



2021

FLEET AND FAMILY SUPPORT PROGRAM  
**ANNUAL REPORT**

# From the Desk of the Director: FFSP Remains Relevant

For more than 40 years, the Fleet and Family Support Program (FFSP) has supported the Navy by providing commands, Sailors and their families services and training for their personal and professional lives. Through customer needs assessments, evaluations, observation and consultation with Navy leadership, Fleet and Family Support Centers (FFSCs) assess the needs of Sailors and their family members worldwide. Using foresight, empathy and agility, the FFSP continually seeks to meet those needs ashore, afloat or online, pivoting as needed to adapt or develop services and delivery methods to ensure Sailors remain tough and resilient.

Fiscal year 2021 brought challenges never encountered in FFSP's long history. Fluctuating COVID-19 infection rates resulted in a continually changing health protection condition (HPCON) status. This left staff and customers unable to anticipate whether or when sites would be fully open for services. In order to meet the needs of service members and their families, FFSP adjusted both in-person and virtual delivery, extended its hours, developed new offerings and ensured staff had the proper training to ensure the program continued to provide exceptional customer support. Lessons learned in FY20 were evaluated and informed guidance from Commander, Navy Installations Command (CNIC) Headquarters concerning online communication and training tools, techniques and clinical ethics that meet the rigorous standards for privacy protection and quality service delivery.

New or refined training and service delivery methods were needed to counter challenges brought about by pandemic circumstances. Site closures caused by health concerns meant that clients could not receive in-person support during a period when they were experiencing isolation, safety concerns, restricted movement and decreased social contact. Responding to these challenges, FFSP professionals adapted existing operations to online delivery and developed targeted training for issues brought about by COVID-19, such as pandemic-related stress, parenting during lockdowns and financial considerations. The FFSP enterprise conducted 797 live events using the CNIC FFSP learning management system (LMS) to reach more than 24,000 service members and their family members. However, the LMS was just one tool FFSC employed. Using additional means of online learning and client outreach, such as Microsoft Teams and All Partners Access Network (APAN), sites achieved even greater overall coverage.

FFSCs also continued to focus on the needs of the Navy at the command level. The deployed resiliency educator (DRE) pilot expanded shipboard service delivery. Mandatory training, such as Command Financial Specialist (CFS), the Transition Assistance Program (TAP), sponsor training, Sexual Assault Prevention and Response (SAPR) victim advocate (VA) training and Family Advocacy Program (FAP) training, were converted to online delivery to maintain the level of professionalism the Navy expects.

Continuity of care was achieved through flexibility; cultivation and expansion of staff skills and expertise; delivery innovations through online, telephonic, and hybrid support; extended service hours; expanded shipboard support; and social media and audio-visual media outreach. These delivery methods resulted in benefits beyond addressing the immediate COVID-19 challenges. Web-based training and outreach allowed regions to collaborate as never before. Staff could fill gaps in other sites or regions. Smaller FFSCs worked with other sites and CNIC headquarters to support training difficult to manage with a limited staff such as CFS or TAP. Staff could learn from each other regardless of location. Potential customers who previously dismissed FFSC in-person classes because of commute time, the need for child care, base access, parking challenges or class schedule were now able to participate in offerings from their homes or worksites. Web access also meant that Sailors and their families could attend training offered by any FFSC at any installation in any timezone enterprisewide. Their result was added convenience, coverage and variety of training.

This annual report illustrates the agility and innovations of service delivery achieved in FY21. The efforts of FFSP Headquarters and site-based staff demonstrate the organization's commitment to the Navy and inform the way ahead as we embark on FFSP 2.0.

# Readiness and Resilience Programs

Core readiness programs enhance the mission readiness of Sailors and the resiliency of family members. These programs and services provide personal and professional education, counseling and consultation, information and referral (I&R), and incident response, with the goal of strengthening commands, individual service members and their families.

## Work and Family Life

WFL programs help service members and their families adapt to and successfully manage the unique demands of the military lifestyle. WFL programs include:

- Deployment and Mobilization Support.
- Exceptional Family Member Program.
- Family Emergency Response.
- 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

CAP programs provide individual, group and family counseling, victim advocacy services, and prevention education and awareness programs. CAP programs include:

- Crisis Response/Psychological First Aid.
- Nonmedical Counseling.
- New Parent Support.
- Family Advocacy.
- Victim Advocacy.

## Sexual Assault Prevention and Response

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

The Navy Gold Star (NGS) Program is the Navy's official program for providing long-term nonmedical case management, information and referral (I&R), 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.

## Fleet and Family Support Program

- DoDI 1342.22, *Military Family Readiness*
- SECNAVINST 1754.1B, *Department of the Navy Family Support Program*

## Work and Family Life

- Veterans Opportunity to Work (VOW) to Hire Heroes Act (2011)
- DoDI 1322.29, *Incorporating Change 1, Job Training, Employment Skills Training, Apprenticeships, and Internships (JTEST-AI) for Eligible Service Members*
- DoDI 1332.35, *Transition Assistance Program (TAP) for Military Personnel*
- SECNAVINST 1740.4A, *Department of the Navy Personal Financial Management (PFM) Education, Training, and Counseling Program*
- SECNAVINST 1754.6A, *Relocation Assistance Program for Department of the Navy Military Personnel*
- OPNAVINST 1900.2C, *Transition Assistance Program*
- OPNAVINST 1740.5D, *United States Navy Personal Financial Management Program*
- OPNAVINST 1750.1G, *Change Transmittal 2, Navy Family Ombudsman Program*
- OPNAVINST 1754.1B, *Fleet and Family Support Center (FFSC) Program.*
- OPNAVINST 5380.1D, *Acceptance and Use of Voluntary Services in the Navy*
- NAVADMIN 222/15, *SkillBridge Employment Skills Training Program*
- Under Secretary of Defense Memorandum, Directive-Type Memorandum (DTM) 12-007, *Incorporating Change 2, Implementation of Mandatory Transition Assistance Program Participation for Eligible Service Members*

## Counseling, Advocacy and Prevention

- DoD Manual 6400.01, *Volume 1, Family Advocacy Program (FAP)*
- 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*
- DoDI 6490.16, *Defense Suicide Prevention Program*
- 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*
- CNICINST 1754.3, *Implementation of the Deployed Resiliency Counselor Program*

## Sexual Assault Prevention and Response

- DoDD 6495.01, *Change 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-SAACP)*
- SECNAVINST 1752.4C, *Sexual Assault Prevention and Response Program Procedures*
- OPNAVINST 1752.1C, *Sexual Assault Prevention and Response Program*

## Navy Gold Star

- 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*



# Growing and expanding services

FFSP has a history of process improvements that result in service delivery innovations. In response to customer needs assessments and discussions at the Navy leadership and CNIC Headquarters level, service delivery changes were made to meet customers where they are and at times convenient to them.

