



# 2019

FLEET AND FAMILY SUPPORT PROGRAM

# ANNUAL REPORT



# From the Director's Desk: Fleet and Family Support Program Promotes a Culture of Excellence

For more than forty years, Fleet and Family Support Program (FFSP) has been dedicated to excellence, proactively addressing the needs of commands, fighters and family members. These ongoing efforts align with the Culture of Excellence (CEO), as described in NAVADMIN 254/19. FFSP consistently strives to improve mission readiness by enhancing the resiliency of these groups through education, counseling and resource referrals. FFSP prevention efforts focus on helping Sailors and families avoid destructive behaviors and developing the skills to promote positive signature behaviors.

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**“We set out from the beginning to provide proactive and educational programs that kept Sailors and families healthy and strong.”**

Dr. Ann O’Keefe on establishing  
Navy Family Services

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FY19 was the year of execution. Through collaboration and innovation, the program developed ways to meet the needs of 21<sup>st</sup> century Sailors and families. These needs were identified by FY18 efforts such as the Spouse Engagement Groups, FY18 Strategic Plan and the *Navy Family Framework 2.0*.

The Spouse Engagement Groups carried out in 2018 consisted of a comprehensive needs assessment of Navy spouses conducted via survey and online and face-to-face discussion groups worldwide. As a result of the feedback provided by spouses, Commander, Navy Installations Command (CNIC) developed several online tools to improve the accessibility and relevance of FFSP services in FY19. These include the Navy Spouse eHandbook, the Navy Family eLibrary and the New Spouse Orientation, an online, self-paced course. Each was designed to meet the communication and learning preferences of today’s military families.

CNIC’s mission aligns with the guidelines defined in the *Navy Family Framework 2.0* to foster commands where Sailors and family members can thrive, connect and inform the Navy team, and ensure relevant and responsive family quality-of-life programs. This commitment is demonstrated through the efforts of programs such as the Navy Family Ombudsman Program, the Live Well Resiliency webinars offered to Sailors and family members and the expansion of services available to military spouses.

Thank you for your interest in the FFSP and the services that support the resiliency and mission readiness of Sailors and their families.



## PAST

Established 40 years ago to address the needs of Navy personnel and their family members.

Primary focus was on providing brick-and-mortar services at installations worldwide.

## PRESENT

Implementing the benchmarks outlined in the strategic plan by developing innovative programs to meet the needs of 21st century fighters and their family members.

Increasing prevention efforts through the use of analytics to identify potential issues.

Using technology to increase Sailors' and family members' access to FFSP services.

## FUTURE

Continue to expand use of technology to ensure the accessibility of services to 21st century Sailors and their family members.

Adapt programs to meet the changing needs of military families in an increasingly complex world.

FFSP was guided by several initiatives that clarified the focus of services provided to Sailors and their families in FY19. These include the Culture of Excellence (COE), the *Navy Family Framework 2.0* and the continued efforts at providing prevention-based programming.

## Culture of Excellence

As an organization, CNIC Fleet and Family Readiness (FFR) supports Navy's fleet and families who experience many life challenges some of which precede common problematic behaviors and affect mission readiness. These behaviors erode our effectiveness and reduce our lethality as a force.

The CNIC Prevention Strategy aligned with the Culture of Excellence Governance to ensure the establishment of a unified approach to reduce destructive behaviors and lower risk for violence across the military community. As the focus shifts from awareness to prevention, FFSP postured to distinguish between awareness, risk reduction and primary prevention. Collectively, both awareness and risk reduction were used as tools to counter destructive behavior and primary prevention was the focal point of this strategy to interrupt destructive behaviors before they begin.

In September, the CNIC's N9 prevention working group identified cross-collaboration opportunities to increase primary prevention across CNIC programs. CNIC empowered each N9 and Chaplain programs, as stakeholders, to play a significant role in the success of its primary prevention plan. A thorough analysis of N9 programs

identified areas of cross collaboration and implementation steps for prevention. Prevention initiatives were aligned with the CNO 21 Century's Sailors Office which will serve as the Office of Primary Responsibility in defining and approving all prevention initiatives.

