporting options to include the DoD CATCH program. The USAFA CW currently has 71 trained Teal Ropes, and the preparatory school has 22. USAFA leadership remains committed to developing the Teal Rope program until there are two qualified Teal Ropes in every cadet squadron.

2.4. Provide an after actions report (AAR) of activities taken to publicize the CATCH Program according to the POA&M each MSA submitted to the Department in December 2019. The AAR should detail efforts to ensure cadets and midshipmen understand the program is a confidential means for providing offense details to the DoD, and know to contact the Sexual Assault Response Coordinator (SARC) for more details or to participate.

Per USAFA SAPR's POA&M for the Launch the CATCH a Serial Offender Program, all outlined activities were completed on time and as outlined for our after actions report (AAR). Although the USAFA SAPR POA&M describes actions taken to make initial publication efforts of the CATCH program by the end of 2019, publication of the CATCH program is ongoing. CATCH program training references are included in USAFA's current SAPR Commander's Talking Points and all SAPR related trainings with new commanders and personnel.

CATCH POA&M Goals and actions taken include the following:

Goal #1: Train the SARC & VA's on CATCH

- All USAFA SARCs and VAs have been trained using HAF-approved training materials and resources as of 9 May 2020.

Goal #2: Training Special Victims' Counsel, Victim's Legal Counsel & Military Justice Personnel on CATCH

- USAFA SAPR staff provided in-person training to the SVC team and Judge Advocate team on the CATCH program.

Goal #3: Ensure all additional response personnel are trained on CATCH

- Initial CATCH training was provided via VTC by DAF/A1Z for USAFA OSI.
- USAFA Squadron Commanders and CW leadership were briefed during Commandant's CW Stand-Up.
- VVAs and Teal Rope cadets completed initial training and receive ongoing booster training annually.

Goal #4: SARC's and VAs offer program to every cadet making restricted report of sexual assault & report to DOD annually.

- CATCH is annotated on the DD Form 2910 Victim Preference Statement. The CATCH option is discussed with every client that has elected to file a restricted report as a part of the intake process. CATCH opt-in is formally tracked on the DD Form 2910 and in the formal data collection system, DSAID. Participation numbers are reported to DoD through the DSAID case data pulled on an annual basis.

Goal #5: Promote CATCH

- USAFA SAPR staff briefed CW personnel, and Dean of Faculty leadership during Commandant's CW Stand-Up.
- USAFA AD coaches, assistant coaches, and physical education teachers were briefed about CATCH and materials were provided to all remaining staff.
- CATCH was briefed to all remaining HQ USAFA Mission Elements during the Superintendents Special Topics briefing. 10 ABW staff were briefed during the monthly staff meeting that included CCs and Mission Element representatives. All CATCH slides were provided for lower level distribution.
- CATCH was advertised in the September and October "Washroom Wisdom" that is placed in bathroom stalls throughout the USAFA Cadet area. Continued advertisement and promotion of CATCH in marketing materials is an ongoing effort.

- USAFA SAPR staff continue advocacy, education, and ongoing outreach efforts (e.g. initial client intakes, additional element to annual Commander's SAPR Talking Points, VVA and Teal Rope Training, and Helping Agency briefings) to ensure that cadets understand the program is a confidential means for providing alleged offender details to the DoD. Information on SAPR services and participation in the CATCH program is provided at all out reach events by SAPR personnel, SAPR VVAs, and Teal Ropes.

- See attached USAFA CATCH POA&M with documentation of activity completion dates.

NOTE: CATCH Program success is monitored as victims continue to voluntarily opt-in. It has been noted that the first Air Force CATCH match occurred with a USAFA cadet victim.

3. Victim Care and Advocacy

Discuss initiatives taken to impact sexual assault victim care and advocacy. To include efforts ensuring academy personnel (students, faculty, and staff) familiarization with the SAPR program, SAPR personnel and services, and processes such as how to make a referral. The discussion should include the following:

3.1. Updated Academy policies on sexual assault victim care and advocacy.

Perhaps the ultimate outcome from effective advocacy is systemic change. USAFA saw such an outcome when the Safe to Report Policy was codified into the Cadet Standards and Duties instruction. The Safe to Report policy affords cadets reporting sexual assault amnesty from minor collateral misconduct that might surface during the sexual assault investigation resulting from the cadet's report. Adding to the strength of Safe to Report, the Commander's Intent memo, which accompanied the policy also reinforced that retaliation, reprisal, ostracism and maltreatment against victims would not be tolerated. For details regarding the Safe to Report policy, please refer to The United States Air Force Academy's (USAFA's) Cadet Standards Instruction (AFCWI 36-3501)

Even though it has not been formally codified into written policy yet, the USAFA SAPR office and CW agreed on terms ensuring post-CMG mechanisms exist to ensure that subjects' and victims' schedules and living arrangements do put them in close put them in close proximity to each other. This set of post-CMG instructions also details the way forward for CW leadership, ensuring appropriate victim care beyond the CMG as victims' cases come to resolution and victim advocacy services are terminated. (See attached BBP).

3.2. Updated Academy policies on sexual harassment complainant care and assistance.

During APY 19-20, there were no policy changes to the Academy's sexual harassment complainant care and assistance. Existing policies were maintained and upheld this academic year. EO and other involved agencies will continue to monitor standard procedures, policies and practices to determine whether or not future updates might be needed.

3.3. Efforts taken to make victim assistance more accessible.

The USAFA Leadership and SAPR staff has worked to build trust in the SAPR program and promote program awareness, education, and prevention initiatives. This will continue to be an ongoing effort as the SAPR program continues to evolve and grow. One accessibility growth area was initiated as USAFA launched the LiveSafe app, an IT solution that will allow reporting, connect victims to care and includes a peer component in 2019. The LiveSafe app is expected to increase reporting, expedite access to care and empower peers and leaders. The app also creates an additional avenue for cadets to anonymously seek SAPR program information including reporting options.

SAPR staffing at USAFA has been one main pillar to providing victim assistance. Senior leaders approved staffing increases and for the past two years, SAPR staffing has remained at acceptable levels to provide victim care and response. The SAPR staff is engaged in working with faculty members and has conducted SAPR Volunteer Victim Advocate (VVA) training that included faculty members to increase their knowledge about the SAPR program, to review policies and increase their knowledge in their roles in prevention and response. In APY 2019-2020, USAFA SAPR had 17 trained VVAs. USAFA SAPR will continue to conduct SAPR VVA training as critical client care is provided by

certified and credentialed VVAs. SAPR VVAs share their knowledge and skills by providing coverage of the crisis hotline, assistance in accessing critical resources, receiving official reports of a sexual assault, and serving as victim advocates.

For peer level advocacy support, the Teal Rope program was implemented and is utilized by cadets and cadet candidates to access specific assistance that cadets may request and need. The SAPR office will continue to train cadets as Teal Rope peer influencers and remain an integral part of providing support and assistance in getting victims to the appropriate resources. Last APY, USAFA had 71 trained Teal Ropes to assist the SAPR staff in making victim assistance more accessible. The Teal Rope program participants routinely provide positive and effective resources to combat the problem of sexual assault, sexual harassment, and related misconduct from a peer level.

After feedback from cadets, USAFA opened an additional satellite SAPR office in Fairchild Hall (the CW faculty department) to continue to increase accessibility for victim assistance. This location was identified by cadets as an ideal location to access services because cadets spend the majority of their academy time in Fairchild Hall for academic classes. The Dean of Faculty provided a safe and discreet location that cadets could easily drop by to make reports, ask questions about available resources, and that Teal Ropes can easily access when serving as a peer escort.

On a local community level, SAPR staff are engaged with local entities to provide input and support to grow victim assistance programs. SAPR staff are part of the Colorado Springs Adult Sexual Assault Response Team (ASART) and the Colorado Springs Domestic Violence and Sexual Assault Community Action Team. With input from community partners, Colorado Springs Memorial Hospital expanded services for victims of sexual assault to receive a sexual assault forensic exam to the Colorado Springs Memorial Hospital North location.

3.4. Efforts taken to ensure SAPR personnel has access to the unit and senior leaders.

Staffing: USAFA has one SAPR Program Manager/Lead SARC, one SAPR Deputy Program Manager, one SAPR Analyst, two SARCs, one Deputy SARC, three VAs and 2 VPIs that make up the SAPR and Violence Prevention offices

All SAPR personnel have direct access to the Superintendent and Vice Superintendent and Unit leaders when dealing with any aspect of victim care and response and are encouraged to utilize leadership's open door policy to address any concerns. The SARCs are supervised by both the Superintendent, Vice Superintendent and the SAPR Program Manager/Lead SARC. The SAPR Program Manager meets and provides program updates to the Vice Superintendent on a bi-weekly basis, attends weekly staff meetings, and co-chairs the Case Management Group (CMG) on a monthly basis. The SARCs are in attendance at the monthly CMG meeting, and conduct new commander SAPR orientation within 30 days of taking command, as outlined in Air Force Instruction.

SARCs maintain an organizational structure that allows for access to unit leaders including CW, DF, and AOCs. Designated SAPR staff attends directorate level staff meetings to provide updates and conduct new commander orientation within 30 days of taking command, as outlined in Air Force Instruction. SAPR staff are assigned to designated cadet squadrons to assist in building a rapport with

both unit leadership and potential clients. This assists with providing an avenue for unit leaders to develop a working relationship and intimate knowledge of the SAPR program so that their first interaction with SAPR staff is not when a new victim report is opened. When a new case is opened, SARCs meet with the Unit leaders about the command's roles and responsibilities to include victim care, reporting requirements (24 hour reports / 8 Day Reports) and CMG.
3.5. Efforts to provide oversight of data entry in the Defense Sexual Assault Incident Database (DSAID). The discussion should include ways the Academy leadership is ensuring all sexual assault reports are entered in DSAID within 48 hours of report, and that the DD Form 2910 is being uploaded in DSAID within 48 hours of receipt. Also, include what actions are being taken to ensure that no other system is being used (e.g., spreadsheets) to capture sexual assault reporting data.
Per AFI 90-201 the SARC conducts ongoing assessments of the consistency and effectiveness of the SAPR program utilizing MICT. This review is conducted annually. USAFA IG conducts an annual by-law inspection and an annual report is provided to the USAFA Installation command. In addition, the SAPR Program Manager and SAPR Deputy Program Manger conduct a quarterly internal audit that includes a review of timely DSAID submissions and DD Form 2910 uploads. Department of the Air Force conducts DSAID validations for the annual data pull that identifies gaps in required documentation. USAFA works closely with DAF and USAFA JA to ensure accurate and timely updates for all case dispositions. USAFA utilizes formalized assessment and inspection processes to ensure that no additional data collection system is being used to capture sexual assault reporting data.
3.6. Efforts to ensure reports of sexual assault made to the Family Advocacy Program involving cadets or midshipmen are provided to the SARC for inclusion in DSAID.
USAFA SAPR personnel engage with the Family Advocacy Program (FAP) and serve as the primary point of contact for all non-FAP incidents of adult sexual assault as outlined in AFI 90-6001section 2.5.3.1. USAFA SAPR ensures that reports of sexual assault are included in DSAID when appropriate and as outlined by current policy. In AFI 90-6001 section 2.5.2.1, the SARC, SAPR VA, or VVA will be called immediately for every non-FAP incident of sexual assault on a military installation. Collaboration occurs with USAFA SAPR and FAP to ensure appropriate victim response and case management
3.7. Efforts to ensure a safety assessment capability, and ensure individuals tasked to conduct safety assessments must occupy positions that do not compromise the victim's reporting options.
All USAFA SARC/VA/VVA are trained to perform non-clinical safety assessments of sexual assault victims IAW AF policy. Per AFI 90-6001 attachment 1, the CMG chair may also appoint trained personnel to conduct a non-clinical safety assessment to determine if the sexual assault victim is in immediate danger of harm. Only individuals/agencies with confidentiality are authorized to perform non-clinical safety assessments in an effort to ensure that reporting options are preserved. Safety assessments are conducted during client intakes and immediately during high risk situations. For example during the APY 19-20, a High Risk Response Team (HRRT) was stood up to address potential suicidal concerns for a client's safety. The HRRT met on a regular basis to provide resources and oversight until all safety concerns for the client were addressed.