COVID-19 brought opportunities along with challenges. Tools and techniques developed from necessity also allow for new outlets for service deployment and availability for Navy personnel who might not otherwise be able to access them. Web-based outreach and training also increased collaboration among sites and regions, compensating for limited staffing due to social distancing requirements. These advances allowed the sites to ultimately reach Sailors and their family members who otherwise would not have been served by the in-person, center-based model.

## Deployed Resiliency Educator (DRE) Program

FFSP expanded its embedded support capabilities by piloting the Deployment and Separation Support program. This collaborative effort pivots from the brick-and-mortar delivery model FFSCs employed pre-COVID. Deployment and Separation teams consisted of clinical, Work and Family Life (WFL) and deployment resiliency professionals who provides pre-deployment support or embarked with the ship and conducted training and consultation during the initial two to six weeks of deployment, typically a high-stress period as Sailors readjust to shipboard life. The teams facilitated classes focusing on fostering resiliency and normalizing mental health support. They also connected with service members individually, providing I&R. Rather than providing a predetermined curriculum, DREs coordinated with the deployed resiliency counselors (DRCs) and command leadership to assess the needs aboard, then tailored training and services to the ship's needs. On the five ships participating in the pilot, there was a significant reduction in embedded mental health clinic intervention, fewer command-directed evaluations and decreased fitness-for-duty assessment requests.

FFSC Norfolk supported the Navy's new Departure and Separation Program by assigning WFL Educators and clinical staff to the Norfolk-based USS VELLA GULF, USS MONTEREY, USS MITSCHER, USS MAHAN, and USS LABOON. Nine staff members volunteered to embark with the crew during the holiday season. For the pre-deployment period, FFSC Norfolk staff provided Sailors with non-medical counseling, group workshops, informal engagements, one-on-one consultations and psychoeducation. Additionally, the program addressed issues that Sailors may encounter while deployed like co-parenting at a distance, stress and anger management, and financial readiness.



*"The quality training for the command and one-on-one sessions improved each Sailor's personal readiness. Laboon was better able to prepare for deployment because the curriculum gave our crew new skills and appropriate resources to be successful while we are gone."*

*~ Cmdr. Charles C. Spivey, commanding officer, USS Laboon (DDG 58)*

## Response to Customer Needs

During FY21, most FFSCs conducted their semiannual needs assessments. Customer satisfaction was analyzed and addressed. Based on the findings, FFSCs considered requests such as after work or after school availability and in-person services for counseling. Where possible, sites adjusted to provide the greatest coverage by extending hours or adopting creative scheduling to maintain social distancing. In addition to formal surveys, sites also monitored social media outlets to seek information on the struggles experienced by service members and their families. This informal needs assessment resulted in workshops created to specifically address needs brought about by the pandemic. Examples include online workshops to help parents support children attending school virtually or techniques for dealing with anxiety and isolation brought on by the corona virus.

FFSC Annapolis adjusted staff schedules to alternating shifts. It allowed them to offer more in-person services to our customers while maintaining health protection condition (HPCON) requirements. Workshops and counseling are virtual unless there is an in-person request.

FFSC Rota's needs assessment reflected that commands, Sailors and their families wanted deployment support at times and locations convenient for them. As a result, FFSC extended office hours, increased outreach and provided counseling and classes at alternate locations. FFSC Rota continues to meet the needs by increasing our virtual course offerings, increasing our distance counseling program and providing more counseling in the housing area.

FFSC Dahlgren continued to transition from face-to-face to virtual trainings throughout the FY21, offering 91 classes with 3,064 participants worldwide. Attendees came from all regions in the U.S., as well as Guam, Japan, Bahrain, France, Italy, Germany and England. Taking client schedules into consideration, classes were frequently offered outside regular business hours to accommodate military students who attended class during the day and Child Development Center (CDC) staff who needed to complete required training but could not do so while caring for children.



FFSC Mayport's staff teamed up with Command Resiliency Teams to conduct resiliency fairs aboard two destroyers and four littoral combat ships while they were in, or transitioning to, their maintenance phase. The 43 workshops included stress management, anger management, suicide awareness and an overview of FFSC services for approximately 1,678 service members.

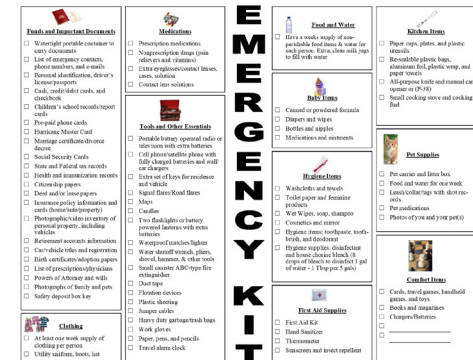
## Innovative Outreach

With fewer people going on bases because of pandemic restrictions and health concerns, traditional methods of outreach, such as tables at the Navy Exchange/Commissary and contributions to base billboards were ineffective or impossible at some installations. Sites collaborated with their base Public Affairs Offices (PAOs) to use social media platforms to connect with their communities and inform them about available services. Some locations used media outlets like American Forces Network (AFN) to host informative talk shows for service members and their families.

To facilitate the distribution of the Emergency Preparedness Checklist to base personnel in the hurricane-prone area, the FFSC New Orleans emergency case manager (ECM) found alternatives for people visiting the center. The checklist was distributed to over 1,000 DoD personnel via social media and the base app. The ECM also placed printed copies of the checklist at high-traffic locations on base for convenient pick-up.

