



FLEET AND FAMILY SUPPORT PROGRAM

ANNUAL REPORT

2023



## From the Desk of the Director

As the world began to recover from the pandemic in FY23, it became evident that certain aspects of life had undergone permanent changes. One of the most significant and enduring impacts was the challenge of recruiting and retaining staff. The global shortage of mental health professionals created a bottleneck as the demand for services surged. All DoD mental health services were impacted, and Commander, Navy Installations Command (CNIC) was no exception.

CNIC recognized the urgency of addressing the staffing gap to bridge the treatment deficit and took proactive measures to ensure Sailors and their families could access the non-medical counseling services they need. The provider shortage was seen as an opportunity to explore both conventional and innovative solutions.

Initiatives included offering higher pay for positions that were difficult to fill, expanding the dedicated virtual suicide prevention team, establishing an agile virtual clinical counseling workforce, and a creating pathway

for developing future clinical providers. In addition to these creative staffing strategies, CNIC provided both in-person and virtual training opportunities throughout the year to enable mental-health-care providers to deliver optimal care. These intentional actions, in response to a national public health crisis, led to a reduction in the attrition rate by approximately 20% over the past year.

CNIC considered the needs and preferences of its clients as well. With Millennials and Generation Z Sailors comprising more than 90% of the active-duty workforce, CNIC expanded the Virtual Clinical Services to cater to their preferences for high-tech, high-touch support. These services offer an added layer of privacy and convenience by eliminating the need to visit a physical location for counseling sessions. The result was a 30% increase in service acceptance of Sailor Assistance and Intercept for Life (SAIL) program suicide-prevention services.

In the process of developing and revising training resources such as manuals, desk guides and toolkits to align with DoD,

Navy, and CNIC policies, we carefully took into account the preferences of two dominant generations within Navy and civilian workforce. These materials were tailored to resonate with the learning styles of Millennials and Generation Z, featuring succinct and inclusive language, straightforward concepts, visual aids and charts. Emphasis was placed on elucidating the significance of the different policies, guidelines and best practices to enhance comprehension and adherence.

As CNIC reflects on the challenges and successes of FY23, it is clear that proactive measures and innovative approaches are vital in addressing evolving needs of the Navy. The effective response to the support needs and generational preferences of our clients, customers and staff underscores CNIC's ongoing commitment to providing comprehensive and accessible programs and services. As CNIC continues its mission, these efforts serve as a testament to its dedication to supporting the well-being of Sailors and dependents in a rapidly changing world.

"DHA data show[ed] that 43 percent of authorized positions for civil service providers were vacant across all MTFs as of January 2023."

~ GAO Report to the Committee on Armed Services, House of Representatives

# 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

Work and Family Life (WFL) programs directly support mission readiness by preparing service members and their families for the physical, emotional, interpersonal and logistical demands of the military lifestyle.

WFL programs include:

- Deployment Readiness Support.
- Exceptional Family Member Program (EFMP).
- Family Emergency Response (FER).
- Family Employment Readiness Program (FERP).
- Independent Deployer Spouse and Family Support.
- Life Skills Education.
- Navy Family Ombudsman Program.
- Personal Financial Management (PFM).
- Relocation Assistance.
- Repatriation of Noncombatant Evacuees.
- Transition Assistance.

## Counseling, Advocacy and Prevention

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.
- Non-medical Counseling.
- Sailor Assistance and Intercept for Life (SAIL).
- Family Advocacy.
- Victim Advocacy.
- New Parent Support.

## 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.

## Integrated Primary Prevention

Integrated Primary Prevention (IPP) is a DoD initiative to promote protective factors and reduce risk factors among individuals, within relationships and within organizations. This is accomplished through policies, programs and practices. CNIC's Integrated Primary Prevention Workforce (IPPW) is staffed with skilled professionals who partner with command leadership to promote the health of the Navy Community.