The COE campaign is aimed at continuing the work laid out in the CNIC partnership with the OPNAV Signature Behaviors Working Group in 2017 of preventing destructive behaviors and promoting signature behaviors that support mission readiness. The campaign reinforces the need to teach the skills that enable Sailors and their family members to develop the



signature behaviors. The campaign's goals are accomplished through collaborative and innovative efforts by the FFSP.

## Collaboration

Culture of Excellence Working Group is comprised of subject matter experts who provide input to the development of the Culture of Excellence as it matures to become a Fleet-led, Navy-wide approach. The board prioritizes and aligns resources to promote positive behaviors that maximize Sailor potential.

Culture of Excellence Oversight Committee convenes bi-weekly and is a standing committee under the COE WG established to review all resilience-related P4 interventions and make recommendations to the COE Executive Steering Committee, CNO Planning Board for Training (PB4T) and/or COE Governance Board on the feasibility, accessibility, cost/benefit, effectiveness and sustainability of the intervention.

The COE Executive Steering Committee convenes quarterly or as required based on the COE Campaign Plan and provides direction to the Culture of Excellence Working Group in the development and execution of the COE Campaign Plan.

### Innovation

Identified primary prevention touchpoints for behavioral learning across the career continuum using avatar-based training adapted for

Sailors at career milestones, or when facing life changes or other behavioral health challenges.

Implemented evidence-based programs to support signature behaviors. For example, Rational-Thinking and Emotional Regulation through Problem-Solving (REPS) training is being piloted at Recruit Training Command. This training promotes mental fitness by addressing problematic thoughts, emotions and behaviors to help Sailors cope with emotional distress.

## Navy Family Framework 2.0

CNIC remains committed to the requirements set by the framework to serve as the central advocate for Navy families.

### Commitment 1: Foster a command where Sailors and families can thrive.

From its inception, FFSP provided tools and resources to be used at the command level, enabling commands to execute family programs that provide relevant and accessible programs and services.

Plan My Move is an online tool that simplifies the moving process, breaking it into manageable steps for both experienced and first-time movers. The site includes customizable PCS checklists and calendars and information about housing, household goods, transportation and finances.

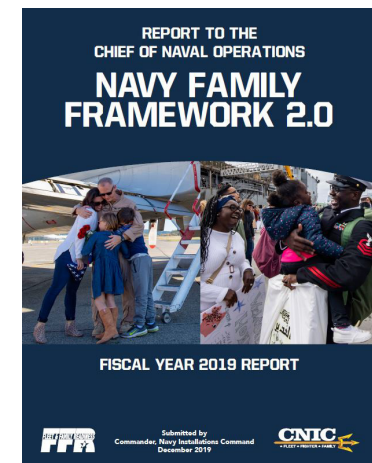
FFSC Relocation Staff monitor and maintain MilitaryINSTALLATIONS and Plan My Move to help service members and families find resources at their current or future duty locations. Approximately 159,810 visitors visited MilitaryINSTALLATIONS in FY19.

### Commitment 2: Better connect and inform our Navy team.

For more than 12 years, FFSP eSolutions have been available to Sailors and families anywhere, anytime. This ensures our programs and services are accessible, even in remote locations.

### Commitment 3: Ensure relevant and responsive family quality-of-life programs.

FFSP has established a network of programs, services and community partners that works collaboratively to support Navy and family readiness.



# Strategic Prevention and Response Plan

Prevention was the impetus for the creation of Navy Family Services 40 years ago, and it remains FFSP's primary purpose today. Prevention efforts aim to promote positive signature behaviors and reduce the likelihood that destructive behaviors will develop. This is accomplished through outreach, education, counseling and information and referral. The *CNIC Strategic Prevention and Response Plan* formalizes the blueprint for enhancing the prevention aspects of all CNIC quality-of-life programs, providing a way ahead for modernization and support to Sailors and their family members.



## Prevention Levels

Prevention programs provided by CNIC address change at primary, secondary and tertiary levels. Programs may fit in more than one prevention category, depending on the specific content.

The CNIC Strategic Prevention and Response Plan establishes a blueprint for enhancing the prevention aspects of all CNIC quality of life programs, providing a way ahead for modernization and support to Sailors and their family members.