In Navy Region Japan, Commander, Fleet Activities Yokosuka (CFAY) rebranded social media platforms to include polls, QR codes and continuous updates regarding family support programs and cultural events held in Japan. Views and feedback on social media platforms have doubled in response.

For Domestic Violence Awareness Month, FFSC China Lake collaborated with the base triad and PAO to launch a domestic violence awareness video. The video was posted to social media platforms and received 999 views, 22 likes and four shares on Facebook.



# FFSC Staff Professional Development

CNIC promotes the active pursuit of professional development and provides training to staff that ensures their knowledge and skills remain proficient and relevant. CNIC Headquarters program analysts monitor trends and policies to ensure FFSP staff remain highly skilled. FFSP staff's deep dedication to service members and their families, combined with the latest training, is a key to the FFSCs' ongoing success. Throughout FY21, staff continued to grow their skills and knowledge in their functional areas of expertise and learned methods to better the Navy's changing needs.

## Work and Family Life (WFL) Training



In May 2021, CNIC held the first Virtual Work and Family Life Symposium. The event was presented twice on the same day to ensure all regions had an opportunity to participate, and it was recorded so the material would be available for future WFL staff. The agenda of the four-hour symposium was structured around the just-released Work and Family Life Program Desk Guide. Sessions included an overview of the guide, best practices for teaching webinars, customer service and marketing strategies, and a deep dive into the Fleet and Family Support Management Information System (FFSMIS).

For a second year, the Personal Financial Management (PFM) Navy Day was offered as a virtual event for accredited financial counselors. Usually part of the Association for Financial Counseling & Planning Education (AFCPE) annual training, this portion of the training was geared toward FFSC PFM staff. Guest speakers for the three-hour training included the DoD Office of Financial Readiness's (FINRED's) strategic communications manager and representatives from the FINRA Foundation and the Social Security Administration. AFCPE members received three CE credits.

The Global Staffing Contract Professional Development and Training Team (PDTT) created trainings to aid staff in facilitating the previously face-to-face Command Financial Specialist (CFS) and Transition Assistance Program (TAP) Preseparation trainings. These "experts guide" trainings offered examples on how to convert face-to-face activities in the standardized curriculum to online delivery. Ninety-five staff members took advantage of these professional-development opportunities in FY21.

CNIC Headquarters analysts conduct "town hall" meetings and staff "huddles" on a monthly or quarterly basis. These webinars are program specific and give program analysts opportunities to connect with center staff and share updates and information. They also give program analysts opportunities to hear what persistent or recurring problems the field is experiencing. In FY21, CNIC staff facilitated 67 town hall meetings with 1,080 staff participants. Similarly, staff members have a chance to connect with others in their program area worldwide. Communities of practice (CoPs) offer opportunities for program specialists to share challenges and the best practices for meeting those challenges in a moderated forum. CoPs are held every 8-12 weeks and are especially beneficial to staff members in centers where they have no peers in similar job roles. CNIC and the PDTT conducted CoPs for 13 different program areas with 1,413 attendees.



## Professional Virtual Training Skills

As FFSCs worldwide embraced online training as an integral part of service delivery, CNIC recognized the need to develop or increase staff competency in both online training and instructional design for training development.

The first step was to require all new contract WFL staff to complete the Virtual Trainer Learning Path on the CNIC FFSP LMS within the first 90 days of employment. The learning path covers converting classroom training to on-demand delivery, online facilitator skills, and engaging online learners. Prior to the requirement, incumbent staff members from all program areas improved their presentation skills by voluntarily taking webinars from the Virtual Trainer Learning Path for their own professional development. Overall, 28 webinars were attended by 319 staff members the year. Additionally, the bimonthly Virtual Trainer Community of Practice provided a forum for staff members to share tips, tricks, challenges and best practices.



To further strengthen virtual training development and delivery, the PDTT created the Successful Workshops Online (SWO) training series to instruct FFSC staff on how to write training intended for online delivery. SWO introduces participants to basic instructional design and how to conduct activities that engage online learners. The comprehensive, blended workshop combines webinars, videos, self-paced lessons, handouts, and coaching sessions with an instructional design expert. Staff members attend five bi-weekly meetings, during which they work toward developing webinars to facilitate. While the focus is webinar delivery, the skills learned in the program are also applicable to training development for face-to-face classes.



## Emergency Family Assistance Center (EFAC) Training and Exercise



U.S. Navy photo by Mass Communication Specialist 2nd Class Geoffrey P. Barham

The CNIC emergency case management program analyst began offering EFAC 101 training to ensure FFSC staff are prepared to help Navy families in an EFAC. Enterprisewide, 84 staff members from all FFSP program areas participated. A version of the training was also facilitated to prospective commanding officers (COs) and other enlisted advisers during the Senior Enlisted Emergency Management training hosted by CNIC's Shore Operations. The training was offered semi-monthly and put to use in EFAC exercises on installations worldwide. The trainings and practical exercises were put to use within months in support of natural disasters in FY21.

## Clinical Training

Counseling, Advocacy and Prevention (CAP) chose to replace the annual in-person CAP training with webinar trainings held throughout the year. Clinical counseling and family advocacy topics were offered throughout the year to aid FFSC clinical and FAP staff in providing the best possible service to their clients. Topics included deep dives into victim safety, legal issues, problematic sexual behavior in children and youth, suicidal prevention, building client relationships and providing telehealth counseling. In addition, the PDTT conducted training on several clinical topics. In total, the CNIC Headquarters CAP staff and PDTT provided 582 continuing education (CE) units at no cost, allowing FFSP licensed clinical providers to maintain their credentials and sharpen their skills.

FFSC Everett Counseling Staff attended a workshop on the use of Internal Family Systems therapy model with military members. The goal of the session was to provide a walk-through of the clinical model, which included an overview of the healing steps, and tools to sharpen clinical practice.

FFSC Jacksonville worked diligently to expanding their treatment knowledge in order to provide evidence-based services to military families. Some of the training topics included assessing and treating OCD in veterans, supporting the social-emotional development of young children, micro-aggressions in counseling settings, assisting services members with grief counseling, cognitive behavioral therapy for insomnia, and opioid use disorder.