3.8. Efforts made to consider requests for transfer of a cadet or midshipman at your academy who is the victim of a sexual assault or related offense.
USAFA has internal procedures for local requests of cadet victims that wish to remain at USAFA but who request a unit transfer for care and safety. The CW has a designated liaison that addresses requests by victims of sexual assault that have a SAPR (Restricted, Unrestricted and Open with Limited) case. All scheduling de-confliction requests regarding class schedules, room, and squadron assignments are executed. This includes summer program scheduling and requests for an academic turn-back. Efforts are underway with DoD SAPRO, USAFA leadership, and other MSA leadership to develop interim policies to address the most recent NDAA 2020 Sec 555, MSA inter-service transfers of Sexual Assault Victims. Upon a victim's request during APY 19-20, working groups came to together at both USAFA and the Naval Academy with input from DoD SAPRO to initiate discussions of possible interim transfer policies. Although outside the APY 19-20, a USAFA interim policy was developed and two MSA inter-service transfers occurred between USNA and USAFA. Currently, USAFA continues to engage with an ongoing collaborative working group that includes the MSAs, Service Head Quarters and DoD level partners to develop and publish formal policies with an expected execution date during APY 20-21.

Annual Report on Sexual Harassment and Violence at the Military Service Academies Academic Program Year 2019-2020 Prevention Self-Assessment Instructions and Template

Introduction

The Prevention Plan of Action (PPOA) outlines the way ahead for sexual assault prevention within the Department of Defense. While sexual assault prevention can be a difficult process, the steps required to diminish prevalence and sustain progress are not dissimilar from common planning processes used routinely throughout the U.S. Armed Forces. First, sexual assault prevention requires a holistic, comprehensive approach executed with the unity of effort toward the desired end state. Building this approach requires understanding the current environment, determining the scope of the local problem, and assessing the organizational factors that drive prevention. Second, a comprehensive approach is comprised of integrated, research-based prevention activities, which achieve unity of effort only when implemented with fidelity in a conducive, supportive environment. Third, prevention activities require the systematic execution of data-driven tactics to achieve the desired outcomes. Thus, strategic decisions related to prevention are based on careful consideration of the data, as opposed to relying solely on intuition and personal experience. Finally, preventing sexual assault requires evaluating change indicators over time, assessing organizational factors to inform adjustments to the prevention approach, and measuring the effectiveness of specific prevention activities.

The assessment conducted by DOD SAPRO in 2019 provided a baseline of each MSAs prevention capabilities in line with the PPOA elements. In 2020, the MSAs will conduct a self-assessment using the same process and criteria to track progress advancing their prevention capabilities. This document outlines the process that will be used to complete the self-assessment, with additional instructions included in the attached Guide.

Self-Assessment Criteria

The PPOA outlines the synergistic relationship between the Prevention Process and the Prevention System[1] to advance and sustain the execution of effective sexual assault prevention. In 2019, DOD SAPRO, in collaboration with the RAND Corporation and the Wandersman Center, operationalized the elements of the Prevention System and Process based on a review of the scientific literature and an expert panel review. Leading prevention researchers and practitioners across DOD and the U.S. participated in the panel review.

The self-assessment criteria (as outlined in the Guide) describe the desired end state for each PPOA element. A five-category scale ("complete alignment" to "no alignment") was then developed to provide an objective method to identify the current state and what actions would show progress towards successful completion (see the Guide). Using standardized, research-based criteria and ratings across Services and Military Service Academies allows for a common operating picture of effective prevention but is not prescriptive in detailing exactly what must be

[1] The Prevention Process and Prevention System are defined fully in the PPO5A, available here: https://www.sapr.mil/sites/default/files/PPoA%20Final.pdf

done in the prevention space, thus allowing flexibility for each organization to develop and implement the activities that best fit their unique needs and strengths.

In all, sixty-three criteria were developed to operationalize the PPOA elements and were used in the assessment completed by DOD SAPRO at the MSAs in the last academic year. Sample tools are included in the Guide for informational purposes and may be utilized as needed. Definitions, examples, and key considerations for terms can be found in the Guide that will be provided during the Prevention Self-Assessment Kick-off call.

Completion of the Self-Assessment

The self-assessment consists of two parts. The first part is submitted via an Excel workbook that will be provided during the Prevention Self-Assessment Kick-off call and will inform the second part, which is the Self-Assessment Narrative Summary, as outlined in 4.1. For the first part of the assessment, each MSA will provide their self-rating for each criterion and indicate what evidence (interviews, document review, etc.) was used to determine the rating. For the second part, each MSA will summarize process, results, and next steps in 4.1.1-4.1.3.

4. Reduce and Stop Sexual Assault and Sexual Harassment
Discuss initiatives undertaken to reduce and stop sexual assault. The discussion should include the following:
4.1. Provide a summary of your Self-Assessment findings.
Overall, data from academic year 2019-20 academy and activity-level assessments suggests meaningful improvements in a variety of domains. Most notably, improvements in cross-communication and collaboration across the United States Air Force Academy (USAFA) were prominent. Data also highlighted areas that will remain focal points for continued growth and improvement in the forseeable future. In response to recommendations from last year's Sexual Harassment and Violence (SH&V) assessment, (USAFA) has developed longer term prevention goals and been actively designing an integrated prevention framework and holistic measurement process to implement installation-wide. This framework requires prevention and resilience-related agencies to identify evidence-supported risk and protective factors in their respective areas that will serve in desigining prevention and/or resilience-building strategies for each agency. At an installation level, the most commonly recurring or most evidence-supported risk and protective factors will be used to build the overarching USAFA prevention and resilience-building strategy. With these strategies intact, base agencies will be able to choose or reject tactical-level interventions (e.g. trainings, events, policies) based on whether or not they feed our strategies. Under this framework, the Community Action Team (CAT) and the Community Action Board (CAB) will serve as the central hub through which all new lines of effort will flow, thus maximizing transparency, cross communication between agencies, oversight from involved agencies (e.g. Institutional Effectiveness; A9, Cadet Climate and Culture; CWP), and eliminating stove-piping. In order to measure this framework, at the end of each academic year, USAFA will develop a structural equation model to illustrate which lines of effort contribute to which reducing risk factors and bolstering protective factors (whether individually, or in combination with other lines of effort), thus ultimately impacting prevalence rates. It is expected that this prevention and resilience-building framework will address multiple, ongoing difficulties related to commanders making data-informed dicisions, cadets being over-saturated with surveys, understanding where and when "repeated messaging" is providing benefit with regards to desired outcomes versus not, and adding a potentially predictive element to what has historically been a descriptive process (i.e. being able to predict changes in prevalence based on trends in risk and protective factors as opposed to responding solely to prevalence and reporting rates from the previous year). However, USAFA is still in the infancy stages with regards to implementing this framework. Over this past year, the framework and measurement strategy were designed and socialized with colleagues, both within the Department of Defense (DoD) and from civilian universities and businesses. This framework was also presented to the senior leadership and CAT members. Currently, we are in the process of helping CAT agencies identify evidence-supported risk and protective factors in their areas that will be used to establish their strategic visions. The intent is to implement the first iteration of this framework and measurement strategy in academic year 2021-2022. Regarding APY 19-20 programming, efforts in building a resistance education training program continued as Enhanced Access, Acknowledge, Act (EAAA) was offered to half of the first-year class

(2023) of female cadets during the fall semester. The continuation plan to train the other half of the Four Degree females in the spring was interrupted as a result of COVID-19. Academy leadership is examining options to offer training to the remaining women from the class of 2023 as well as long term plans for maintaining and evaluating EAAA. USAFA personnel attempted to alleviate some of the challenges related to maintaining EAAA by applying for funding from a national grant. However, there are still logistical considerations that might not be resolved by funding alone, such as securing volunteers (female only) to teach the program, and how the program might be incorporated into the curriculum or made available to eligeable cadets.

In addition to our progress with EAAA, USAFA invested in two virtual training programs for new appointees to complete before arriving at USAFA for Basic Cadet Training (BCT). EVERFI is an evidence-supported, online training that provides education about title IX and issues related to sexual assault, sexual harassment, creating a culture of civility and mental health help-seeking. The Parent Based Alcohol Handbook Intervention is an evidence-supported program that assists parents in discussing alcohol misuse with their young adult children before they attend college. Several peer-reviewed studies support this program's ability to reduce binge drinking in college students – a priority identified by DoD Sexual Assault Prevention and Response Office (SAPRO) for reducing sexual assault in last year's SH&V report.

Because EVERI, The Parent Based Alcohol Handbook Intervention, and the Prevention Framework and Measurement Strategy are all new efforts to USAFA, there was not sufficient data to assess neither their processes nor their outcomes. Outcome and process data from these programs will be collected and they will be highlighted in next year's assessment. As a result, EAAA was the only new program that was assessed from an activity level.

From an academy level perspective, there were five rated items that realized reductions in score from last year, and one item that remained unchanged. For four out of these five items, the score reduction was 0.2 or less, which is likely better explained by normal measurement variance than by actual differences in academy performance. One item had a 0.8 reduction ("Prevention activities are always paused or stopped when they are found to drive negative perceptions or be ineffective"). The team scored this item lower based on the fact that 1) no programs were cancelled in the past year, despite some having marginal outcome performance; 2) no USAFA programs are specifically assessed to determine whether or not they drive negative perceptions; and 3) some USAFA programs are not specifically measured at all. As USAFA continues to improve assessments of prevention programming, more informed decisions will be factored in. The other 25 graded items had some degree of improvement in score. Taken collectively with interview data, outcome surveys from individual programs, outcomes from IG inspections, and feedback from other MEs, there is evidence of growth and improvement with regards to prevention and resilience-building at USAFA. At the same time, all of the aforementioned data reveal opportunies for continued growth and improvement.

One noted observation regarding regular turnover in senior leadership creates both challenges and opportunities for the prevention and resilience efforts at USAFA. The footprint from this predictable personnel change looms large for future prevention and resilient-building efforts as senior leadership manages that turnover. It is anticipated that incoming leadership can help decrease the weight of this

paradigm shift. Because they will inherit the integrated framework centered on the CAT and CAB from the start, it will feel less like a change in paradigm and should help facilitate movement in the direction of increased integration and collaboration. Conversely, integration into a new assignement at an MSA can require a long on-ramp before leaders are able to function at full-speed. The acclimation period might temporarily threaten the pace of implementing this framework as leadership's attention will likely be diverted for a time.

Finally, Healthy Relationships Training (HRT), the PEER program, and Cadet Healthty Personal Skills (CHiPS) were maintained this year. These programs were assessed in last year's Activity Level Baseline Assessment, and all three programs remained unchanged. As such, they were not re-assessed in this year's activity-level assessments. Despite their absence from this year's report, these programs' impacts and benefits were palpable in this year's prevention and resilience efforts.

4.1.1. Provide a summary of the data collected as part of your self-assessment. This summary will need to describe the scope of topics/constructs reviewed in the self-assessment (e.g., was the focus on sexual assault, or did it also include other topics?).

In conducting this self-assessment, the USAFA prevention assessment team collected data from numerous sources. First, as members on the team represented several different prevention agencies, we were able to draw from our own personal, professional experiences and observations. While that was noted as a strength going into the assessment, one identifieable challenge was that there was very little tenure on the team. Some team members have been at USAFA less than a year. Only a few team members have worked at USAFA for more than two years, and one was called away from the assessment early due to a family emergency. As a result, team members' observations were somewhat limited when assessing programming, policies and efforts from all corners of USAFA.

Fortunately, there were existing data that had been collected for the purpose if evaluating individual programs or trainings. These data sets were reviewed and considered in this self-assessment as were several interviews with some stakeholders involved in sexual assault and harassment prevention. Interviews were conducted with the Cadet Cultue and Climate Director, the Community Support Coordinator (CSC), and the Cadet Character and Leadership Development (CCLD) Director. In some cases, agencies and units across USAFA were consulted in the interest of responding to specific items identified in the Programatic Data Call and Prevention Self-Assessment that dealt with their specific areas of responsibility at USAFA.

While this self-assessment was primarily focused on sexual assault and sexual harassment prevention with a focus on the emerging development of the EAAA program. The activities reviewed in last year's assessment were reviewed and remain intact and substantially unchanged since last year's assessment. As such, no additional assessment of those activities were added. Other new activities, were not far enough along in development to make a meaningful assessment and will represent more of the focus in next year's assessment. Although not formally assessed, the integrated prevention framework that was developed over this past year is also referenced throughout this assessment. USAFA is in the earliest stages of implementing this new paradigm and as a result, this year has been characterized by transition. While formal implementation of the integrated prevention framework and

measurement strategy is planned for the 2021-22 academic year, there has been tremendous effort, discussion, planning, and socialization around implementing this new paradigm this year.

Outside of sexual assault and harassment prevention, there was some collaboration with other prevention, resilience, and culture-involved agencies. This owes to the increased collaboration and cross-communication among involved agencies over the past year. It is our expectation that as USAFA progresses further into implementing the integrated prevention framework, the need to broaden the focus of annual assessments will continue.