N9 programs  
Command leadership



Compliments existing response efforts  
Targets different stages within a Sailor's career  
Implements evidence-based interventions with ongoing evaluation of program effects



Shift from response paradigm to prevention paradigm  
Incorporate primary prevention  
Create an environment that supports signature behaviors

## Primary

Primary interventions take place before health effects occur. Primary prevention programs and strategies reduce the factors that put people at risk for committing or experiencing violence and foster the protective factors that protect or buffer people from violence.

## Secondary

Secondary interventions take place after health effects occur but before they become a larger or long-term problem. Services and programs are focused on higher-risk populations that may need more specialized assistance. These interventions deal with the short-term consequences and focus on the immediate needs of the victim, such as emergency services or medical care.

## Tertiary

Tertiary interventions take place after health effects occur and long-term approaches are used. Efforts may include rehabilitation of the perpetrator or social services to lessen emotional trauma to the victim.

# Fleet and Family Support Program Functional Areas

FFSP services are organized into three areas critical to mission success: Core Family Readiness, Sexual Assault Prevention and Response, and Navy Gold Star. Each core program aligns with one or more prevention levels.

Fleet and Family Support Program Functional Areas				Level of Prevention		
FFSP services are organized into three areas critical to mission success: Core Family Readiness, Sexual Assault Prevention and Response, and Navy Gold Star. Each core program aligns with one or more prevention levels.				Primary	Secondary	Teritary
Core Family Readiness						
Core family readiness programs support mission readiness by strengthening the resiliency of Sailors and their family members. Work and Family Life (WFL) programs and Counseling, Advocacy and Prevention (CAP) programs comprise the two primary areas of core family readiness programs.	Work and Family Life	Deployment and Mobilization Support	•	•		
		Family Emergency Response (including nonmedical case management)	•	•	•	
		Exceptional Family Member	•	•		
		Family Employment Readiness	•	•		
		Individual Deployment Support	•	•		
		Life Skills Education	•	•		
		Ombudsman	•	•		
		Personal Financial Management	•	•	•	
		Relocation Assistance	•			
		Repatriation of Noncombatant Evacuees			•	
	Transition Assistance	•	•			
	Counseling, Advocacy and Prevention	Crisis Response/Psychological First Aid		•	•	
		Family Advocacy	•	•	•	
		New Parent Support Home Visitation	•	•		
		Nonmedical Counseling	•	•	•	
		Victim Advocacy		•	•	
Sexual Assault Prevention and Response Program						
The Sexual Assault Prevention and Response (SAPR) Program provides sexual assault awareness and prevention education, victim advocacy, response coordination, case management and incident data collection to active-duty personnel, adult family members and commands.				•	•	•
Navy Gold Star Program						
The Navy Gold Star (NGS) Program provides long-term nonmedical case management, information and referral, education, recognition and support services to surviving families of service members who die while on active duty.					•	•

# Fleet and Family Support Program Guiding Instructions

FFSP service and programs are governed by congressional mandates, DoD issuances and Navy directives and instructions. This page contains the broader guidance informing the various program areas, and represents just a portion of the operating instructions for FFSP.

## Work and Family Life

- Veterans Opportunity to Work (VOW) to Hire Heroes Act (2011)
- DoDI 1315.19, *The Exceptional Family Member Program (EFMP)*
- DoDI 1322.29, *Job Training, Employment Skills Training, Apprenticeships, and Internships (JTEST-AI) for Eligible Service Members*
- DoDI 1332.35, *Transition Assistance Program (TAP) for Military Personnel*
- DoDI 1342.22, *Military Family Readiness*
- SECNAVINST 1740.4A, *Department of the Navy Personal Financial Management (PFM) Education, Training, and Counseling Program*
- SECNAVINST 1754.1B, *Department of the Navy Family Support Programs*
- SECNAVINST 1754.5C, *Exceptional Family Member Program*
- OPNAVINST 1740.5D, *United States Navy Personal Financial Management Program*
- OPNAVINST 1750.1G, CH 2, *Navy Family Ombudsman Program*
- OPNAVINST 1754.1B, *Fleet and Family Support Center (FFSC) Program*
- OPNAVINST 1754.2F, *Exceptional Family Member Program (EFMP)*
- OPNAVINST 1754.1B, *Family Readiness Groups (FRGs)*
- OPNAVINST 5380.1D, *Acceptance and Use of Voluntary Services in the Navy*
- NAVADMIN 222/15, *SkillBridge Employment Skills Training Program*
- NAVADMIN 082/20, *Navy Transition Assistance Program Policy Update for COVID-19*
- MEMO: *Use of Unaccompanied Barracks and Other Similarly Utilized Lodging Facilities in Support of SkillBridge Career Skills Program*