# Collaboration

The importance of collaboration cannot be overstated. FFSC staff coordinate within their centers and regions and with other regions. They also work with other DoD departments, community agencies and state government agencies to ensure customers receive the comprehensive support they need. To facilitate collaboration, staff serve on committees, attend meetings, participate in cross-functional case management, provide consultation and

## Within FFSC Sites

No single FFSC program area is an island. FFSC program specialists work with staff from other program areas to ensure customers receive comprehensive support. For example, a Sailor seeking clinical counseling may also benefit from financial counseling, or a service member preparing for separation may need relocation or stress management education in addition to transition classes.

FFSC Fort Meade PFM staff coordinated trainings with co-workers to incorporate financial management into different programs such as PFM sharing how the need for EFMP families to purchase specialty items could strain household budgets. Life skills training connected stress management and financial management. Determining whether spouse employment will help or harm a household budget was included in Family Employment Readiness Program (FERP) training. FAP training included financial elements, because money issues are a leading cause of marital conflict.

The FFSC Washington Navy Yard PFM collaborated with life skills staff during Suicide Awareness Month to combat the financial causes of suicide.

## With Other FFSCs

Pandemic conditions created a staffing shortage in some areas. Sites and regions worked together to ensure a continuity of care by sharing staff resources via temporary assignments. Use of the internet was also vital to facilitate required trainings such as TAP, FAP and CFS. Service members could receive training regardless of physical location and the limitations of in-person offerings.

Navy Region Southwest (NRSW) adopted a continuous “village” type of service coordination, allowing seamless service delivery for customers. For example, clinical coverage provided by El Centro, Point Loma and the region ensured that clinical services were maintained throughout the entire region. FFSC San Diego spearheaded SAPR unit victim advocate (SAPR VA) training with participants from multiple NRSW installations. San Diego and China Lake worked together to facilitate CFS training throughout the year.

Navy Region Mid-Atlantic (CNRMA) supported remote locations using virtual training. TAP was presented virtually, with a telephonic capstone evaluation. Multiple sites collaborated to support CFS training using a hybrid of virtual and in-person classes. Sites with more available staff also offered PFM remotely to service members at the smaller installations.

## With Other Installation Departments

FFSCs regularly work with other CNIC and installation departments. In FY21, this cross-functional effort went far beyond coordinating base events.

The FFSC Everett clinical team developed a curriculum titled “Family Advocacy Program Identification & Reporting Procedures” for child care providers at the CDC at the request of the Child and Youth Program (CYP) director. The self-paced training was created by adding audio to PowerPoint presentations. It included modules titled Types of Abuses and Impact to Children; How to Make a Report; Problematic Sexual Behavior in Children & Youth; and FAP Overview. The recordings provide a flexible option to fit the needs of CDC staff who could not break away for training because they were caring for military children during the day.

## With Community, State and DoD Agencies

Collaborating with community, state and other DoD agencies provides greater capacity for support for service members. FFSCs work with other agencies in a number of ways to promote an umbrella of care.

The CNRMA regional CAP coordinator provided testimony to the Defense-State Liaison Office to support legislative efforts for reciprocal reporting by the Rhode Island Department of Children, Youth & Families. The state Senate sponsor presented the bill proposing the legislation that was advanced to the floor of the Senate for a vote before being heard by the state House during Child Abuse Prevention Month.

The Naval District Washington (NDW) RCAP testified before the Maryland state House of Representatives and state Senate Judiciary Committees regarding Navy FAP programs in Maryland. The testimony, in combination with Defense-State Liaison Office efforts, resulted in the passage of the Child Abuse and Neglect - Memorandum of Understanding With Military Family Advocacy Program law, which requires local child protective services agencies to enter into an MOU with local FAP offices within their counties.

The FFSC Honolulu Family Advocacy team collaborated with Navy and Air Force security personnel to restructure and streamline the domestic violence and child abuse/neglect notification process. These expedited notifications made to/from cooperating agencies reduced the number of extraneous or redundant messages and increased investigations and involvement from security personnel.

# Emergency Case Management and Critical Incident Response

The FFSP is highly invested in prevention. However, incidents and disasters still occur, and a strong response is vital to making Sailors and family members whole again. FFSP staff also prepared to provide individual and command support when an event occurs that impacts the Navy, regardless of scale.

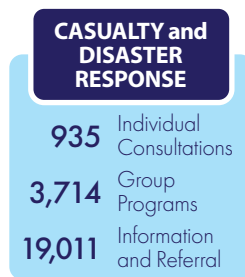
## Emergency Case Management

In FFSC's four decades, sites have established EFACs to help Navy personnel and their families affected by natural and human-made disasters. EFACs traditionally are opened at physical locations and offer telephone and walk-in support. In FY21, the CNIC began offering EFAC 101 training to ensure FFSC staff are prepared to help Navy families in an EFAC. Webinar trainings were offered every other month and at varying times to maximize all staff participation, including overseas locations. Staff in some regions were able to put the training into practice, providing information and referral and both in-person and virtual support for those impacted by natural disasters.

Joint Base Pearl Harbor-Hickam initiated EFAC operations during the base's ongoing potable water issues. Staff furnished support for 20 days providing I&R regarding temporary lodging assistance, per diem and expense reimbursement issues and concerns surrounding water safety. Staff reported great support from partner agencies such as legal, the chaplain's office, housing and medical, as well as excellent communication with the PAO and continued emotional support provided by the Military and Family Support Center.

When Hurricane Zeta hit Gulfport, Miss., the base CO requested an EFAC, which was complicated by a large-scale power outage in the area. The decision was made to establish a virtual EFAC, which was in place less than 20 hours after the hurricane made landfall. Service delivery was established without the need for customers or staff to navigate potentially unsafe streets. When conditions were improved five days later, the EFAC was transitioned to an in-person format. FFSC staff established working protocols with partnering agencies and heavily marketed the EFAC via social media and Emergency Operations Center briefs.

In September 2021, FFSC New Orleans partnered with several agencies—including the American Red Cross, the Federal Emergency Management Agency, the United Service Organizations, the Navy-Marine Corps Relief Society, the Small Business Administration, Navy Moral, Welfare and Recreation, Housing and the First Class Petty Officer Association—to establish an EFAC supporting 1,019 affected DoD personnel and family members following Hurricane Ida. The EFAC was structured to adhere to Navy and Centers for Disease Control and Prevention COVID-19 safety guidelines. During the time the EFAC was open, the American Red Cross distributed 400 disaster recovery kits to service members, family members and DoD personnel.