# 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 Programs*
- OPNAVINST 1754.1C *Navy Family Readiness System*

## 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*
- OPNAVINST 1900.2D, *Transition Assistance Program*
- OPNAVINST 1740.5D, *United States Navy Personal Financial Management Program*
- OPNAVINST 1750.1H, *Navy Family Ombudsman Program*
- OPNAVINST 1754.2F, *Exceptional Family Member Program*
- OPNAVINST 5380.1D, *Acceptance and Use of Voluntary Services in the Navy*
- NAVADMIN 160/22, *SkillBridge Employment Skills Training Guidance*
- Undersecretary 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): 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*
- DoDI 6490.16, *Defense Suicide Prevention Program*
- OPNAVINST 1752.2C, *Family Advocacy Program (FAP)*
- OPNAVINST 1720.4B, *Suicide Prevention Program*
- SECNAVINST 1752.3B, *Family Advocacy Program (FAP)*
- 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 1754.3A, *Deployed Resiliency Counselor Program*

## Sexual Assault Prevention and Response

- DoDD 6495.01, Change 5, *Sexual Assault Prevention and Response (SAPR): Program*
- DoDI 6495.02, Change 7, *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*

## Integrated Primary Prevention

- DoDI 6400.09, *DoD Policy on Integrated Primary Prevention of Self-Directed Harm and Prohibited Abuse or Harm*
- DoDI 6400.11, *DOD Integrated Primary Prevention Policy for Prevention Workforce and Leaders*
- NAVADMIN 139/23, *Revisions to Command Climate Assessments*
- SECDEF Memo, *Implementation of a Dedicated Primary Prevention Workforce Model*

# Counseling Advocacy and Prevention

CNIC remains aligned with the Navy's goal to support the mental health of Sailors and their families. FFSP programs are designed to engage individuals across all phases — from preventive measures and stress management to bolstering resilience and facilitating overall well-being recovery.

The worldwide shortage of mental-health providers caused a subsequent shortfall in available appointments at FFSCs. In response, CNIC instituted the Developmental Career Workforce. Through this program, generalist counselor developmental positions allow sites to hire professionals who meet the educational and experience requirements with the expectation that they will obtain the required level of licensure within 180 days of employment. By investing in the development of these professionals, the Navy ensures a counseling workforce capable of meeting the diverse needs of service members and their families. This initiative ultimately contributes to the overall well-being and readiness of the Navy community by providing comprehensive counseling services for victims and perpetrators of intimate partner abuse and child abuse and neglect.

**CNIC INCIDENT DETERMINATION COMMITTEE TRAINING PORTAL**

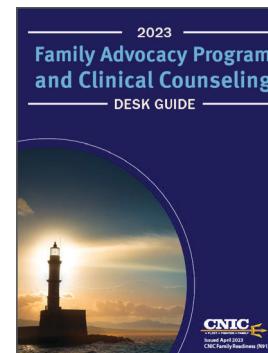
Per OPNAV 1752.2C, all IDC members and their alternates (including NCIS and Command Representatives) are required to complete the Commander, Navy Installations Command (CNIC) Initial IDC on-demand training module and provide a certificate of completion to the Family Advocacy Representative as proof of training.

Which training are you here for today?

- IDC Initial Training**  
(Required for all parties prior to participating in an IDC)
- IDC Refresher Training**  
(Required each year for all IDC members)
- Additional Training Options**  
(Required within first year of initial training for Core Members)

To ensure that all voting and non-voting members of an Incident Determination Committee (IDC) are prepared to participate in committee meetings, CNIC conducted a major overhaul of the IDC self-paced courseware. The previous three training modules (initial, command representative and criteria training) were expanded to five modules with scenario-based knowledge checks for real world application of the decision tree algorithm. Separate initial and refresher modules were created for both core members and command representatives, and advanced maltreatment criteria training for core members.

CNIC headquarters released the updated *Family Advocacy Program and Clinical Counseling Desk Guide* to aid FFSP CAP staff in providing quality counseling and FAP services to Sailors and their families. This guide contains up-to-date information on roles, programs, services, policies, guidance and resources, including sample letters and forms. It covers all aspects of clinical and FAP cases from opening to closing and is suitable for use by experienced staff as well as those new to clinical practice within the Navy FFSCs.



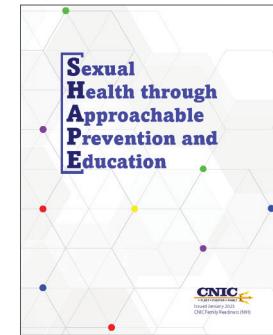
For Mental Health Awareness Month, JRB New Orleans CAP hosted Self-care Day featuring massages, therapy dogs, virtual reality and artistic expression opportunities. Coordinating military and civilian partners, the event attracted around 170 attendees who overwhelmingly praised the event's impact and effectiveness.