## Counseling, Advocacy and Prevention

- DoD Manual 6400.01, Volume 1, *Family Advocacy Program (FAP): FAP Standards*
- DoDI 6400.01, *Family Advocacy Program (FAP)*
- DoDI 6400.05, *New Parent Support Program (NPSP)*
- DoDI 6490.06, *Counseling Services for DoD Military, Guard and Reserve, Certain Affiliated Personnel, and Their Family Members*
- SECNAVINST 1752.3B, *Family Advocacy Program (FAP)*
- OPNAVINST 1720.4B, *Suicide Prevention Program*
- NAVADMIN 053/14, *Implementation of the Deployed Resiliency Counselor Program for CVN, LHD, and LHA Commands*
- NAVADMIN 027/17, *Sailor Assistance and Intercept for Life Update*

## Sexual Assault Prevention and Response Program

- DoDD 6495.01, CH 3, *Sexual Assault Prevention and Response (SAPR) Program*
- DoDI 6495.02, *Sexual Assault Prevention and Response (SAPR) Program Procedures*
- DoDI 6495.03, *Defense Sexual Assault Advocate Certification Program (D-SAAP)*
- SECNAVINST 1752.4C, *Sexual Assault Prevention and Response Program Procedures*
- OPNAVINST 1752.1C, *Sexual Assault Prevention and Response Program*

## Navy Gold Star Program

- DoDI 1300.18, *Department of Defense (DoD) Personnel Casualty Matters, Policies, and Procedures*
- NAVADMIN 194/14, *Establishment of the Navy Gold Star Program*
- CNICINST 1770.2B, *Casualty Assistance Calls Program*

# COLLABORATIVE EFFORTS

FFSC staff members collaborate with a wide range of partners to provide services to fighters and family members. Collaboration takes place between departments within the centers, with other agencies on base, with community partners, with other branches of the military and with government agencies.

## Headquarters-Level Collaboration

CNIC headquarters staff facilitate collaboration between program areas, with outside agencies and with other military services.

### Family Emergency Response Program

In response to needs identified during natural disasters and command crises, the Family Emergency Response Program and Ombudsman Program collaborated to provide training to approximately 200 FFSC staff on emergency response protocols, plans and exercises at all levels of Navy emergency management.

### Life Skills Education Program

Life Skills educators worked with Naval Services Family Line to provide online training for spouses of newly selected chief petty officers. CNIC facilitated three *Chief Selectee Spouse* webinars with 325 participants. This is a 27.95% increase in participation over FY18.

### Ombudsman Program

The Navy Family Ombudsman Program collaborates with commands to provide services to command families. The program averts labor costs in excess of \$52 million per annum through volunteerism. The Ombudsman

Registry currently has 3,641 commands and 1,846 registered Ombudsmen. The registration rate averaged 94% in CY19 and monthly worksheet submission rate increase from 38% in CY18 to 62% in CY19.

According to the Ombudsman Registry, Navy Ombudsman committed more than 250,799 volunteer hours and conducted more than seven million incoming and outgoing contacts with Navy families.

### Personal Financial Management Program

Collaborated with the Securities and Exchange Commission, Financial Industry Regulatory Authority and Federal Emergency Management Agency to provide PFM and command financial specialist webinar trainings on industry best practices. The information enhanced the professional knowledge of financial specialists and improved the quality of service provided to Sailors and family members.

## Installation-Level Collaboration with Military Programs

WFL programs collaborated extensively with military and community agencies to enhance resiliency and provide a comprehensive safety net for fighters Sailors and their family members.

### Exceptional Family Member Program

FFSC Joint Base Pearl Harbor-Hickam EFMP staff collaborated with the base library to host EFMP families and families of deployed personnel at a story-reading event with Santa Claus and Mrs. Claus. Participants enjoyed refreshments and created holiday crafts.