## Critical Incident Response

Incidents that affect the emotional health of service members create an impact on the whole command. FFSC clinical counselors respond to command needs by providing stress counseling or grief counseling to individuals and small groups. Immediate connections and referrals, if necessary, help get command personnel back to operational status as quickly as possible.

In April 2021, three clinicians from NDW responded to a critical incident at Fort Detrick, Maryland, involving a active shooter. Clinicians teamed up with the Navy Special Psychiatric Rapid Intervention Team (SPRINT) to provide group debriefing and individual counseling to persons affected by the shooting.

FFSC Pearl Harbor provided critical incident response following the suicide by a Sailor assigned to the USS Charlotte. The ship was docked in the shipyard where a year prior there was an shooting incident in which two DoD workers were killed, a third was wounded, and the suspect died of a self-inflicted gunshot wound. The shipyard and USS Charlotte requested clinical, especially for those whose previous trauma was triggered. Counselors were deployed to the shipyard and provided services on a barge over the course of several days. In addition, at the command's request, clinical providers were available at the MFSC for personnel who preferred to be away from the scene of the suicide.

Clinical counselors from FFSC Coronado and FFSC China Lake provided grief and counseling support to command, service members and their families following a helicopter crash. Five of the six-person crew died when the vehicle, operating off the aircraft carrier USS Abraham Lincoln (CVN 72), crashed into the Pacific Ocean off the coast of San Diego.

The FFSC Little Creek CAP team provided debriefs and crisis response to the Expeditionary Warfare Training Group (EWTGLANT) following two suicides that occurred a month apart. The team partnered with SPRINT to provide professional information about suicide. Counselors then met with several Marines individually to discuss counseling services available via FFSC. EWTGLANT received additional crisis response and grief counseling overview by CAP team due to a death by suicide that was continuing to affect the command.

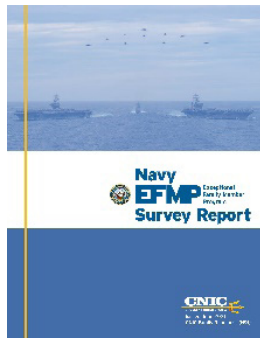
FFSC Rota provided mental health support for service members and Afghan evacuees during Operation Allies Refuge and Operation Allies Welcome. Clinical counselors were available in person or by phone at the evacuee camp every day for the duration of the operation. Volunteers from the FFSCs in Naples, Sigonella, Rota and Bahrain worked with the NMCRS, U.S. Naval Forces Central Command, Family Readiness Groups, chaplains, ombudsmen and the U.S. Embassy to the collection of thousands of personal care items for Afghan evacuees during the operation.

# Work and Family Life

CNIC continually updates staff on policy and programmatic changes in their FFSC program areas in order to maintain a relevant workforce. Leveraging virtual platforms and in-person briefs, CNIC Headquarters program analysts conducted 425 information sessions with 28,752 attendees throughout FY21. In addition to training updates, CNIC regularly develops or updates staff program and curriculum guides ensure consistent service delivery enterprisewide. Beginning in FY21, WFL programs began to use the Work and Family Life Program Desk Guide as the foundation for all future WFL desk guides. The goal is to have a single source for best practices regarding training, client consultation, documentation, marketing, command outreach and I&R. Desk guides for programs under the WFL umbrella then supply specialized content for each area and reference the WFL Program Desk Guide as needed.

## Exceptional Family Member Program (EFMP)

To best meet the needs of EFMP-enrolled Navy families, CNIC solicited feedback on their satisfaction with EFMP services, such as EFMP case liaisons and medical, emotional, relocation and specialized support.



The survey results were analyzed and drafted into the Navy EFMP Survey Report, which was reviewed and approved by CNIC, the Navy Personnel Command's Deployability and Assignment Branch (PERS-454), the U.S. Navy Bureau of Medicine and Surgery (BUMED) and the Office of the Chief of Naval Operations (OPNAV). The report provided easily digestible data with charts, infographics and quotes from respondents. The results of the EFMP satisfaction survey offer a clear picture of areas for improvement and a road map to meet the needs of EFMP families.

Advocating for special education support can be a massive challenge for parents. Beginning in April, FFSP piloted a program in the Mid-Atlantic and Southwest regions to help with these challenges. Supporting the initiative were dedicated EFMP attorneys from the Office of the Judge Advocate General and regional and site-based case liaisons tasked with providing special education and legal support for EFMP families. One of the hurdles the pilot helped families clear was the Section 504 education plan process — teaching parents how to work with their school systems to advocate for the educational accommodations to which their exceptional-needs children are entitled.

As part of the EFMP Special Education Pilot, CNRMA supported dozens of EFMP families to navigate special education services in community schools. In the program's first six months, region and installation EFMP Case Liaisons conducted 143 special-education overviews, participated in 107 IEP planning meetings with families, and attended 82 meetings between Navy families and the schools their special needs children attend.

FFSC Gulport EFMP Liaison collaborated with multiple community and agencies like base medical, Disability Rights of MS; University of Southern MS Institute for Disability Studies for I&R and outreach.

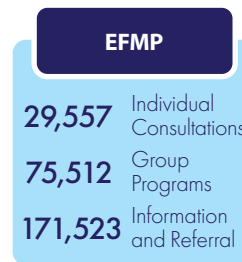
CNIC partnered with the Parent Educational Advocacy Training center to host a two-day, comprehensive seminar via the CNIC LMS. Fifty EFMP staff members attended the 10.5-hours virtual event designed to help them run the EFMP program at their sites.

The two-year staffing pilot led by the Office of Special Needs concluded in FY21. Collaborating with the Air Force and Army, the study featured two Navy locations — Corpus Christi/Joint Base San Antonio and San Diego. The pilot's goal was to recommend adequate staffing levels at each installation. As a result of the pilot, CNIC was able to add a Navy family position at Joint Base San Diego.

FFSC Yorktown utilized CNIC FFSP LMS to present EFMP 101 and EFMP Resources virtually. Active duty personnel, families and employees from all over the world attended this virtual training.