As a result of the National Defense Authorization Act (NDAA) for FY19 (Public Law 115-232, Section 1089), the role of the FAP was expanded to provide supportive services to military families in response to problematic sexual

behavior in children and youth (PSB-CY). CNIC released the Sexual Health through Approachable Prevention and Education (SHAPE) curriculum. The curriculum provides an in-depth view of child sexual health and development, including normative, cautionary and problematic behaviors, to educate parents and caregivers. As a result of this course, learners should be able to recognize developmentally appropriate child sexual behavior and constructively address sexual health and development topics with their child. PSB-CY curriculum and companion handbook.



As a companion to the *Desk Guide*, CNIC updated the *Family Advocacy Program and Clinical Counseling Desk Guide Commander's Pocket Guide*. This quick-reference pocket guide for command leadership provides information about FAP FFSC's nonmedical counseling services and how commands can refer Sailors and leverage services.



# Counseling Advocacy and Prevention

## Virtual Clinical Services

CNIC continues to expand virtual clinical support and expand its dedicated remote support staff with great success. FY23 saw the expansion of the SAIL program and the initiation of entirely virtual clinical counseling services.

In FY22, CNIC shifted SAIL case management from a being a part-time duty of site-based clinicians to a fully remote program with staff wholly dedicated to suicide prevention. The move proved highly successful, resulting in a notable 30% increase in service acceptance in the first year. To accommodate the increased usage, CNIC expanded the program in FY23 with additional SAIL case managers and clinical counselors tasked specifically to support clients engaged in the SAIL program.

The virtual SAIL program freed site-based clinicians to allocate more hours to address other mental health needs of their clients, and ensured Sailors received this needed support despite the shortage of site-based counselors. During the initial two weeks of a SAIL case, an average of 15 labor hours is dedicated to conducting caring contacts, referrals, stakeholder communication and documentation. In the first year of remote services, SAIL case managers opened a total of 3,042 cases, amounting to over 45,500 labor hours.

*"The Department of the Navy is committed to investing in the unseen aspect of your health, wellness and mental fortitude. We need to continue to advocate for our fellow Sailors, Marines and civilians with a shared understanding with the many challenges that they may encounter and remind them that it's OK to ask for help."*

~Secretary of the Navy Mental Health Awareness Month message (May 1, 2023)

Feedback from participants has been overwhelmingly positive. Sailors express appreciation for the privacy and convenience afforded by receiving care online or via phone, feeling "safe" communicating with their case managers.

The success of the SAIL program underscores the benefits of having dedicated virtual staff. Unlike site-based clinical services, which rely on the availability of appointments at specific locations, virtual clinical services offer an agile and responsive workforce without geographical constraints. This flexibility allows clients to access services from a location of their choice, thereby enhancing comfort and confidentiality.

Drawing from insights gleaned from the SAIL program, CNIC expanded clinical care under the Virtual Clinical Services umbrella. Similar to SAIL, access to Virtual Clinical Counseling staff is not restricted by appointment availability in a Sailor's area. Intake services are accessible worldwide and around the clock, granting service members enhanced flexibility to arrange and participate in appointments from any private location.

## New Parent Support Program (NPSP)

The Navy New Parent Support Program is a primary prevention program aimed enhancing the resilience of new parents as they face the dual challenges of parenting and the military lifestyle. In FY23, NPS opened over 600 home visitation cases and conducted 4,699 home visits.

NPSP also implemented the evidence-based Family Needs Screener enterprise-wide. This realigned the Navy's program with the other branches of service. Finally, the Navy kicked off a yearlong pilot and research evaluation of the evidence-informed *Take Root Home Visitation* curriculum at nine installations across the enterprise.

Despite its small size, FFSC Gaeta NGS achieved 179 contacts, helping families address their needs.

The NSB New London NPS staff worked with social workers and labor and delivery (L&D) personnel at three local hospitals to promote an annual baby shower and to provide information and outreach to military families about the NPSP. The NPS home visitor collaborates with nursing staff at these hospitals on an ongoing basis to support referrals of all military parents of newborns to FFSC and NPSP services.