### Family Employment Readiness Program

FFSC Gulfport held a successful workshop ("Fashion on a Budget") in collaboration with the Navy Exchange followed by a very popular Spouse Appreciation event ("Smoothies for Spouses").

### Counseling, Advocacy and Prevention

FFSC Jacksonville, in partnership with MWR, hosted "Yoga on the Pier" for service members and their children in recognition of Child Abuse Prevention Month.

## Sexual Assault Prevention and Response

FFSC Souda Bay collaborated with SAPR victim advocates, MWR, Liberty Center, Chief's Mess, and the First Class Petty Officer Association to implement three major SAPR events (including marketing, campaigning, and a signature event: the SAPR UP Fair).



### Navy Gold Star

In an effort to ensure that our fallen service members are not forgotten, Navy Gold Star collaborated with MWR, FFSC staff and commands to hold the Annual Bells Across America for Fallen Service Members. This coordinated bell ringing ceremony took place on September 26, 2019 on 28 Navy Installations worldwide. The event hosted more than 4,000 attendees and 465 Gold Star family members.

## Collaboration with Civilian Agencies

### Family Employment Readiness Program

FFSC New Orleans FERP staff partnered with Dress for Success New Orleans to help provide military spouses and family members with clothing to wear for their career search. Participants received one outfit to wear for interviews and an additional five outfits for their new job.

### Counseling, Advocacy and Prevention

FFSC Guam FAP educators collaborated with school counselors and Military & Family Life

counselors to organize Teen Dating Violence Awareness Month. The focus of the effort was to promote awareness of healthy relationships and provide educational activities for middle school and high school students.

### Counseling, Advocacy and Prevention

FFSC Whidbey Island collaborated with local domestic violence organizations, Veterans of Foreign Wars, local law enforcement and local motorcycle clubs to call attention to the issue of domestic violence with the "Stop the Cycle" ride.

## Collaboration with Other Branches of Service and Government Agencies

### Transition Assistance

In collaboration with Marine Corps Family Programs Directorate, CNIC hosted the Veterans Service Organizations and Military Service Organizations Roundtable. The forums fostered collaborative efforts between agencies that may be not be familiar with the services provided by their counterparts. The subject of this forum was implementing the new standards for the Transition Assistance Program (TAP). Transition assistance personnel and military and veteran service organization representatives provided briefs on the changes to TAP.



#### TRANSITION ASSISTANCE PROGRAM TRAINING

TAP Workshop	20,978 Participants
Education Track	1,849
Vocational Track	1,681
Entrepreneurship Track	1,688
Capstone Event	6,481

## NAVY SKILLBRIDGE METRICS

Total Navy Programs	36
Total Graduates	1,244
Total Accepting Employment	184

The DoD SkillBridge program provides Sailors and other eligible service members the opportunity to participate in an apprenticeship, pre-apprenticeship or internship during the last 180 days of service. Sailors can work and learn in civilian career areas, setting themselves up for employment and a career before separating from service.

Joint Base Pearl Harbor-Hickam established five SkillBridge partnerships, resulting in 287 transitioning service member and spouse graduates in FY19.

### Personal Financial Management Program

The Retired Activities Office and FFSC volunteers at Joint Base Pearl Harbor-Hickam conducted their annual retiree seminar. Representatives from the U.S. Securities and Exchange Commission (SEC), the Hawaii Department of Commerce and Consumer Affairs, the Region Legal Service Office and many other organizations presented information on investing, investment fraud, retirement benefits and changes to TRICARE. An unprecedented 435 people attended.

## FAMILY EMPLOYMENT READINESS PROGRAM

Individual Contacts	14,703
Individual Session Hours	12,312.5
Workshops	1203
Information and Referral Contacts	534,730
Spouses Referred to Military Spouse Employment Partnership (MSEP)	22,490
Spouse Licensure Reimbursement Claims	94

### Family Employment Readiness Program

FFSP FERP staff collaborated with the Office of the Secretary of Defense to launch a virtual hiring fair. The Navy had the highest level of spouse and staff participation of all service branches.

## RELOCATION ASSISTANCE PROGRAM

Total Workshops Facilitated	4,880
Total Workshop Attendees	115,254
Total Individual Consultations	39,469

### Relocation Assistance

The Relocation Assistance Program (RAP) supported Sailors and their families during permanent change of station moves. In partnership with U.S. Citizenship and Immigration Services, FFSC Joint Base Pearl Harbor-Hickam provided guidance on understanding and navigating the U.S. citizen immigration application process.