At the request commands, FFSC Whidbey Island EFMP program continued to provide Command EFMP POC Trainings virtually. They also provided one-on-one training as requested by commands when COVID restrictions prevented group training.

FFSC CFAY made a step by step video to increase the awareness of how to fill out EFMP forms. The video was uploaded to social media and received numerous shares and likes throughout the CFAY Community.



The NDW EFMP program regularly collaborates with state agencies such as Parents Place of Maryland and Parent Educational Advocacy Training Center (PEATC). Both of these agencies provided training to Navy families regarding special education services.



## Family Employment Readiness Program

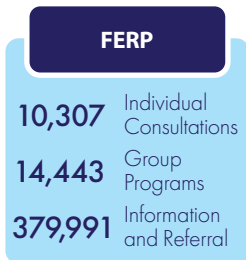
The Family Employment Readiness Program (FERP) completed the *FERP Facilitation Guide* to help FERP staff assist customers with establishing, achieving and maintaining their employment goals by effectively delivering curriculum to educate military family members on planning careers, searching for jobs and identifying tangible resources. The



guide was designed in accordance with proven present-day techniques and principles in curriculum development, adult learning, group facilitation and both in-person and virtual presentation skills.

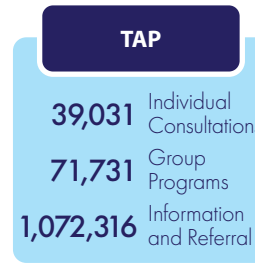
The FERP team facilitated a LinkedIn live Networking and Interviewing workshop with over 4,000 participant clicks and video shares. The workshop included employment best practices, the value of a mentor and how to connect with one, how to interpret a job description and how to draft a resume that aligns skills.

The team also hosted a Military Spouse Employment summit with a panel of spouses who shared their experiences on how CNIC's FFSCs helped them with various employment resources.



## Transition Assistance Program (TAP)

The HQ TAP program assisted more than 1,062 Sailors in the SkillBridge application process by collaborating with Navy Region Mid-Atlantic to develop an introductory series of DoD SkillBridge webinar courses.



Virtual TAP classes on the CNIC LMS continued throughout the fiscal year to support transitioning sailors in areas where in-person training was not available. An unexpected benefit was the ability for sailors with short-fused transitions due to deployment or medical separation were able to attend TAP within weeks of separation. For the year 224 webinars were conducted with 19,084 Sailors in attendance.

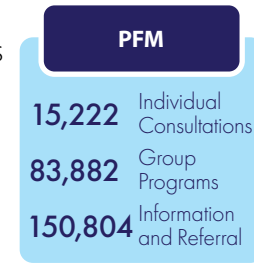
## Relocation Assistance

CNIC released the Relocation Assistance Curriculum Guide for WFL staff performing relocation duties. In addition to the training curriculum, the guide includes an abbreviated desk guide that builds upon the WFL Program Desk Guide to orient staff to the responsibilities of the relocation program and provides a deeper understanding of the specific needs of relocating service members and their families. The curriculum content includes educational briefs and resources for individuals and commands.

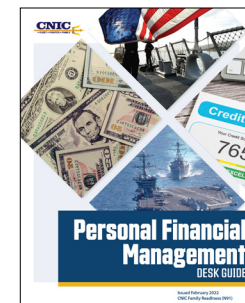


## Personal Financial Management

To ensure Navy commands could maintain the number of Command Financial Specialists (CFSs) mandated by OPNAV, CNIC partnered with 80 PFM staff throughout the enterprise to host four virtual CFS trainings on the CNIC FFSP LMS for more than 550 CFSs. The course included automated administration of the pre- and post-test, homework assignment, and downloads all CFS material. In addition to the six four-hour sessions, a capstone was added to allow PFMs to verify the competency of newly trained CFSs with the Touchpoint checklists, electronic Financial Planning Worksheet and solution-focused counseling.



The Personal Financial Management (PFM) Guide provides consistency and continuity across all installations. It teaches PFM staff about their roles and responsibilities in financial counseling and education and in the prevention of financial difficulties. In FY21, CNIC released an update to the guide to educate staff on all aspects of managing their installation PFM program, including detailed instructions on documentation, updated guidance and resources for staff and PFM customers. The new Desk Guide uses a conversational tone and includes charts, infographics and screenshots to aid in comprehension.



## Deployment

Because staff could not board ships to conduct the Return and Reunion trainings, FFSC Gulfport used tools on hand to create self-running homecoming training for service members deployed overseas. Using PowerPoint presentations and adding narration, the FFSC made trainings on "Making a Plan" and "Consumer Awareness" that were delivered electronically and presented to approximately 450 service members.



## Family Emergency Response (FER)

FER staff collaborated with the Public Affairs Office and N3 Emergency Management on National Preparedness Month events including marketing and social media messaging. They also hosted three webinars: "Children and Disasters," "Be Informed, Make a Plan, Build a Kit," and "Financial Planning for Disasters."

CNIC and FFSC sites participated in and supported various exercises throughout the enterprise, such as Citadels Rumble, Solid Shield Curtain, Gale HURREX and Pacific. These exercises allowed staff to practice lessons learned in EFAC training and get a feel for real-world applications of best practices in disaster support.

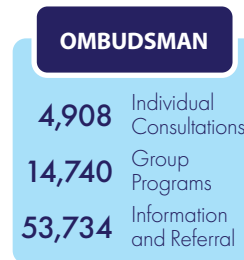
CNIC HQ provided support to regions that responded to major weather events and other natural disaster in FY21. These included hurricanes Delta, Zeta and Ida in the southeast; evacuations due to mudslides in Monterey, Cal.; the volcanic activity in Sigonella, Italy; earthquakes in Japan and Italy; and Tropical Storm Henri in the northeast.

## Ombudsman Program

In FY 2021, Navy command ombudsmen committed over 177,542 volunteer hours to support Navy families. They made 789,214 incoming and outgoing contacts and offset FY21 labor costs by at least \$42 million.