4.1.2. For each self-assessment element (Leadership, Prevention Workforce, Collaborative Relationships, Data, Policy, Resources, Comprehensive Approach, Quality Implementation, and Continuous Evaluation), provide a summary of key strengths and gaps based on evidence reviewed/collected. Be sure to include examples as needed or as available when describing evidence.

- Leadership
  - Strengths
    - Recent improvements in cross-communication and collaboration as we approach a more integrated framework and a more robust Community Action Board (CAB)
    - Apparent energy in the direction of reducing stove-piping and establishing a more integrated framework and holistic measurement strategy
  - Gaps
    - Limited use of empirical data in prevention and resilience-building functions
    - Lack of strategic-level planning as it pertains to prevention, resilience-building and cultivating a culture of civility
    - Regular turnover in senior leadership might temporarily slow progress in prevention, resilience-building and culture of civility while new personnel acclimate to USAFA and the use of an integrated prevention framework.
- Prevention Workforce
  - Strengths
    - SAPR, Violence Prevention, Community Support and Equal Opportunity staffs are fully staffed for the first time in several years
    - "Safe to Report" policy has been codified into USAFA Instruction
  - Gaps
    - Manpower for individual lines of effort remains precarious in some circumstances
    - Gaps in Violence Prevention and/or Community Support (Reslliency) coverage either at a Program Manager level or at a Wing level may need additional attention.
    - VPIs and CSC do not yet have integration at the HQ Program Manager level.
    - Some training and continuing education plans for this year were cancelled due to COVID-19, impacting both, professional development and morale
- Collaborative Relationships
  - Strengths

        - Meaningful improvements in collaboration this past year as USAFA works towards implementation of the Integrated Prevention Framework and building a more robust CAB
        - Coordinantion of cross-organization efforts has greatly improved communication when considering additions of programming such as EAAA.

    - Gaps
        - "Knee-jerk" tendency for prevention, resilience and culture/climate agencies to work in "stove-pipes" still prevails

- Data
    - Strengths
        - Development of a holistic measurement plan that should examine how multiple lines of effort across USAFA contribute to desired outcomes
        - Measurement strategy designed with the intent of moving from purely descriptive data to a combination of descriptive and predictive data
    - Gaps
        - Current data collection, analysis and interpretation can be serendipitous from an integrated, holistic perspective
        - Moving from individual lines of effort collecting their own data to implementing and installation-wide measurement strategy promised to be a heavy lift.
- Policy
    - Strengths
        - "Safe to Report" policy codified into formal USAFA Instruction
    - Gaps
        - Due to COVID-19, slowed operations resulted in less progress with regards to policy than might otherwise be expected
- Resources
    - Strengths
        - USAFA leadership ensures that all sexual assault, violence prevention and harassment needs are fully funded
    - Gaps
        - Violence Prevention programs across the Air Force do not yet have an annual budget. VPI alignment under the SAPR program director sometimes results in SAPR resources being siphoned for VPI purposes and in under-funding for the VPIs.
- Comprehensive Approach
    - Strengths
        - USAFA's Integrated Prevention Framework is creating an environment in which all prevention, resilience and culture/climate agencies represent arms branching brom one, unified central body (CAB)
        - The holistic measurement strategy will provide data to guide comprehensive planning and integrated efforts and decision-making
    - Gaps

        - Many lines of effort still function in "stove-pipes" independent of other efforts and only addressing the particular agency's small area of responsibility.
        - Creating an approach that is more comprehensive will require a major paradigm shift for most of the involved agencies across the Academy, many with different chains of command (CCLD vs AD vs MDG vs FSS).
- Quality Implimentation
    - Strengths
        - Implimentation working groups (e.g. EAAA, GTO, EVRFI, LiveSafe) have brought together highly motivated involved staff to plan and problem solve
        - USAFA leadership has been highly invested in ensuring that new lines of effort are implemented in a seamless and timely manner
    - Gaps
        - USAFA lacks standardized protocols for implementation to ensure consistency
        - Very few lines of effort undergo formal process analyses to help inform development of a standardized implementation protocol
        - The number of programs at USAFA outweighs the manpower to effectively manage them all
- Continuous Evaluation
    - Strengths
        - USAFA developed a holistic measurement strategy intended to evaluate how all lines of effort across the installation contribute to desired outcomes, both individually and in combination with each other, annually.
    - Gaps
        - This measurement strategy has not yet been implemented, and the first iteration is scheduled for the 2021-22 academic year.

4.1.3. Based on your self-assessment, summarize leadership-approved priority actions and next steps for sexual assault prevention, including any key considerations or barriers to achieving the priorities.

Last year's prevention assessment resulted in the recommendation that service academies develop integrated prevention frameworks intended to minimize isolation and "stovepiping" among prevention efforts and agencies. USAFA took this recommendation seriously and spent the past year designing a strategy for maximal integration, collaboration and transparency. This integrated framework necessitates the development of a prevention, resilience, culture strategy based on evidence-supported risk and protective factors in each domain, and designates the Community Action Team (CAT) and the Community Action Board (CAB) as the central bodies through which all prevention, resilience-building and climate/culture lines of effort will funnel. Additionally, a holistic measurement strategy will attempt to measure the impact that tactical-level interventions and lines of effort have on the governing strategy, and by extension, prevalence and reporting rates. These data will be collected and analyzed annually to help inform decision-making about ongoing prevention, resilience and culture-building efforts.

The newly developed and emerging integrated framework and measurement strategy proposals were briefed to USAFA's Senior Leaders, Violence Prevention Integrators, Community Support

Coordinator (CSC), helping agency members of the CAT, and installation senior leadership of the CAB. Our next step is to have involved agencies identify evidence-supported risk and protective factors, and use those factors to develop strategic plans in their areas. The risk and protective factors will become the desired outcomes that we will measure annually along with prevalence and reporting rates. USAFA is also securing the necessary software to create the statistical model identified in the measurement strategy and have several stakeholders trained in these methods of analysis.

Another meaningful next step is to continue bolstering widest participation from instatllation helping agencies and leadership in the CAT and the CAB. This requires a two-pronged effort. The first prong involves aligning the CAT and CAB so that they have influence at the Head-Quarters level and throughout the installation. For the past several years, the CSC has been aligned under the 10th ABW commander, and as a result, the CAT and CAB have not had as strong of an influence to bring all Cadet Wing (CW) and installation prevention and resiliency stakeholders together. Options for ensuring that these processes have influence across the entire installation are currently under review. Not completely unrelated to the aforementioned, the second prong involves insuring that all pertinent personnel are regularly attending the CAT and/or CAB meetings. As mentioned, many of the CW agencies have been identified as needing inclusion moving forward. Additionally, there are agencies and units across the installation who do not work directly in prevention or resilience, but might have input pertinent to these efforts. For example, security forces (SFS) will likely need involvement in planning events that will occur on base. Those involved with cadet-based research (e.g. A9) will need involvement in any plans to measure outcomes from interventions with cadets. Creating a robust, well-aligned CAT and CAB will ensure increased cross-communication, collaboration and transparency.

The primary barrier to implementing the integrated prevention framework and holistic measurement strategy is reflected in the complexity of paradigm shifts. Initially, there will need to be a commitment to the change from all levels of leadership across the installation in order to implement new processes, procedures, and even ways of thinking. Early on, there will be a need for mechanisms that will recognize and adjust when the system starts to drift toward old ways of functioning, as that will likely be the tendency of any new change to a system. Eventually with support from all levels, the new paradigm will become the norm and less deviation from a new approach. One significant concern will be the frequency of Military and Civilian employee and leadership turnover. This challenge will prove to highlight the pronounced need for education, awarenss and vigilance, especially when individual agencies are tasked with specific lines of effort from their respective governing bodies (e.g. AFMOA, A1Z, SAPRO, etc.).

4.2. Describe findings of manpower analysis to determine appropriate academy staffing, resourcing, and alignment of the full spectrum of prevention efforts to address sexual assault, including risk factors such as sexual harassment and alcohol misuse.

Regarding USAFA prevention capabilities and alignment of prevention efforts to address sexual assault, several efforts are showing improvement. From a prevention staffing perspective, there was significant progress with regards to manpower. During the 2019-20 academic year, the addition of the Deputy Sexual Assault Prevention and Response (SAPR) Program Director and updating and filling the vacancy of the SAPR/Violence Prevention Program Analyst position were two prominent steps. The (2) Violence Prevention Integrators were fully staffed and the Violence Prevenion Program was

managed by the SAPR Program Manager and The Deputy SAPR Program Manager. The (2) Civilian SARCs and (1) Active Duty Deputy SARC positions were temporarily vacant, but each position was quickly remanned. As a result, the SAPR and Violence Prevention team achieved full capacity for the first time in more than four years. Additionally, the long-vacant Equal Opportunity (EO) Director position was staffed in February, 2020 which assisted with alignment efforts. Finally, with regards to manpower and prevention alignment concerns, USAFA has historically employed one Community Support Coordinator (CSC) to manage all resiliency efforts through the Community Support Program for the entire installation. As that position is currently aligned under the 10th Air Base Wing (10ABW), leadership gaps in coverage have been noted at the HQ and Cadet Wing level. Leadership's recognition of the need to synchronize efforts among the various prevention and resiliency stakeholders has led to incremental planning of re-alignment efforts. As USAFA leadership works to bolster the Community Action Team (CAT) / Community Action Board (CAB) and align the Community Support and Violence Prevention programs to more effectively serve the entire installation, we expect greater violence prevention collaboration and further resolution of manpower alignment.

Regarding resourcing, USAFA leadership ensured that all approved SAPR and Violence Prevention initiatives were fully funded and resourced, even when initiatives were not aligned with annual SAPR or Violence Prevention budgets. This willingness on Leadership's part to identify funding for additional initiatives represents another strength for the each program. While the SAPR program does have an annual budget, the annual SAPR funding has not covered all initiatives. Furthermore, the Violence Prevention Program throughout the Air Force does not yet have an annual budet specifically for the added Violence Prevention efforts. USAFA solves these shortfalls as Leadership has designated these program efforts to be top priorities. As an example, the two Violence Prevention Integrators have been aligned under the SAPR Program Director, and any violence prevention program needs are either funded through realigned SAPR funds or other Leadership re-allocation of funds.

One identified challenge has centered on the recognition that not all sexual assault, healthy relationship and/or harassment programming is managed by one directoriate here at USAFA. For example, the USAFA Athletic Department (AD) runs the HRT program, and Center for Character and Leadership Development (CCLD) has taken lead on the development of the EAAA program for female cadets and a Healthy Relationship Education program designed for all cadets. Utilizing resources outside of the more traditionally aligned SAPR or EO offices for sexual assault and sexual harassment training, is viewed as a strength to help ensure wider distribution of programming that SAPR / EO staffing alone could not provide. However, this same circumstance presents continued challenges in the domain of collaboration and effective cross-communication. Our ongoing intent is to ensure that each program administrator utilizes the CAT/CAB processes and as such, oversight and coordination of any current or future programming will be socialized among various stakeholders as fewer programs will be wholey "owned" by particular offices or agencies. Instead, these programs will be managed by multi-disciplanary teams under the CAT.