### Counseling, Advocacy and Prevention

FFSCs in several regions rolled out the One Love intimate partner violence awareness and prevention workshop. The program provides a unique and effective way to create a better understanding of the signs of healthy and unhealthy relationships and to develop techniques to avoid intimate partner violence.

## SAPR PROGRAM SUPPORT METRICS

Military Support Service Referrals	Unrestricted	8,778
Civilian Support Service Referrals	Unrestricted	1,396
Military Support Service Referrals	Restricted	2,973
Civilian Support Service Referrals	Restricted	317
Total		13,464

### Sexual Assault Prevention and Response

In an effort to enhance the collaborative component of the annual SAPR Leadership Symposium, CNIC conducted a survey of participants in the 2019 event. Respondents were asked to gauge their overall satisfaction with the symposium and to identify the content they liked best and least. Survey results indicated that SAPR Program staff want to increase collaborative efforts with Navy leadership, Naval Criminal Investigative Service and Region Legal Service Offices. Survey respondents also made recommendations on the training focus, logistics, format and topics of interest for future symposia.



## Navy Gold Star Program

Navy Gold Star and Naval Support Activity Washington's FFSC staff collaborated to provide a quarterly support group facilitated by a licensed counselor for Gold Star family members. Discussion topics suggested by attendees include "Getting through the Holidays" and "How long is it ok to grieve?"

Navy Gold Star Southwest collaborated with their Army Survivor Outreach Services counterparts in Arizona to bring programs to Navy Families in the Phoenix area. Survivors attended a family day at the Arizona Wildlife World Zoo, Aquarium and Safari Park and an informal meet and greet at the Arizona Army National Guard building. These events allowed Survivors to connect, share their stories and foster new friendships and support systems.

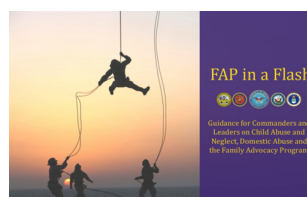
## INNOVATIVE EFFORTS

In an ongoing effort to meet the changing needs of service members and their families, FFSC staff are always seeking new ways to provide programs and services. These innovative efforts span all program areas and are indicative of the staff's commitment to reach those most in need.

### Headquarters-Level Innovations

#### Improving Access to Required Training

The Navy introduced the DoD "FAP in a Flash" to meet the requirement to train commanders and senior enlisted leaders but will also benefit leaders at all levels of the chain of command in helping them understand the basics of family maltreatment and encouraging them to reach out to FAP. This web-based on-demand course replaces the live training and allows CNIC to better support commanders in geographically remote locations.



#### Enhancing the Quality of Service Delivery

CNIC developed and piloted the "The Art of Clinical Supervision: A Relational Cultural Model" training, which is designed to strengthen clinical supervision skills across the Navy. The course is based on a relational cultural theory that builds from the relationship model. It is unique because participants

experience the learning through didactic and group experiences. The reflection of supervisory skills and interactions help identify areas of growth for the participants.

#### Meeting Customer Needs

CNIC launched the Perinatal and Postpartum Depression (PPD) Awareness Campaign. The foundation for all parent-child interactions begins during infancy. It is imperative that during the first seven months of a child's life a strong sense of security is established with their parent and/or primary caretaker. The campaign promotes parental resiliency through healthy parent-child interactions with a goal of preventing child abuse and neglect.



## Virtual Symposium

CNIC Headquarters SAPR Team held its first Virtual Learning Event (VLE) in September 2019. More than 560 participants attended the event which included 13 breakout sessions. The purpose of the VLE was to introduce the Navy's primary prevention capacity-building as a part of ongoing Culture of Excellence efforts and examine how these efforts will impact primary prevention within the Navy SAPR Program. The VLE broadened the ability for SARC and SAPR VAs to obtain ongoing continuing education credits for their Defense Sexual Assault Advocate Certification Program (D-SAAP) credentials. The VLE was approved for 8.75 continuing education units (CEUs) for SAPR personnel. Approximately 480 CEUs were awarded for this event.