The CNIC Electronic Ombudsman Basic Training (eOBT) has been conducted monthly using the CNIC FFSP LMS for more than a decade. Site closures and COVID-19 concerns prompted CNIC to increase the number of offerings and class capacity to meet the needs of Navy commands to have trained ombudsmen. In FY21, 500 ombudsmen completed eOBT, more than double the number of graduates in any pre-COVID year. This represents a cost savings of \$850,000 to the Navy (figure based on the cost of the ombudsmen traveling to a center for training).

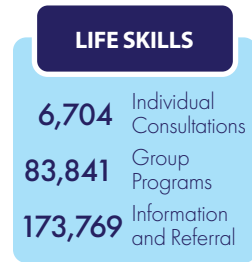
To further support command ombudsmen, CNIC hosted a monthly Ombudsman Hot Topic webinar. These informative sessions included topics to help ombudsman support their commands and care for themselves. Topics covered newsletters, spreadsheets, NFAAS, privacy, housing, parenting, burnout and information for FFSC programs and base services that support Navy families. These webinars hosted 559 ombudsmen and more than 160 staff participants.



## Life Skills Education

CNIC HQ coordinated with Commander, Navy Region Southwest (CNSW) and Commander, Navy Region Northwest (CNNW) to organize the first CNIC Mind-Body Mental Fitness Train-the-Trainer course. The course provides instructors enterprisewide the skills to facilitate the six modules of Mind-Body Mental Fitness (MBMF). The effort is in accordance with the Culture of Excellence to encourage Sailor toughness and Navy family resiliency.

In addition, CNIC launched the MBMF roll-out plan to introduce and train new MBMF master trainers. Fourteen qualified as new master trainers representing the enterprise in September.

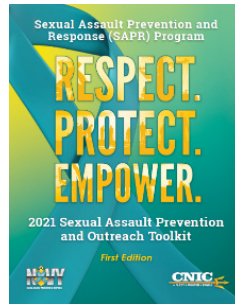


FFSCs in navy region Southwest and Northwest piloted the Mind-Body Mental Fitness six-module workshop. This workshop focuses on how mindfulness and meditation improve the ability to handle stress, remain calm under pressure and retain focus. MBMF aims to help service members and their families develop ways to be more effective in all areas of life. The pilot proved to be timely as the COVID-19 pandemic continued to be a source of stress.

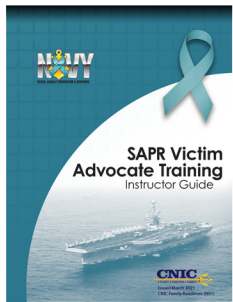
# Sexual Assault Prevention and Response

## CNIC SAPR Prevention and Outreach Toolkit

The first edition of the CNIC SAPR Prevention and Outreach Toolkit was released in FY21 to provide installation SAPR personnel with ideas and resources for implementing a holistic, year-round marketing and outreach plan. The toolkit includes sample social media posts, ideas for in-person and virtual events, templates, video links, planning checklists and collaboration tips. It also serves as a primary prevention resource by providing SAPR subject-matter experts with additional education and application options.



## Training for Command Personnel



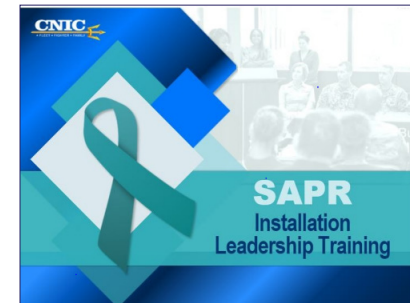
CNIC Headquarters SAPR Program developed new training for administrative unit SAPR VAs to help them understand the changes in the roles, responsibilities and title change transitioning from the former SAPR points of contact (POCs). Administrative unit SAPR VAs are responsible for running their command's SAPR Program. They can also support the command by receiving reports of sexual assault and providing victim support as necessary.

CNIC adapted and expanded the SAPR Binder Checklist to help commands build their binders to ensure they have unit SAPR VA certificates, documentation of completed trainings and self-inspections, policies and instructions, and readily available resources. The SAPR Binder Checklist confirms the command's SAPR program is in compliance and ensures that commands are always inspection ready.

Throughout the height of social distancing, teleworking and eventually resuming normal in-person training, the FFSC Jacksonville SAPR team continued a high level of communication with SAPR unit victim advocates. This ensured VAs maintained a knowledge base of victim response and care. Upon returning to in-person workspaces, the SAPR team hosted 15 SAPR training blitzes with over 100 VAs that focused on proper response and paperwork needs concerning those choosing to file a report.

## SAPR Leadership Training

To give an overview of the SAPR Program to installation COs, FFSC site directors and other leaders and ensure they have the knowledge to oversee their SAPR program(s) effectively, CNIC developed the SAPR Installation Leadership Training. This interactive, self-paced course provides an overview of the SAPR organization and roles, SAPR policy requirements and SAPR Program operations, focusing on how leaders can provide essential oversight while protecting victims' rights. The training also gives leaders guidance on which resources and/or experts to consult when SAPR-related questions emerge.



Navy Region Northwest initiated "SAPR Program and Policy Update" meetings that are now held quarterly via Microsoft Teams. These meetings allowed leadership at commands to connect with SARCs, obtain updates and get answers to SAPR questions. This training specifically focused on topics such as NAVADMIN 329/20, Culture of Excellence Simplify and Align, which eliminated the Navy SAPR POC position; the Catch a Serial Offender, or CATCH, program updates; and MILPERSMAN 1300-1205, Expedited Transfer, about updated procedures for and notification to gaining commands.

The FFSC Bethesda SAPR team successfully completed the 40-hour Victim Advocate Training both virtually and as a hybrid virtual/in-person class. The hybrid training allowed remote students to interact with facilitators and in-person students. All continuing education training was completed virtually with maximum participation across all service branches represented on the installation.

Commander, Fleet Activities Sasebo Capt. David Adams presented a letter of appreciation to FFSC Sasebo for providing military and family readiness support and outstanding achievement in adapting the SAPR Program service delivery to meet the unique challenges caused by the COVID-19 pandemic.