As a final consideration pertaining to resourcing, manpower and addressing risk factors of sexual assault, USAFA has capitalized on the Department of Defense's (DoD) SAPRO partnership with the RAND Corporation and elected two Getting to Outcomes (GTO) processes to help address the alcohol misuse and sexual harassment risk factors of sexual assault. As part of the GTO process, multi-

disciplinary teams were assembled to identify resourcing, manpower, policy or program needs for each risk factor and to provide recommendations to Leadership. The USAFA GTO team concerned with alcohol misuse identified an evidence-supported intervention for new appointees to complete with their parents before arriving at USAFA, and have launched that program with the incoming class of 2024. Outcome data and assessment for effectiveness will be ongoing. The GTO team concerned with sexual harassment has reviewed several new initiatives to specifically address harassment concerns, but has not landed on a final solution yet. This team continues to evaluate options for addressing sexual harassment at USAFA.
4.3. Describe comprehensive cadet and midshipman life-cycle prevention plan and plans for implementation and evaluation of the plan.
In the past year, staff created a spreadsheet to graphically illustrate the life-cycle prevention plan at USAFA. The graphic is included in this package in a document titled "APY 19-20 4yr Prevention Plan_25Aug2020." The intent is to minimize changes to this life-cycle plan while USAFA continues to develop and implement the integrated prevention framework and holistic measurement strategy. However, once the measurement strategy is in place, resulting data should help USAFA leadership determine which lines of effort are or are not contributing to our desired outcomes, and to what extent. Armed with that data, USAFA leadership, by way of the CAB, will be able to decide which lines of effort will be maintained, or even bolstered, and which might be adjusted or discontinued. As mentioned, all changes adjustments, and implementation of new efforts will be pursued, with approval from the CAB, through the CAT agencies. This process of measurement and adjustment are expected to continue annually, starting in academic year 2021-22.
4.4. Describe initial/onboarding training for individuals performing prevention roles and plans for ongoing professional development.
USAFA SAPR personnel, as sexual assault prevention and response specialists, receive initial/onboarding training as outlined in Air Force policy AFI 90-6001 para. 10.1.1. All Sexual Assault Response Coordinators (SARCs) and Sexual Assault Victim Advocates (Vas) must be certified through the DoD Sexual Assault Advocate Certification program. Approved certification and credentials are tracked by the installation SARC. In addition, USAFA IG conducts yearly inspection of all SARC and SAPR VA certification. Initial Air Force SARC and SARP VA training is usually conducted in person through Air University following the Department of the Air Force (DAF) guidance. (Air University has recently adapted the curriculm as a response to COVID-19). In addition, DAF directed annual refresher training is provided to SAPR personnel in a accordance with Air Force policy. Ongoing training opportunities for professional development are ongoing at USAFA. This is accomplished both in house through the Center for Character and Leadership Development (CCLD), the annual National Character & Leadership Symposium (NCLS), USAFA's Pathways to Prevention Summit, and through many other local opportunities such as Talent Smart's Emotional Intelligence certification. USAFA leadership also support USAFA SAPR staff attending additional training and professional development. This is accomplished by staff being encouraged and provided space to attend state and national training opportunities such as the National Organization for Victim Assistance (NOVA) conference.

Accomplished per AFI 90-6001, para. 7.6 regulation, all volunteer academy sexual assault victim advocates as prevention specialists and responders must comply with D-SAACP requirements as well as full time staff; this includes the completing initial 40-hour training, taught by SARC and SAPR VA covering topics of prevention and response, and obtaining 32 continuing education units (CEUs) of refresher training every two years. In addition, per AFI 90-6001, para. 2.8.1.5.5, academy sexual assault responders must then apply to become credentialed and receive that credential through the D-SAACP program. These credentials must be renewed every two years with proof of the continuing education units. Furthermore, under AFI 90-6001, para. 7.7.2. SAPR personnel from another installation must receive at a minimum 4 hour orientation training before providing direct care services. This is in addition to required annual training. The training is documented, and requires 100% compliance to retain D-SAACP credentialing. USAFA Violence Prevention Integrators personnel receive initial/onboarding training as outlined in Air Force policy AFI 90-5001 and as directed by DAF guidance. USAFA provides ongoing training opportunities for professional development. Similar to the training for the SAPR team, this is accomplished both in house through CCLD, the NCLS, USAFA's Pathways to Prevention Summit, and through many other local opportunities such as Talent Smart's Emotional Intelligence certification. USAFA leadership also support USAFA Violence Prevention Integrators attending additional training and professional development to meet mission needs and identified knowledge gaps. This is accomplished by staff being encouraged with budgetary assistance and being provided space to attend state and national training opportunities that strengthen their skills to meet their prevention roles.
4.5. Describe efforts to, by signed charter, policy, or other directives, from MSA leadership, institutionalize a sustainable integrating body that facilitates collaboration, communication, and data synthesis among prevention workforce, stakeholders, and leaders.
The Department of Air Force (DAF), over the past few years, has established an emerging role of Violence Prevention Integrator (VPI) positions and have assigned VPIs to every Air Force base including USAFA. USAFA leadership further bolstered this effort in 2018 by adding an additional VPI and assigning the SAPR Program Manager to help manage the increasing prevention work-load here at USAFA. DAF published the first "Integrated Resiliency" Air Force Instruction (AFI 90-5001) in January 2019 that further defines roles of Community Support Coordinators (CSC) and VPIs as well as Program Managers for each program. Since the AFI 90-5001 publication, USAFA leadership has been reviewing options to align Violence Prevention and Community Support program manager positions at the USAFA HQ level for improved coordination between prevention partners. This specific endeavor is a consideration to compliment coordination efforts among Sexual Assault, Sexual Harassment (Equal Opportunity), Violence Prevention and Community Support programs through improved violence prevention coordination during monthly CAT meetings and quarterly CAB meetings involving all installation prevention and resilience partners. The CAT and CAB meetings represent the central hub through which all prevention and resilience efforts flow and the collective partnership oversees the aforementioned integrated prevention framework and holistic measurement strategy. By virtue of bolstering the USAFA CAT and CAB from the Head-Quarters level, reductions or elimination of stove-piped prevention and resilience efforts are anticipated over the coming years. Utilization of these realigned efforts further maximizes transparency and facilitates cross-communication and collaboration between the prevention workforce during CATs, as well as

stakeholders and leadership during CABs. While this process is ongoing, there have been meaningful steps achieved during the past academic year that provide a foundation for the prevention framework. Data from the academy-level assessment and interviews support the idea that collaboration and communication are already improving as a result of these efforts.

Sexual Assault Prevention and Response (SAPR) Program Compliance Assessment Tool

How to use the SAPR Program Compliance Assessment Tool

Annotate for each question posed the status of compliance by using the following options:

- **No Deficiency Noted -** Academy policies and procedures are in place and followed as required by DOD and Military Service SAPR Program directives and instructions. Examples of academy policies and procedures acceptable to confirm compliance include, but are not limited to: posted policy memorandum, posted response related resources (e.g. DoD Safe Helpline hotline information, duty description, appointment letters, meeting minutes, after action report, memorandum of understanding).

- **Strength** – an area that far exceeds compliance directives or mission requirements and/or expectations.

- **Critical Deficiency –** Any deficiency in a program, activity or policy that results in, or could result in widespread negative impact or mission failure.

- **Significant Deficiency** – A deficiency that has or could have negative mission impact. Requirements have not been implemented or there is a significant issue with the existing program, activity, or policy.

- **Minor Deficiency** – A deficiency of a lesser nature that does not meet the definition of a Critical or Significant Deficiency but requires corrective action.

All deficiencies require a Plan of Action and Milestones (POAM) to reach compliance. Academies may provide documentation of on-the-spot corrections for minor discrepancies when such circumstances arise.

Questions pertaining to this tool should be directed to Ms. Anita Boyd, SAPRO Program Analyst at anita.m.boyd.civ@mail.mil.

Status of Compliance: Yes Answers: Note either No Deficiency Noted or Strength
No Answers: Note whether Critical, Significant or Minor Deficiency; requires POAM

SAPR Program Policy Requirements
1. Are policies and procedures in place to ensure that when an official report is made (DD Form 2910 is signed and filed with a Sexual Assault Response Coordinator (SARC) or SAPR Victim Advocate (VA), or when a Military Criminal Investigative Organization (MCIO) investigator initiates an investigation), the SARC opens a case in DSAID within 48 hours of the report? **Ref: 6495.02, pg. 3, 4.b. (1), and pg. 7, u. (1) (a).**
Response: **Yes. Strength.** As prescribed by AFI 90-6001 para 1.4.13, the SARC enters all sexual assault reports as described in chapter 3 in the DSAID within 48-hours of initial report. IAW DSAID policy, para 9.2.1.1, if the 10 ABW or CW SARC does not have access to DSAID when an incident occurs, the MAJCOM SARC will enter the incident data within 48 hours of incident notification. USAFA currently has 2 SARCs at the MAJCOM level, Dr. Campbell, and Ms. Sonja Strickland with backup DSAID access to ensure the requirement is met. If an incident report is made with VA or MCIO, an immediate notification is made to the owning SARC to initiate DSAID entry.
2. Does the SARC serve as the single point of contact for coordinating access to care and resources to ensure that sexual assault victims receive appropriate and responsive care? **Ref: 6495.02, pg. 4, g.**
Response: **Yes. Strength.** IAW AFI 90-6001 policy para 1.7.1.3.1 The SARC directs care coordination and subsequently documents all case referral/resources in DSAID. The SARC reaches out on behalf of clients to coordinate care when requested/required. USAFA has 2 MAJCOM level SARCs, 2 Cadet Wing SARCs (1 Civ SARC/1 AD Deputy SARC), and 1 10th ABW SARC (Civ). Each respective SARC is responsible for their assigned AOR.
3. Do SARCs have direct and unimpeded contact and access to the commander and the immediate commander of the cadet/midshipman victim? **Ref: 6495.02, pg. 5, h.**
Response: **Yes. Strength.** The USAFA organization has a unique structure. The Cadet Wing SARCs, 10 ABW SARC and SAPR Victim Advocates fall under the installation Lead SARC who reports directly to the Superintendent as installation commander. The Superintendent chairs the Case Management Group (CMG) along with the Lead SARC while Commandant of Cadets, 10 ABW/CC and Prep School/CC are included in CMG for their respective cases. All SAPR personnel attend every monthly CMG and meet regularly with Commanders within their AOR. Lead SARC and Deputy PM meet bi-weekly with USAFA/CV and quarterly or as needed with USAFA/CC for regular updates. This restructuring addressed previous access concerns. Each SARC is able to reach out directly to provide support to commanders with cadets that have filed an unrestricted report. The SARC facilitates assistance with SAIRO reports and is encouraged by leadership and welcomed by commanders to communicate freely on SAPR related matters.

4a. Does the Academy have an established and maintained 24 hour, 7 day per week sexual assault response capability? **Ref: 6495.02, pg. 5, i.**

4b. Does the commander chair conducting the High Risk Response Team meeting, at a minimum, include the alleged offender's immediate commander; the victim's SARC and SAPR VA; the MCIO, the judge advocate, and the Victim Witness Assistance Program assigned to the case, victim's healthcare provider or mental health and counseling services provider; and the personnel who conducted the safety assessment?
Ref: 6495.02, pg. 80, (3) (a).

Response 4a. **Yes. Strength.**
Per AF policy in 90-6001 para 1.4.3, a SARC/VA/VVA is available 24/7. The schedule is updated routinely on a quarterly basis and reviewed monthly. The program process utilizes a tiered system. The first tier contact is an on-call VVA, second tier is the on-call civilian advocate in direct coordination with the on-call SARC. Each updated 24/7 response schedule is located on the shared drive. The hotline is managed by Full-time staff during duty hours and forwarded after hours to the on-call cellphone.

Response 4b. **Yes. No Deficiency Noted.**
IAW AFI para. 2.7.4.1.1. The SARC/VA constantly accesses clients for safety concerns. When a safety concern is identified, the CMG chair (Superintendent/Vice Superintendent) is notified immediately of the requirement to convene a HRRT. The CMG co-chair notifies team members required by para 8.4. The HRRT is chaired by the victim's commander (or equivalent).

5. Are cadet/midshipman victims who made an Unrestricted Report of sexual assault and recommended for involuntary separation from the academy within one year of the final disposition of his or her sexual assault case informed that they may request a general or flag officer review of the circumstances of and grounds for the involuntary separation? **Ref: 6495.02, pg. 6, p.**

Response: **Yes. No Deficiency Noted.**
First, by process ALL involuntary separations of cadets require review by two general officers -- the Commandant of Cadets and the Superintendent. In addition, the Superintendent, a General Court-Martial Convening Authority is the approving authority for any cadet separation. Therefore, GCMCA review necessarily occurs for all cadet separations, including those involving victims of sexual assault. In addition, the standard notification document for involuntary separations, states, "If you have made an unrestricted report of sexual assault within the last 12 months and believe this recommendation for discharge was initiated in retaliation for making that report, you have the right to request review of this recommendation by the commander exercising GCM authority or first general officer in your chain of command, whichever is higher. If you request this review, the commander exercising GCM authority or higher authority will review the circumstances of, and grounds for, this recommendation for discharged and decide whether you will be discharged or retained in the Air Force.

6. Are policies and procedures in place to ensure improper disclosure of confidential communication or improper release of medical information may result in disciplinary or other adverse personnel or administrative actions?
Ref: 6495.02, pg. 7, s. & t.

Response: **Yes. Strength.**
Per AF policy para. 1.4.14.2, improper disclosure of confidentiality protected by Military Rule of Evidence (MRE) 514 or release of medical information is reported to the Judge Advocate and may result in disciplinary action under the UCMJ. Improper SARC/VA/VVA disclosure violates the SAPR/VA/VVA code of ethics and can result in the suspension or complete revocation of D-SAACP credentials. In addition to this regulatory guidance, in February 2018, the USAFA Superintendent issued a policy memorandum titled, "Privacy Expectations," in which he reinforced the requirements of AFI 90-6001 and the Privacy Act. The memo was issued to any individuals that worked directly with survivors of sexual assault and was required to be acknowledged in writing by each individual.