This one-day event allowed participants to select one-hour breakout sessions on SAPR topics from experts in the field. The keynote speaker was Dr. Monique Clinton-Sherrod, the Navy's highly qualified expert (HQE) and special adviser for the prevention of destructive behaviors. Dr. Clinton-Sherrod discussed the Navy's primary prevention efforts as they relate to the Culture of Excellence.

### SEXUAL ASSAULT AND PREVENTION MONTH METRICS

SAAPM Events	313
SAAPM Event Attendees	166,756
Collaborative Agencies Involved	580

## Installation-Level Innovations

### Using Technology to Reach Customers

#### From Home to the Classroom

FFSC Pensacola developed a program to connect with those who cannot attend face-to-face training. Facilitators sent electronic copies of workshop materials to enrollees and allowed participants to call into the classroom to hear the audio of presentation.

#### Social Media Outreach

FFSC Joint Base Pearl Harbor-Hickam began a social media campaign using Instagram and Facebook to drive people to FFSC information vehicles. Staff recognized that their younger target audience used Instagram as their primary social media tool. By connecting with the next generation of Sailors, staff are better able to help them prepare for the future.

### Expanding Access to FFSP services

#### Life Skills Training During INDOC

FFSC Fort Worth offered life skills training during base indoctrination (INDOC). Staff members teach stress management, anger management and conflict resolution to Sailors when they report to the base. Spouses also are welcome to attend INDOC.

### Mobile FFSP Services

The Family Readiness Express (FRE) visited 42 sites in more than 20 military



housing neighborhoods in San Diego County and provided services to more than 3,500 individuals during FY19. The FRE augments programs with mini-workshops and individual consultations and supports special events throughout the year.

### Relocation Assistance

FFSC Lemoore developed new and innovative "Welcome Aboard" boxes for all new families moving into base housing. The boxes included an FFSC Resource Guide, FFSC workshop calendar, information on FFSC services, base resources and marketing materials for all



other N9 Fleet and Family Readiness programs. The boxes were developed to reach Sailors and families and to present FFSC services as a benefit for their military service.

## 2019 FFSP PROGRAM FUNDING as required by SECNAVINST 1754.1B

### PROGRAM FUNDING

OMN. ....	\$113,707,362
OMNR. ....	\$1,515,114
Family Advocacy Program (FAP) .....	\$45,993,463

### FFSC/REGION MANPOWER

	Authorized	Filled
Government Services	1,124	960
Military Personnel	21	21
Contractor	504	429
Foreign Nationals	17	17
Other	0	0
<b>Total</b>	<b>1,666</b>	<b>1,427</b>

### FFSC OPERATIONS — VOLUNTEER SUPPORT

Number of Volunteers .....	1,522
Number of Volunteer Hours .....	31,359
*Estimated Value of Contribution .....	\$797,459

### CUSTOMER SATISFACTION EVALUATIONS

Number of Satisfactory Evaluations .....	157,722
Number of Unsatisfactory Evaluations .....	389
Satisfaction Rate .....	99.75%

\*FY19 Hourly Volunteer Rate \$25.43

### FFSP CUSTOMER CONTACTS

Program Area	Customer Contacts
Deployment Support .....	129,820
Ombudsman. ....	28,867
Crisis Response (Critical Incident and Mass Casualty/Disaster) ....	19,415
Life Skills Education .....	304,748
Personal Financial Management (PFM) .....	186,647
Sexual Assault Prevention and Response (SAPR) .....	304,748
Information and Referral (I&R) .....	4,519,879
Relocation Assistance Program (RAP) .....	155,568
Transition Assistance Program (TAP) .....	165,052
Family Employment Readiness Program (FERP) .....	54,309
Exceptional Family Member Program (EFMP) .....	109,304
Clinical Counseling. ....	127,441
Family Advocacy Program (FAP) .....	258,391
New Parent Support Program (NPSP) .....	58,084
Mobility and Repatriation Support .....	4,837
Individual Augmentee Family Support .....	31,082
Navy Gold Star Program .....	47,461
Retired Affairs .....	11,457
Other** .....	28,194
<b>Total</b>	<b>6,544,928</b>

\*\* Includes customer contacts for chaplain, Child and Youth Programs, military medicine, nonmilitary community agencies and other agencies.