U.S. Navy photo by Mass Communication Specialist Seaman Jasmine Ikusebiala



# NAVY GOLD STAR

In 2021, the Navy Gold Star (NGS) Program made great strides in process improvement and advocating for NGS families. NGS staff informed high-level leadership on the concerns of today's Survivors and participated in several Survivor advisory working groups, including those hosted by the Secretary of Defense and the Secretary of the Navy. NGS recruited Survivor participants and invited them to share their experiences with the Navy's casualty continuum of care with the goal of program improvement. Program representatives participated in the Survivor pre-brief and were on hand to take real-time feedback from the families in order to begin program improvement immediately. These working groups resulted in program discussions on improving strategies and processes for casualty assistance calls officers (CACOs) and long-term Survivor assistance (NGS) engagement with the ultimate goal of improved services for the Navy's surviving families across all programs.

## Navy Gold Star Coordinator Guide.

The NGS Program released the Navy Gold Star Coordinator Guide. This desk reference helps NGS Program staff interpret program instructions and performance expectations. It also provides tips and tools for new and existing staff, enabling them to be more confident in their ability to perform their jobs and to provide the best possible care to program participants.



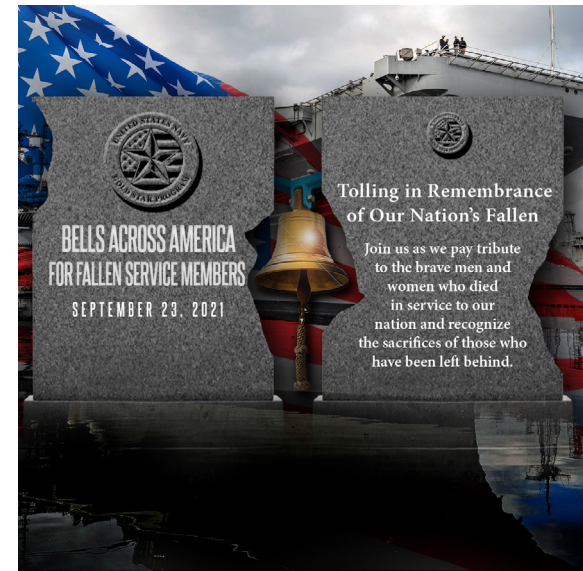
While there is an NGS point of contact at each FFSC in Japan, Naval Base Ventura County houses the NGS coordinator assigned to the region. Supporting the Japan region from California has always been a difficult task, not only because the families are halfway around the world with a 16-hour time difference, but language can also be a barrier, causing misunderstandings and frustration. In order to develop a level of comfort, Lunch & Coffee with Your Gold Star Coordinator was created. The goal of these events is to have a relaxing setting to promote engagement, empowerment and networking among Gold Star spouses who have not met previously but share the experience of having lost an active-duty service member.

## NGS Needs Assessment

With the goal of continuous program improvements, NGS coordinators began conducting weekly reviews of issues and concerns identified by NGS families that might require attention at a higher level. Topics discussed with NGS families were collected weekly and assessed. With this data, Navy Personnel Command and NGS can better understand which trends warrant further action from the Office of the Secretary of Defense or the Navy to support these customers.

In Navy Region Mid-Atlantic, NGS worked with housing, the FFSC PFM, relocation and clinical counseling staff to ensure the best possible assistance for NGS families in need. Additionally, the NGS coordinator collaborated with school liaison officers and the Virginia Beach public schools to ensure a better understanding of the needs of NGS children.

The NGS coordinator for Naval Station Everett connected with various organizations to enhance the program's reach. Efforts included staffing a virtual resource room for the Gary Sinise Foundation Snowball Express, co-hosting the Navy Region Northwest regional survivor advisory workgroup to identify roadblocks to receiving support and co-facilitating a teleconference with the Folded Flag Foundation to inform on scholarships for NGS spouses and children.



## Events

Numerous events were held keep the Navy's commitment to Never Forget our Gold Star Families and their Fallen Heroes. Installations across the globe participated in the 6th Annual Bells Across America For Fallen Service Members to honor and remember the sacrifice of our Fallen and the loved ones they left behind. Due to the limitations resulting from the Covid-19 pandemic in certain geographical regions, the event was a mix of in-person and virtual ceremonies. In total, approximately 185 Gold Star family members attended the in person ceremonies, with over 1,500 total guests in attendance. 1,200 names of Fallen Service Members were read and approximately 21,100 viewed the ceremonies online.

NDW offered virtual services for families who did not feel comfortable being in a group setting, while still offering in-person activities for families that needed in-person support. Services and events included virtual trivia via Zoom, a Family Day hike and a paint night.

# 2021 FFSP Program Funding and Contacts

## PROGRAM FUNDING

OMN.....	\$102,656,000
OMNR.....	\$1,541,000
Family Advocacy Program (FAP).....	\$47,914,000

## AUTHORIZED FFSC/REGION MANPOWER

Government Services.....	950
Military Personnel.....	21
Contractor.....	382
Foreign Nationals.....	16
Other.....	0
Total.....	1,369

## FFSC OPERATIONS — VOLUNTEER SUPPORT

Number of Volunteers.....	715
Number of Volunteer Hours.....	34,404
*Estimated Value of Contribution.....	\$981,886

## CUSTOMER SATISFACTION EVALUATIONS

Number of Satisfactory Evaluations.....	82,573
Number of Unsatisfactory Evaluations.....	136
Satisfaction Rate.....	99.84%

## FFSP CUSTOMER CONTACTS

Program Area	Customer Contacts
Deployment Support.....	55,413
Ombudsman.....	21,439
Crisis Response (Critical Incident and Mass Casualty/Disaster) ...	6,722
Life Skills Education.....	87,132
Personal Financial Management (PFM).....	95,346
Sexual Assault Prevention and Response (SAPR).....	203,658
Information and Referral (I&R).....	3,222,206
Relocation Assistance Program (RAP).....	92,255
Transition Assistance Program (TAP).....	114,330
Family Employment Readiness Program (FERP).....	27,766
Exceptional Family Member Program (EFMP).....	59,942
Clinical Counseling.....	121,299
Family Advocacy Program (FAP).....	168,426
New Parent Support Program (NPSP).....	30,469
Mobility and Repatriation Support.....	604
Individual Augmentee Family Support.....	34,987
Navy Gold Star Program.....	20,004
Retired Affairs.....	6,041
Other**.....	14,998
<b>Total 4,383,037</b>	

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