7. Are policies and procedures in place to ensure the DD Form 2910s and 2911s are retained for 50 years?
Ref: 6495.02, pg. 8, (2) (b) & (c) and 6495.02, pg. 46, (7).

Response: **Yes. Strength.**
Accomplished IAW AF policy on DD Form 2910 document retention specified in para. 1.4.15.1. Unrestricted and Restricted DD Form 2910 hard copies are stored in a locked room in a locked fire proof filing cabinet and maintained on file for 50 years from the report date. For unrestricted reports, the SARC enters the DD Form 2910 "Victim Reporting Preference Statement" in the DSAID where it is retained for 50 years from the date the victim signed the DD Form 2910. If a case is transferred in from another SAPR office we receive a copy of the 2910, but the original 2910 remains with the losing SARC. Recent new guidelines and processes were implemented to utilize the DSAID File Locker as a long-term solution for the confidential and efficient storage of these forms and the DD 2910-2 for Retaliation. USAFA SARCs scans and upload a PDF copy of the signed DD Form 2910 (Unrestricted or Restricted) and 2910-2, as applicable, within 48 hours of the report.

IAW AF policy para. 5.1.4.1 The forensic component will document the SAFE utilizing the DD Form 2911. AFOSI will retain the DD Form 2911 for 50 years for assaults investigated by AFOSI IAW DoDI 5505.18.

Reporting Options and Sexual Assault Reporting Procedures

8a. Are policies and procedures in place to ensure if at any time the cadet/midshipman victim who originally chose the Unrestricted Reporting option declines to participate in an investigation or prosecution, that decision is honored? Also, this decision does not affect access to SARC and SAPR VA services, medical and psychological care, or services from a Special Victims' Counsel (SVC) or Victims' Legal Counsel (VLC)?
Ref: 6495.02, pg. 36-37, c. (1).

Response: **Yes. No Deficiency Noted.**
Accomplished IAW AFI policy para. 3.6. When a cadet does not want to participate in an investigation all personnel charged with the investigation and prosecution including but not limited to the commander, DoD law enforcement and victim's chain of command honor the decision. Access to the SARC and SAPR VA services, medical and psychological care, SVC or VLC are unaffected.

When a SARC/VA receives the request to discontinue participation, the SARC/VA notifies all relevant personnel, provides an update on behalf of the client at CMG and informs the client that investigation may still continue regardless of participation.

8b. Are policies and procedures in place to inform cadets/midshipmen and academy personnel that communications between the victim and a person other than the SARC, SAPR VA, healthcare personnel, SVC, or chaplain, are NOT confidential and do not receive the protections of Restricted Reporting?
Ref: 6495.02, pg. 38, (2).

Response: **Yes. No Deficiency Noted.**
Accomplished IAW AF Policy, para. 2.5.5. During intake, clients are thoroughly informed of the protections and exceptions to MRE 514. MRE 514 is explained in detail on the DD Form 2910. The SARC/VA educates the client on what agencies/individuals can provide confidentiality and those that cannot provide protection under the restricted reporting option.

Annual Commander's talking points provide education to all academy personnel on what agencies/individuals can provide confidentiality and those that do not receive restricted reporting protections. The training is documented, reported to HAF and requires 100% attendance/completion.

9a. Are policies and procedures in place to ensure commanders immediately report information about a sexual assault to an MCIO for investigation?
Ref: 6495.02, pg. 38, f.

9b. Are policies and procedures in place that ensure healthcare personnel initiate emergency care and notify the SARC or the SAPR VA?
Ref: 6495.02, pg. 39, 2.

9c. Does the commander notify the SARC of every incident of sexual assault involving cadets/midshipmen?
Ref: 6495.02, pg.45, 3, c.

Response 9a: **Yes. No Deficiency Noted.**
IAW AF policy para. 1.7.1.14, commanders must immediately refer any known sexual assault incidents to the SARC and AFOSI. The SARC meets with new commanders within 30 days of taking command. During this time, the SARC reiterates the commander's obligation and responsibility to report IAW AFI.

Response 9b: **Yes. No Deficiency Noted.**
Accomplished IAW AF policy para. 3.7.4.5. USAFA has two SAMM (Sexual Assault Medical Managers) are assigned to cadet wing and medical clinic on base. They assist with emergency care training for new medical employees. During training, a review of expectations/requirements occurs to ensure compliance w/AF policy. Electronic training documentation is maintained on the shared drive in the SAPR program folder. USAFA SAPR is a member of the Sexual Assault Community Action Team where procedures have been put in place to triage clients that receive emergency medical care downtown. This team reviews policy and creates action plans that enable civilian medical professionals to identify military personnel, provide emergency care if/when required and contact the military SARC to provide immediate client support.

Response 9c: **Yes. No Deficiency Noted.**
Refer back to 9a which addresses training/notification of obligation to report.

10a. Does the SARC provide the installation commander and the immediate commander of the sexual assault victim with information regarding all Unrestricted Reports within 24 hours of an Unrestricted Report of sexual assault? **Ref: 6495.02, pg. 40, 4.a.**

10b. Does the SARC, within 24 hours of receiving a Restricted Report, inform the commander the non-PII information concerning the sexual assault incident?
Ref: 6495.02, pg. 40, 4.b.

Response 10a: **Yes. No Deficiency Noted.**
IAW AF Policy, AFI 90-6001 para. 2.5.9.1/2 a 24-hour notification is provided to the installation commander and the immediate commander with all required information. The report is sent by email utilizing the template format located in attachment 2 of AFI 90-6001. The report is documented via email. USAFA SAPR team has transitioned to having all 24-hour report notifications generated from an encrypted SAPR org box to provide visibility to all program office members and ensure a centralized saved copy. The DSAID report number is included on all 24-hour reports to document the 48-hour DSAID requirement was also met. If DSAID is ever down at the time of a report, it is annotated in the 24-hour report.

Response 10b: **Yes. No Deficiency Noted.**
IAW AF Policy para. 2.5.9.1/2 a 24-hour restricted report notification is provided to the installation commander with limited non-PII information. The report is sent by email utilizing the template format located in attachment 2 of AFI 90-6001 with a similar process outlined in answered above in 10a.

11. Are policies and procedures in place to ensure the Staff Judge Advocate advises the SARC whether an exception to Restricted Reporting applies?
Ref: 6495.02, pg. 41, (1).

Response: **Yes. No Deficiency Noted.**
IAW AF policy AFI 90-6001 para 2.7.4.1.1. During client intake, a safety assessment is performed that explains situations that may qualify for exception to restricted reporting, necessary to prevent or mitigate a serious and imminent threat to health or safety of the victim or another person. Exceptions are also identified on the DD Form 2910 and explained to the client. If the SARC/VA determines that the client may qualify for an exception, the SJA is immediately contacted and engaged in the discussion to provide a recommendation on whether an exception to restricted reporting applies.

12. Are victims asked about their preference regarding whether the offense should be prosecuted by court-martial or in a civilian court with jurisdiction over the offense? How is this documented?
Ref: 6495.02, pg. 84, (h).

Response: **Yes. No Deficiency Noted.**
IAW AF policy para. 2.5.5.4. SARC/VA informs all victims of the opportunity to consult with legal assistance counsel, specifically a SVC for all legal matters related to the filing of an unrestricted report. Upon being informed of an independent or unrestricted report of sexual assault, USAFA/JA contacts the victim (often through his/her SVC) and notifies them of their right to express a preference concerning prosecutorial jurisdiction of their offense using the template in AFI 51- 201. The memos are maintained by the Victim-Witness Assistance Program Coordinator (VWAP) at USAFA/JA.

Commander SAPR Response Procedures

13. Has the commander identified installation personnel who have been trained and are able to perform a safety assessment of each sexual assault victim? Does the commander ensure individuals tasked to conduct safety assessments, do not occupy positions that do not compromise the cadet/midshipman victim's reporting options? Does the installation commander ensure safety assessments are conducted as soon as possible?
Ref: 6495.02, pg. 45, (1) & (2).

Response: **Yes. No Deficiency Noted.**
All USAFA SARC/VA/VVA are trained to perform non-clinical safety assessments of sexual assault victims IAW AF policy. Per AFI 90-6001 attachment 1, the CMG chair may also appoint trained personnel to conduct a non-clinical safety assessment to determine if the sexual assault victim is in immediate danger of harm. Only individuals/agencies with confidentiality are authorized to perform non-clinical safety assessments in an effort to ensure that reporting options are not compromised. Safety assessments are conducted during client intake and immediately during high risk situations.

14. Does the commander meet with the SARC within 30 days of taking command? Have the commanders received MRE 514 privilege training from the judge advocate?
Ref: 6495.02, pg. 45, 3.b.

Response: **Yes. No Deficiency Noted.**
On an annual basis USAFA SAPR works with CW- identifies all inbound AOCs; MPF/AFRC for incoming commanders; and USAFA SAPR works with HQ/CSS for a complete list of all personnel in command positions and schedules meetings with new commanders within 30days of taking command. USAFA SAPR tracks all training in accordance with AFI guidance and policy. JA schedules and coordinates the MRE 514 training with commanders.

15. Does the SARC advise the commander of available reporting options (Restricted and Unrestricted) and available SAPR services?
Ref: 6495.02, pg. 61, 1.d.

Response: **Yes. No Deficiency Noted.**
During the commander's mandatory in-brief with the SARC, the SARC advises the commander of all reporting options and available SAPR services. Reporting options and services are reemphasized during SAPR trainings to include commander's annual talking points. The training is subsequently documented on the shared drive.

16. Does the commander use the "Commander's 30-Day Checklist for Unrestricted Reports" to facilitate the response to the victim and an alleged offender, and an appropriate response for a sexual assault within a unit?
Ref: 6495.02, pg. 45, 3.a.

Response: **Yes. No Deficiency Noted.**
Per AF Policy, AFI 90-6001 para. 3.1.7.1.2, the SARC/VA will contact the victim's commander to provide the victim's name and general incident location. During this contact, an in-take sit down is scheduled with the commander. The SARC reviews the 30-day checklist during the commander's intake brief and provides a copy for the commander to keep for reference.

17. Does the SARC report directly to the commander, provide regular updates and assist the commander to meet annual SAPR training requirements, including providing orientation briefings for newly assigned personnel and, as appropriate, providing community education publicizing available SAPR services?
Ref: 6495.02, pg. 61, 1.f.

Response: **Yes. Strength.**
Accomplished IAW AF policy para. 2.4.1.6. The USAFA SAPR office has a lead SARC who reports directly to USAFA/CC & USAFA/CV as required for any Installation with 3 or more SARCs. Regular bi-weekly updates, monthly CMGs and as needed updates are realized Lead SARC and USAFA/CC & USAFA/CV. The SARCs are tasked to the appropriate commands under the USAFA Superintendent. Assistance with training and briefings by SARCs to Commanders is regularly communicated and is conducted per AFI and local policy. SARCs provide community education/publicizing of available SAPR services to Commanders during monthly CATs/ quarterly CABs. Documentation of trainings / CAT/CAB attendance and meeting minutes are retained per policy and guidance.

18. Does the installation commander ensure dispositions on cases referred by MCIOs to other DoD law enforcement agencies, are immediately reported to the MCIOs upon their final disposition?
Ref: 6495.02, pg. 47, h. (2).

Response: **Yes. No Deficiency Noted.**
Per AFI 90-6001 para. 8.3.6.1, the installation commander ensures case dispositions are used to meet the requirements for the submission of criminal history data to the Criminal Justice Information System, Federal Bureau of Investigation; and to record the disposition of offenders into DSAID. This case disposition must be uploaded to DSAID prior to the case being closed in the system.

19. Does the commander ensure appropriate training of all military responders be directed and documented in accordance with training standards? **Ref: 6495.02, pg. 47, j.**
Response: **Yes**. **No Deficiency Noted.** Per AFI 90-6001 para. 7.6.3 USAFA commanders ensure appropriate training of all military responders is directed and documented that is has occurred in accordance with training standards. In addition, in AFI 90-6001 table 7.1 identifies training and the functional stakeholders responsible for curriculum and training.
20a. Has the commander established MOU or MOAs with the appropriate local authorities and civilian service organizations for medical and counseling services related to care for victims in the civilian community, when not otherwise available at the MTFs? **Ref: 6495.02, pg. 47, k. & pg. 49, 4.d.** 20b. Do the MOUs or MOAs with civilian facility include requirements for handling the forensic kit and processes for contacting the SARC and for contacting the appropriate DoD agency responsible for accepting custody of the Sexual Assault Forensic Examination (SAFE)? Are SAFE kits retained for 5 years? **Ref: 6495.02, pg. 68, (b).**
Response 20a: **Yes. Strength.** Per AFI 90-6001 para. 5.1.6, the commander has established an MOA with Colorado Springs Memorial Hospital to address medical assistance for victims in the civilian community. The MOA was updated June 2018 and is in place for five years until June 2023. The current MOA is the same one that is used for Memorial Hospital and all local military installations in the Colorado Springs area and is useful for combined coverage issues. USAFA SAPR staff have identified USAFA specific issues that require additional coordination and as such, is compiling a list of desired changes that will improve coordinated care. Response 20b: **Yes**. **Strength.** The MOA includes requirements for handling the forensic kit and processes for contacting the SARC and the appropriate DoD agency. OSI is responsible for accepting custody of the Sexual Assault Forensic Examination (SAFE) kit. **Yes**. SAFE kits are retained for 5 years as outlined in DoDI 5505.18.
21. Has the commander established policies and procedures to protect victims, SARCs, SAPR VAs, witnesses, healthcare providers, and bystanders from retaliation, reprisal, ostracism, and maltreatment? **Ref: 6495.02, pg. 48, o.**
Response: **Yes. Strength.** Per AFI 90-6001 para. 6.2.1.1, the commander follows established policies and procedures to protect sexual assault victims, witnesses, bystanders, responders from coercion, ostracism, maltreatment, discrimination, reprisal, and retaliation. The Superintendent supported the Commandant of Cadets in the publication of the "SAFE to Report policy" to ensure victim and bystander reporting without fear of reprisal or retaliation. Complaints of any maltreatment, reprisal or retaliation from sexual assault victims are discussed in the monthly CMG meeting. In addition, DD FORM 2910 outlines the specific law; 10 U.S.C. 932, Art. 132 to address retaliation that is shared with each presenting victim of sexual assault by SARCs and VAs.

22. Does the commander provide victims of a sexual assault who filed an Unrestricted Report monthly updates regarding the current status of any ongoing investigative, medical, legal, status of an Expedited Transfer request or any other request made by the victim, or command proceedings regarding the sexual assault until the final disposition of the reported assault within 72 hours of the last CMG? **Ref: 6495.02, pg. 47, g. (2).**
Response: **Yes**. **No Deficiency Noted.** Per AFI 90-6001 section 8.1, the USAFA CMG Chair conducts monthly meetings to review individual cases, victim updates. The victim's commander then provides the victim an update regarding the current status of any ongoing investigation, medical, legal, or any other request made by the victim, or command proceedings until the final disposition. The update is made within 72 hours of the last CMG and documentation of that update is documented by an email from the commander and in the CMG minutes. Documentation is maintained by SAPR staff and reviewed by the MAJCOM level SAPR staff.
23. Does the commander ensure the completed DD Form 2701 is distributed to the victim in Unrestricted Reporting cases by MCIO? **Ref: 6495.02, pg. 48, m.**
Response: **Yes. No Deficiency Noted.** The commander ensures that the completed DD Form 2701 is distributed to the victim in Unrestricted Reporting cases by MCIO as outlined in AFI 90-6001 para. 5.2.4.
24. Does the commander submit an 8-day incident report in writing after an Unrestricted Report of sexual assault has been made? **Ref: 6495.02, pg. 48, s.**
Response: **Yes**. **No Deficiency Noted.** Per AFI 90-6001 section 3.8 and as directed under FY14 National Defense Authorization Act (NDAA), PL 113-66, section 1743, the commander submits an 8-day incident report after an unrestricted report of a sexual assault has been made. The SAIRO is sent to the command with the information filled in as required by the SARC. Detailed instructions are given on what information is needed by the command or OSI and which agency to contact. The SARC tracks the day that the SAIRO is due. Once the SAIRO makes it to the USAFA Superintendent and an email confirms SAIRO has been received, the USAFA SAPR Program Manager forwards the SAIRO to HAF/A1Z. Documentation of the email with the DSAID number attached to the SAIRO is maintained for records by the USAFA SAPR Program Manager in the encrypted SAPR email org box.
SARC and SAPR VA Procedures
25. Are all SARCs and SAPR VAs certified through the DoD Sexual Assault Advocate Certification program prior to assuming the duties? **Ref: 6495.02, pg. 61, 1.b.**

Response: **Yes**. **No Deficiency Noted.**
Per AFI 90-6001 para. 10.1.1, all SARCs and SAPR VAs must be certified through the DoD Sexual Assault Advocate Certification program. Approved certification and credentials are tracked by the installation SARC. In addition, USAFA IG conducts yearly inspection of all SARC and SAPR VA certification.

26. Does the SARC give the victim a hard copy of the DD Form 2910 with the victim's signature, and advises the victim to keep the copy of the DD Form 2910 and the DD Form 2911 in their personal permanent records as these forms may be used by the victim in other matters before other agencies (e.g., Department of Veterans Affairs) or for any other lawful purpose?
Ref: 6495.02, pg. 63, (2) (a) & (c).

Response: **Yes. No Deficiency Noted.**
Per AFI 90-6001section 2.5.6, the SARC gives a hard copy of the 2910 with the victim's signature and advises the victim to keep a copy of the DD Form 2910 in their personal permanent records. The SARC also advises the victim to keep a copy of the DD Form 2911 if the victim receives a SAFE exam in their personal records. The victim receives a copy of the DD Form 2911 from the medical professional performing the SAFE exam.

27. Does the SARC inform victims of the:
- DD Form 2910 will be uploaded to DSAID and retained for 50 years?
- Protections and exceptions to MRE 514?
- SAFE confidentiality and the confidentiality of the contents of the SAFE Kit?
- Implications of a victim confiding in another person resulting in a third-party report to command or DoD law enforcement?
- eligibility for SVC or VLC, and informs the victim that cadet/midshipmen who report having been sexually assaulted has the opportunity to consult with legal assistance counsel, and in cases where the victim may have been involved in collateral misconduct, to consult with defense counsel?
- Services of the SARC and SAPR VA are optional, these services may be declined, in whole or in part, or may request a different SARC or SAPR VA at any time?
- Resources available when reporting instances of retaliation, reprisal, ostracism, maltreatment, or sexual harassment (e.g., request an expedited transfer, Military Protective Order and/or Civilian Protective Order, or to consult with an SVC/VLC)?

Ref: 6495.02, pg. 48, o. (1); pg. 47, l.; pg. 62, h.; pg. 62, h. (1) (c); pg. 63, (3); pg. 63, (4); pg. 63, (6) & (9).

Response: **Yes. Strength.**
Per AFI 90-6001 section 2.5.5, the SARC informs the victim of all items listed in policy;
- DD Form 2910 will be uploaded to DSAID and retained for 50 years.
- Protections and exceptions to MRE 514.
- SAFE confidentiality and the confidentiality of the contents of the SAFE Kit
- Implications of a victim confiding in another person resulting in a third-party report to command or DoD law enforcement.
- Eligibility for SVC or VLC, and informs the victim that cadet/midshipmen who report having been sexually assaulted has the opportunity to consult with legal assistance counsel, and in cases where the victim may have been involved in collateral misconduct, to consult with defense counsel. In addition USAFA has "SAFE to REPORT" policy that is communicated to the victim as well as options for MPO/CPOs.
- That services of the SARC and SAPR VA are optional, these services may be declined, in whole or in part, or may request a different SARC or SAPR VA at any time
- What resources are available when reporting instances of retaliation, reprisal, ostracism, maltreatment, or sexual harassment (e.g., request an expedited transfer, Military Protective Order and/or Civilian Protective Order, or to consult with an SVC/VLC) Currently, an expedited transfer is not available for Cadets, but USAFA does utilize the option of transferring the victim or alleged perpetrator to another squadron and changing class schedules. The SARC utilizes DD Form 2965 for all intakes. The DD Form 2965 is shredded after input into DSAID. All SARCs/VAs are trained to inform victims of sexual assault on all items listed above.

28a. Does the SARC exercise oversight responsibility for SAPR VAs authorized to respond to sexual assaults when they are providing victim advocacy services?
Ref: 6495.02, pg. 63, (7).

28b. Does the SARC familiarize the commanders and supervisors of SAPR VAs with the their roles and responsibilities, to include the "Supervisor and Commander Statement of Understanding" section in the DD Form 2950, "Department of Defense Sexual Assault Advocate Certification Program (D-SAACP) Application Packet for New Applicants?"
Ref: 6495.02, pg. 66, (25).

Response 28a: **Yes. No Deficiency Noted.**
Per AFI 90-6001 para 2.5.11 the SARC provides oversight responsibility to SAPR VAs authorized to respond to sexual assault victims when they are providing victim advocacy services.

Response 28b. **Yes. No Deficiency Noted.**
Per AFI 90-6001 para 2.5.21. The SARC familiarizes unit commanders and supervisors of the VVAs roles and responsibilities, to include the "Supervisor and Commander Statement of Understanding" section in the DD Form 2950. Supervisors and Commanders sign the DD Form 2950 to acknowledge. In addition, on an annual basis the USAFA SARC has all Supervisors and VVAs discuss and review an "Annual Supervisor Feedback".

29. Does the SARC facilitate annual SAPR training?
Ref: 6495.02, pg. 64, (12).

Response: **Yes. No Deficiency Noted.** Per AFI 90-6001 para 7.3.1.1. SARCs, in coordination with Unit Training Managers ensure training is offered and their supported population receives mandatory annual training per guidance provided by AF/CVS. USAFA SAPR Program Manager ensures guidance, training materials, and suspense for training completion are disseminated to the installation level. Documentation is maintained and inspected during the annual USAFA IG inspection.
30. Has the SARC publicized the DoD Safe Helpline on all outreach materials and Service websites? **Ref: 6495.02, pg. 64, (13).**
Response: **Yes**. **No Deficiency Noted.** Per AFI 90-6001 para 1.5.5.3.9, the SARC and USAFA SAPR program has published the DoD Safe Helpline on all outreach materials and services website. The SAPR program office produces helping agency cards and "Who Do You Call" posters that are distributed throughout the year at multiple events and training opportunities.
31. Has the SARC conducted an ongoing assessment of the consistency and effectiveness of the SAPR program within the assigned area of responsibility and report these observations to the installation commander? **Ref: 6495.02, pg. 64, (15).**
Response: **Yes. Strength.** Per AFI 90-201 the SARC conducts ongoing assessments of the consistency and effectiveness of the SAPR program utilizing MICT. This review is conducted annually. USAFA IG conducts an annual by-law inspection and an annual report is provided to the USAFA Installation command.
32. Does the SARC maintain liaison with commanders, DoD law enforcement, and MCIOs, and civilian authorities, as appropriate, for the purpose of facilitating the protocols and procedures? **Ref: 6495.02, pg. 64, (17).**
Response: **Yes. Strength.** Per AFI 90-6001 para. 2.5.18, the SARC maintains liaison with commanders, DoD law enforcement, and MCIOs, and civilian authorities, as appropriate, for the purpose of facilitating the protocols and procedures. This is documented by CMG minutes that are maintained in DSAIDS. This is also evidenced by USAFA SAPR being part of the ASART local forum that brings all of these on-base and off-base agencies together to review local protocols and procedures. In addition to CMG, SAPR team meets monthly with MCIO team prior to each CMG for local coordination and SAPR team meets with the local SA/Domestic Violence community action team partnership that convenes on a quarterly basis.

33. Are SARCs providing information to assist commanders to manage trends and characteristics of sexual assault crimes at the Military Service-level and mitigate the risk factors that may be present within the associated environment (e.g., the necessity for better lighting in the showers or latrines and in the surrounding area)? **Ref: 6495.02, pg. 66, (23).**

Response: **Yes. No Deficiency Noted.** Per AFI 90-6001para. 1.7.1.5, the SARC(s) provides the installation's trend data through partnership with EO and the DEOCS survey. Under AFI 90-6001 para. 1.7.1.6, identify environmental factors specific to any locations that may facilitate the commission of sexual assaults. In addition, USAFA SARCs participate in the Community Action Team (CAT) monthly meeting and the Community Action Board (CAB) quarterly meeting to discuss trends and factors on the installation and in the community at large and to facilitate solutions.
Case Management Group
34. Does the CMG Chair conduct monthly meetings to review individual cases, facilitate monthly victim updates, and direct system coordination, accountability, entry of disposition and victim access to quality services; and to ensure training, processes, and procedures are complete for the system coordination? Does the installation SARC serve as the co-chair of the CMG? **Ref: 6495.02, pg. 76, 1. b. and c.**
Response: **Yes**. **No Deficiency Noted.** Per AFI 90-6001 section 8.1, the USAFA CMG Chair conducts monthly meetings to review individual cases, victim updates, direct system coordination, accountability, entry of disposition and victim access to quality services; Review of training, processes, and procedures are completed for system coordination. USAFA CMG chair is the USAFA Superintendent or the Vice Superintendent. The USAFA Lead SARC/Program Manager co-chairs the CMG. CMG monthly minutes are maintained in DSAID.
35. Are all required CMG members actively participating in each CMG meeting? **Ref: 6495.02, pg. 76, 1.d.**
Response: **Yes. No Deficiency Noted.** Per AFI 90-6001 para.8.2.2.1- 8.2.2.8, all required CMG members actively participate in each CMG meeting. Sign in rosters are maintained. CMG meeting minutes with a list of attendees are maintained in DSAIDS as required by AFI policy.
36. Does the MCIO provide the CMG an update on the case management information? **Ref: 6495.02, pg. 76, 1.a. (1).**
Response: **Yes. No Deficiency Noted.** Per AFI 90-6001 para. 8.1.2.1. MCIO provides updates and status of the investigation as specifically outlined in the instructions to the CMG members during the monthly CMG. Specific case management notes are captured and uploaded into DSAID as directed by instructions.
37. Does the CMG chair ensure retaliation, reprisal, ostracism, or maltreatment allegations involving the victim, SARCs, and SAPR VAs remain on the CMG agenda for status updates, until the victim's case is closed or until the allegation has been appropriately addressed? **Ref: 6495.02, pg. 79, i.**

Response: **Yes**. **Strength.**
Accomplished per AFI 90-6001 para. 8.3.6.3.3. The CMG chair will require that any complaints received from a victim concerning coercion, retaliation, ostracism, maltreatment, or reprisal be included on the agenda and remain on the agenda until the victim's case has reached final disposition or the complaint has been appropriately addressed according the CMG chair. The inspector general will handle all allegations of reprisal and/or restriction in accordance with 10 USC 1034, DoDD 7050.06 and AFI 90-301. Documentation is recorded in DSAID.

38. Does the CMG chair confirm each victim receives a safety assessment as soon as possible, identify installation personnel who have been trained and are to perform a safety assessment of each sexual assault victim?
Ref: 6495.02, pg. 79, j.

Response: **Yes. Strength.**
All USAFA SARC/VA/VVA are trained to perform non-clinical safety assessments of sexual assault victims IAW AF policy. Per AFI 90-6001 attachment 1, the CMG chair may also appoint trained personnel to conduct a non-clinical safety assessment to determine if the sexual assault victim is in immediate danger of harm. Only individuals/agencies with confidentiality are authorized to perform non-clinical safety assessments in an effort to ensure that reporting options are promised. Safety assessments are conducted during client intake and immediately during high risk situations. CMG Chair ensures safety situations are discussed for each victim during monthly CMG.

Training

39. Does every new cadet/midshipman receive initial SAPR training within 14 days of arrival at the MSA, and annually thereafter using the adult learning theory and interactive scenarios, and include; DoD policy on sexual assault, reporting options?
Ref: 6495.02, pg. 90, h. (2).

Response: **Yes. No Deficiency Noted.**
Accomplished per AFI 90-6001, table 7.1 regulations, USAFA Preparatory cadet candidates receive 1 hour of HAF/A1Z approved SAPR training during the first 14 days. Incoming USAFA cadets receive the required 2 hours of HAF/A1Z approved initial SAPR training during the first 14 days. Annually, USAFA cadets receive at a minimum of 2.5 hours of HAF/A1Z approved SAPR training for each cadet year that include DoD policy on sexual assault and reporting options.

40a. Have all Service members regardless of rank (i.e. cadets/midshipmen and staff) assigned to the MSAs received their annual training on the SAPR policy and program? Did the training received include an explanation of what constitutes retaliation, reprisal, ostracism, and maltreatment in accordance with Service regulations and Military Whistleblower Protections?
Ref: 6495.02, pg. 87, c. & pg. 88, (f).

40b. Have all **supervisors** received specialized training explaining how to handle retaliation, reprisal, ostracism, and maltreatment allegations? Does the training explain what constitutes retaliation, reprisal, ostracism, and maltreatment and what resources are available to the victims who report?
Ref: 6495.02, pg. 44, 2.b.

Response 40a: **Yes. No Deficiency Noted.**
All service members assigned to MSAs receive annual SAPR training as outlined in AFI 90-6001 para. 7.3.1. SARCs work in coordination with Unit Training Mangers to ensure that training is offered and their supported population receives mandatory annual training per guidance provided by AF/CVS. In addition, per Air Force guidance quarterly SAPR Commanders Talking points are utilized to cover SAPR policy and guidance. **Yes.** Training includes an explanation of what constitutes retaliation, reprisal, ostracism, and maltreatment in accordance with Service regulations and Military Whistleblower Protections. Military members, Civil Service and Regular NAF employees all receive SAPR training at the monthly Newcomer's orientation as they are checking into the installation. Newcomers Orientation records are kept with the Airman and Family Readiness Center.

Response 40b: **Yes. No Deficiency Noted.**
As outlined in Title 5 of the Code of Federal Regulations and the National Defense Authorization Act of 2010, all supervisors are mandated to and do receive specialized training explaining how to handle retaliation, reprisal, ostracism, and maltreatment allegations during initial supervisor training. **Yes**. The training explains what constitutes retaliation, reprisal, ostracism, and maltreatment and what resources are available to the victims who report.

41. Do all academy sexual assault responders receive SAPR training prior to filling their SAPR-related position? Is the responder training in addition to annual training? **Ref: 6495.02, pg. 91, 7.**

Response: **Yes. No Deficiency Noted.**
Accomplished per AFI 90-6001, para. 7.6 regulation, all academy sexual assault responders must comply with D-SAACP requirements; this includes the completing initial 40-hour training, taught by SARC and SAPR VA, and obtaining 32 continuing education units (CEUs) of refresher training every two years. In additions per AFI 90-6001, para. 2.8.1.5.5, academy sexual assault responders must then apply to become credentialed and receive that credential through the D-SAACP program. These credentials must be renewed every two years with proof of the continuing education units. Furthermore, under AFI 90-6001, para. 7.7.2. SAPR personnel from another installation must receive at a minimum 4 hour orientation training before providing direct care services. This is in addition to required annual training. The training is documented, and requires 100% compliance to retain D-SAACP credentialing. **Yes.** This training is in addition to the annual Air Force bystander training provided by the Violence Prevention Integrators and the Commander's SAPR Talking Points that is credited as annual SAPR training. Unit Training Managers update documentation of annual training and SAPR team tracks compliance of Commander's Talking Points and SAPR Program Manager reports compliance to HAF/A1Z.

How to use the Sexual Harassment Prevention Program Compliance Assessment Tool

Annotate for each action the status of compliance by using the following options:

Yes: Assessor confirms academy personnel demonstrated academy policies and procedures are in place and followed as required by DOD and Military Service Sexual Harassment Program directives and instructions. Examples of academy policies and procedures acceptable to confirm compliance include, but are not limited to: posted policy memorandum, posted response related resources (e.g. hotline information, duty description, appointment letters, meeting minutes, after action report, memorandum of understanding).

No: Assessor confirms academy personnel did not demonstrated academy policies and procedures are in place and followed as required by DOD and Military Service SAPR Program directives and instructions. Therefore, a Plan of Action and Milestones (POAM) is established to reach compliance.

Questions pertaining to this tool should be directed to Ms. Shirley Raguindin at shirley.s.raguindin.civ@mail.mil.

Status of Compliance: Yes = Compliant or No = Not Compliant and requires POAM

Sexual Harassment Program Policy Requirements
1. Has the Superintendent established a military sexual harassment prevention and response program that ensures cadets/midshipmen are treated with dignity and respect? **Yes, the Superintendent follows the Title 10 USC Section 1561 guidance for military sexual harassment prevention and response action. All Commander's and key leaders receive an Key Personnel Briefing (KPB) from the local EO office, with information on receiving and responding to reports. The Superintendent also has a zero tolerance Sexual Harassment Policy in place which is required to be displayed in common areas of all units. The EO office also provides awareness and reporting information to Cadets during basic cadet training (BCT) upon arrival at the Academy, and as requested by unit Commanders thereafter.** Does the Superintendent ensure leaders at all levels are held appropriately accountable for fostering a climate of inclusion within their organizations that supports diversity, is free from sexual harassment, and does not tolerate retaliation for reporting sexual harassment allegations; sexual harassment complaints are investigated in an impartial and timely manner; complainants receive access to available victim services and support, and are afforded an opportunity to provide input regarding disposition; complainants receive ongoing timely information regarding the status of their complaints and notice of disposition? **Yes, along with reference to the previous response, the Superintendent implemented an additional non-discrimination policy which is displayed in common areas of all units. Leaders at all levels encourage reporting to the Chain of Command or the EO office; retaliation is directed to be reported to the local IG office for action. Complainants receive weekly updates from the EO staff when complaints are initiated with the office, and are informed and given the opportunity to use the appeal process regarding the status and disposition of their complaints.** **Ref: 1020.03, pgs. 6-7, 2.4a 1-5.**
2. Has the MSA published a policy and oversee programs that includes: information regarding how to identify sexual harassment, DOD standard definitions and types of harassment, as outlined in DODI 1020.03, Section 3; information regarding reporting options, procedures, and applicable timelines to submit sexual harassment complaints? **Yes, the Sexual Harassment Policy is published and displayed in all units. The EO office has also published a visual aid which is displayed alongside the Policy which provides reporting options and procedures as well as applicable timelines. USAFA EO office uses publications and multiple EO training sessions to publicize harassment reporting resources:** **<u>Visual Publication</u>** - **Bulletin board items, which are a compilation of the USAFA Superintendent's Equal Opportunity & Treatment and Sexual Harassment Emphasis policy letters, USAFAVA 36-2706, 27 February 2019—our EO flyer—and the Air Force Discrimination & Sexual Harassment hotline flyer, are sent out to all USAFA and GSU unit leaders for dissemination with their organizations.** - **The aforementioned items are provided to all AOCs/AMTs during their Key Personnel Briefings (mandatory EO briefing provided to commanders, first sergeants and other pertinent key leaders within 60 days of appointment to their key positions).**

- **Compliance with the AFI 36-2710 (prev. AFI 36-2706) requirement that USAFA/EO publicize the EO program is inspected annually during the by-law inspection conducted by USAFA/IG. Compliance is determined by random spot inspections looking for the bulletin board item(s) in units and other base organizations in high-traffic areas.**

Auditory Publication

EO Specialists provide information related to addressing and reporting sexual harassment during mandatory (AFI-required) EO training sessions and many of the "upon-request" training sessions requested by USAFA/CW leaders. The training sessions include, but are not limited to, the following:

- **BCT Helping Agency briefing (15 mins) – initial introduction to EO program**
- **BCT Equal Opportunity training session (1 hrs) – initial training (more indepth)**
- **International Cadets EO Briefing (45 mins) – initial orientation to EO program**
- **Casual Lt EO Briefing (30 mins)**
- **PEER Training (30 mins)**
- **Refresher Training sessions (time varies) – requested by AOCs for cadets who have violated EO policies and need assistance with growth in this area of leadership development. The cadets are provided training specific to their infractions and needs based on feedback provided to EO directly from the AOC. Most often the training session is conducted one-on-one with an EO Specialist. Some cadets are required to attend two or more sessions and/or research and present EO-related presentations to their organizations related to their violation—this includes sexual harassment and/or other sexual related conduct that may not have risen to the level of being considered sexual harassment but are clearly unprofessional and not congruent with the emphasis on character and integrity.**

Does the program include sexual harassment training modules and materials provided by DEOMI? If not, has the MSA submitted their training modules and materials to DEOMI for review before implementation? **Yes, the local EO training contains the same information provided in DEOMI's training module. The EO office also uses lesson plans cross checked with DEOMI and AFPC.**

Does the MSA prominently post and publicize information regarding sexual harassment prevention and response policies and programs? **Yes, see previous responses detailing policy display requirements.**
Ref: 1020.03, pgs. 7-8, 2.4.b.

3. Does the Academy have a 24-hour toll-free or local hotline (or advice line) at the MSA to provide information on harassment policies and procedures, including how and where to file complaints? **Yes, The USAFA EO office manages a 24-hour Harassment Response hot line to address any concerns regarding harassment and any related complaints. The Hotline number is regularly publicized at BCT, base New-comer's briefings, KPBs, email signature blocks, on the posted Visual Aid display, as well as the "USAFA Sexual Assault Prevention and Response Resource Guide" that is provided to each cadet annually.**
Ref: 1020.03, pg. 8, 2.4.d.

4. Does the Superintendent ensure appropriate administrative or disciplinary action is taken against cadets/midshipmen in cases involving substantiated sexual harassment complaints? **Yes, the Superintendent ensures respective Commander's consult with the local JAG and EO offices for issuing appropriate administrative or disciplinary action involving substantiated Sexual Harassment cases. Depending on the nature of an allegation of sexual harassment, it may be investigated by USAFA/EO, MCIOs, or as a Command-Directed Investigation (CDI). Regardless of the organization investigating the allegation, USAFA/JA provides legal guidance throughout the investigative process and advises the Subject's commander concerning the appropriate administrative or disciplinary action. In accordance with 10 USC 1561, the Superintendent is notified of the allegation and the final outcome.** **Ref: 1020.03, pg. 8, 2.4.e.**
5. Does the Superintendent ensure MSA leaders at all levels assist and support sexual harassment complainants IAW DODI 1020.3, and DODI 6400.07? **Yes, the Sexual Harassment Policy directs this action to leaders at all levels. Complainants of sexual harassment also have access to Equal Opportunity counselors, Sexual Assault Response Coordinators, Special Victims Counsel, Chaplain services, Mental Health practitioners, and leaders/supervisors. The local JAG and EO office serves as the Subject Matter Expert to ensure leaders take appropriate actions.** **Ref: 1020.03, pg. 8, 2.4.h.**

Procedures and Requirements for Processing Sexual Harassment Complaints from Cadets and Midshipmen
6. Does the MSA address informal sexual harassment complaints at the lowest possible level? **Yes** – **Lowest possible level for a SH complaint is an investigation (refer to guidance for addressing all sexual harassment complaints):** Ref: 1020.03, pg.14. **Sexual Harassment Complaints require an investigation;** Informal complaints of other harassment should be addressed at the lowest possible level. **Yes- Sexual Harassment complaints are addressed via a Commander Directed Investigation (CDI).** Are data collection requirements followed by documenting and reporting informal complaints? **Yes, the EO office solicits this data monthly from all leaders via the Task Management Tool (TMT) used at USAFA. The EO office also tracks all data reported in the EO IT system.** **Ref: 1020.03, pg.14.**
7. Does the MSA process formal sexual harassment complaints, to the extent practicable, within 72 hours of receipt of the complaint? **Yes, upon notification of any Sexual Harassment complaint, the EO office, with the JA office, assists the respective Commander by guiding to commencement of a CDI and drafting the initial GCMCA notification to be sent forward within 72 hours.** Is the complaint forwarded, with a detailed description of the facts and circumstances, to the Superintendent within 72 hours of receipt of the complaint? **Yes, see previous response.** Are complainants notified when an investigation begins; are provided information about the investigation process, support resources available (on and off-base); and appeal rights? Are complainants notified whether the complaint was substantiated or unsubstantiated at the completion of the investigation? **Yes, the EO office uses a standardized intake form/ process to provide this information. The EO office coordinates with the respective**

commander to out brief a complainant on the findings upon completion of the investigation.

Are reports closely monitored and ensured timely completion (not later than 14 days after the date on which the investigation is commenced)? **No; see reference:** (1020.03, 4.4 which states) Closely monitor and ensure timely completion of any investigation and, **to the extent practicable,** direct the investigation to be completed not later than 14 days after the date on which the investigation is commenced. "**To the extent practical," yes, but usually not within 14 days due to the ops tempo and involvement of multiple agencies. Extensions are approved and documented as necessary.**

Are final reports of the investigation, including any action taken, submitted to the next superior officer within 20 days after the date on which the investigation is commenced? Or if the investigation could not be completed within the timeline stated, is a report on the progress made submitted to the superior officer, and every 14 days until the investigation is completed? **Yes, the EO office assist the Commander in drafting and ensuring the status and completion reports are submitted to the GCMCA.**

Are final reports of investigation of complaints reviewed for legal sufficiency? **Yes, the legal office provides notice of legal sufficiency for all Sexual Harassment reports, which are included in the Report of Investigation (ROI) of the IO, provided to the Commander and the EO office for record.**
Ref: 1020.03, 4.4

Anonymous Complaints

8. Does the Superintendent and MSA leaders at all levels ensure actions are taken regarding anonymous complaints when an anonymous complaint contains sufficient information to permit the initiation of an investigation? **Yes, when anonymous complaints with sufficient information are submitted, the respective commander consults with EO and JAG to commence an investigation. Further, the Commandant and Superintendent have provided a mechanism through which individuals can send anonymous feedback to them electronically. Additionally, there is the LiveSafe app that personnel have downloaded on mobile devices that provides an additional mechanism for anonymous complaints which are forwarded to the appropriate agency.**

If an anonymous complaint does not contain sufficient information to permit the initiation of an investigation, is the information documented in a Memorandum for Record (MFR) and maintained on file IAW disposition instructions? **Yes, the respective Commander reports this information on the monthly data call CWI worksheet which the EO office maintains record of.**
Ref: 1020.03, pg.16, 4.6.

Responding to Sexual Harassment Complaint

9. Are cadets/midshipmen informed of all reporting options and procedures? Are cadets/midshipmen advised of available support resources and whom they can report to? **Yes, refer to #2 above response.**
Ref: 1020.03, pg. 18, 5.1.

10. Are complainants informed of the process for appealing administrative findings of complaints IAW DODD 1350.2? **Yes, the EO office or respective Commander informs complainants of the appeal rights/process when conducting a final out brief with the complainant regarding the findings.**

Ref: 1020.03, pg. 18, 5.2.
Requirements for Prevention and Response Training and Education Programs
11. Does the Superintendent ensure harassment (including sexual harassment) prevention and response training and education programs include: mechanisms to ensure training is delivered only by instructors who possess the appropriate skills and competencies; to the extent practicable, training to the same audiences and in the same venues as sexual assault prevention and response training; and roles and responsibilities of cadets/midshipmen? **Yes**, **the EO office consists of members who are certified trainers from DEOMI and maintain annual refresher training requirements, in the respective harassment education.** Does training include: information on how to identify sexual harassment, DOD standard definitions and types of harassment; options and procedures for submitting informal and formal complaints, and anonymous sexual harassment complaints; information how to identify and report retaliation IAW the Retaliation Prevention and Response Strategy (RPRS) Implementation Plan; information regarding how to identify and report reprisal IAW DODD 7050.06; information regarding bystander intervention; and information regarding any administrative or disciplinary action that could be taken? **Yes, the EO office training material includes education on the standard definitions and behaviors from DoDI 1020.03, and standard Air Force reporting options for informal and formal complaints.** **Ref: 1020.03, pg. 19, 6.2.**
Retaliation
12. Does MSA training and education programs include retaliation and reprisal associated with sexual harassment complaints (with definitions IAW DODD 7050.06 and IAW Section 1034 of Title 10, U.S.C)? **Yes, cadets receive training from the EO office, JA, IG, and SAPR on retaliation and reprisal concepts, definitions, and reporting procedures. Additionally, members are trained that reprisal allegations will be referred to the IG office for processing.** **Ref: 1020.03, pg. 13, 3.6, pg. 13; 22-26, Appendix ox.**
13. Does the Superintendent and MSA leaders at all levels comply with the established process for reporting retaliation associated with sexual harassment complaints? **Yes, leaders may receive direct reports or via the IG to address reports of retaliation as needed.** **Ref: pgs. 34-36, Appendix C "Sexual Harassment-Related Retaliation".**
14. Does the MSA conduct training requirements in compliance with 1020.03? **Yes, see training provided as annotated in #2.** **Ref: Sec.4.5, Appendix F, Core Competencies and Learning Objectives.**
15. Does the Superintendent conduct an assessment of the metrics to evaluate retaliation prevention and response effectiveness? **Yes, A key metric that enables the Superintendent to evaluate retaliation prevention and response effectiveness is monthly and quarterly updates keeping him informed about the status of cases. The JA, IG, and OSI routinely provide updates to the Supt concerning significant cases, to include cases that involve retaliation and reprisal. In addition, the DEOCS and SAGR surveys both contain questions concerning retaliation and reprisal, the results of which are briefed to the Superintendent once compiled. This year, the SAGR survey was not administered, however, due to COVID-19.**
Investigation Procedures
16. Does the Superintendent and MSA leaders at all levels comply with the Notification to Complainants of Resolution of Investigations into Retaliation? **Yes, If USAFA/IG were to receive a complainant who states they have been retaliated against it is the Air Forces**

Policy to refer them to command for action and command is responsible for notifying the complaint of their findings. **Ref: 1020.03, pgs. 7, 16, 44-45.**
17. Does the MSA comply with updates to existing social media, texting, and emailing policies? **Yes, all applicable MSA training modules include information of current policies and guidance regarding the use of social media as it correlates to the requisite behavior. Further, the Air Force has issued guidance concerning responsible social media usage in AFI 1-1, para 2.15 which applies to USAFA. Also, the primary means of sharing expectations of standards with cadets is via the AFCWI 36-3501, Cadet Standards and Duties, which contains some additional discussion concerning appropriate social media usage. Finally, USAFA/PA has issued additional guidance concerning responsible social media usage and assists in monitoring social media posts on official USAFA accounts to ensure they are being used responsibly.** **Ref: pg. 12, Implementation Plan.**
Data Collection and Reporting Requirements
18. Does the MSA collect and track data on harassment (includes sexual harassment) complaints, including informal and formal, and anonymous reports? **Yes, the MSA provides quarterly reporting of data on harassment. The EO office maintains files and the EO IT system as well.** Does the data include: the type of complaint (i.e., informal, formal or anonymous); the number of complaints received and the types of harassment (includes sexual harassment) alleged: the number of complaints substantiated, the types of harassment (includes sexual harassment) alleged, and the types substantiated; demographics of the complainant and alleged offender; relationship between the complainant and the alleged offender at the time of the incident(s); duty status of both the complainant and alleged offender; whether the alleged offender has prior substantiated harassment (includes sexual harassment) complaints documented in his or her personnel file; a narrative description of the alleged incident(s), including the use of social media; identification of the DOD Component in which the harassment complaint arose; location of the alleged incident; timeline of events from the date of complaint to final disposition, and reason(s) for any delays; the adjudication and disposition of substantiated complaints, by whom and at what level of the organization the allegation was investigated and adjudicated; and data on retaliation complaints associated with complaints of sexual harassment? **Yes, the EO office uses forms generated from the AF EO IT system to gather this data and generates the AF 3018 report with the aforementioned data.** **Ref: 1020.03, 20-217, 7.1.**
19. Does sexual harassment data collection, tracking and reporting include nonconsensual distribution of private sexual images? **Yes, OSI does collect, track, and report (via reports of investigation) those instances. The acts in the question would constitute UCMJ Article 117a. violations and be investigated by OSI. Since violations of Article 117a are considered serious offenses, allegations involving violations of 117a are forwarded to MCIOs to initiate criminal investigations. Those organizations will track Article 117a cases via their respective databases (SFMIS and I2MS). In addition, USAFA/JA tracks all allegations of Article 117a involving USAFA subjects via the Automated Military Justice Administrative Management System (AMJAMS). Finally, Article 117a is also subject to a Special Court-Martial Convening Authority (SPCMCA) withhold policy, meaning that any allegations of Article 117a will go to the Commandant or 10 ABW commander for initial disposition to ensure that senior leaders at USAFA are tracking instances of this misconduct.**

Command Climate Assessment (CCA)			
20. Does the Superintendent implement the CCA program by ensuring climate assessments are conducted throughout the MSA within 120 days after commanders assumption of command and annually thereafter? **No, the MSA Assessment is directed to be conducted every year in October, in conjunction with an additional survey, in order to manage the Academic schedule accordingly. The USAFA MSA DEOCS implementation guide was developed to identify this schedule.** Are the results and analysis of the climate assessment provided to the MSA leader requesting the survey and to the MSA leader at the next level of the chain of command as soon as possible but not later than 30 days after receiving the survey results? **Yes, the results are automatically provided to the next level leader via email, at the same time the Commander receives the report.** **Ref: NDAA FY14, Sec 587(c), and 1020.03.**			
Complaints (AY19-20)			
Number of Formal	**Issue**	**Disposition**	**Substantiated**
0			
Number of Informal	**Issue**	**Disposition**	**Substantiated**
1	SH	Resolved	Yes
2	SH	Resolved	Yes
3	SH	Resolved	Yes
4	SH	Resolved	Yes
5	SH	Resolved	No
6	SH	Resolved	Yes
7	SH	Resolved	No
8	SH	Resolved	No
9	SH	Resolved	Yes
10	SH	Resolved	Yes
11	SH	Resolved	Yes
12	SH	Resolved	Yes
13	SH	Resolved	No