# Sexual Assault Prevention and Response

The growth of the Sexual Assault Prevention and Response (SAPR) Program has resulted in a need for more training, oversight, program analysis, metric collection, data analysis and stakeholder reporting. To support these various facets of the program, the CNIC Headquarters team has grown by 50%. These additional positions allow SAPR team members to dedicate their energies to their specialized areas.

An important responsibility of the SAPR Program is collaborating with other agencies and CNIC program areas. In FY23, CNIC HQ SAPR participated in several working groups. Collaboration efforts included:

- Expanding the SAPR Collaboration Working Group by partnering with all stakeholders involved with the SAPR Program. New members include representatives from the Victims' Legal Counsel Program, Navy Harassment Prevention and Military Equal Opportunity, Office of Special Trial Counsel, Naval Criminal Investigative Service, Chief, Bureau of Medicine and Surgery, and Integrated Primary Prevention Working Group.
- Meeting with fellow stakeholders of the No Wrong Door Working Group to develop training and assist installations in the implementation of the No Wrong Door Policy established June 24, 2022.

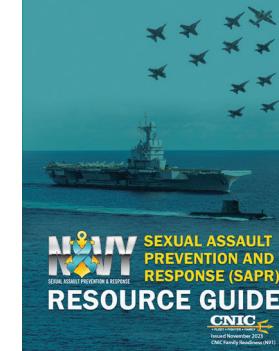
The FFSC New London SAPR and WFL staff collaborated to deliver Mind Body Mental Fitness (MBMF) modules to SAPR VAs. This training not only qualified for D-SAACP continuing education credits, but provided the SAPR VAs with tools for stress reduction and self-care.

- Chairing a hybrid meeting of the SAPR Workforce Study Working Group. This group discussed the Independent Review Commission (IRC) recommendations on victim care and support. Topics included optimizing victim care and support, expanding victim services options to meet needs of all survivors, center the survivor to facilitate healing and restoration, re-envisioning training and research.

As the Navy draws down active-duty SAPR victim advocates (VAs), civilian SAPR VAs assume more responsibilities. To support this, more civilian SAPR VAs needed to be hired, which proved challenging in the post-pandemic hiring climate. To ensure SAPR could accomplish the necessary staffing levels, the SAPR VA position was classified at the next higher level and converted to GS-11 for new hires. HQ CNIC created an open, continuous vacancy announcement to assist with recruitment efforts.



NFS Diego Garcia had great success facilitating the 40-hour SAPR Victim Advocate Training every other month. Each offering was attended by 5-12 service members throughout FY23.

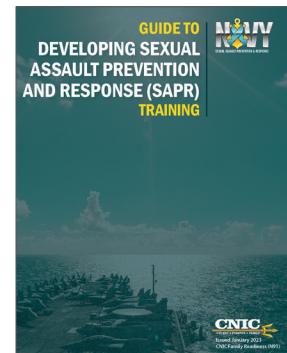


CNIC HQ SAPR updated the *SAPR Resource Guide*. This comprehensive tool provides easy access to job and program information critical to support the SAPR Program's goals to eliminate sexual assault and

provide caring advocacy services to sexual assault victims. The guide furnishes current policies and up-to-date SAPR information, incorporating SAPR policy changes from DoD and Department of Navy (DoN) instructions, including updates on the Catch a Serial Offender (CATCH) Program.

To aid sexual assault response coordinators (SARCs) and SAPR VAs in developing and teaching relevant sexual assault victim advocacy-related training for Defense Sexual Assault Advocate Certification Program (D-SAACP) recertification, CNIC SAPR produced the *Guide to Developing Sexual Assault Prevention and Response (SAPR) Training*. This guide serves to standardize and align training

development, teaches the basics of sound instructional design and provides best practices to receive rapid approval.



# Work and Family Life

## EFMP

The Exceptional Family Member Program (EFMP) has seen a consistent rise in enrollment, with about 19,884 sponsors and over 24,247 exceptional family members currently enrolled. It has become a prominent initiative, featuring briefings and endorsements from top Navy and legislative leadership. EFMP has been instrumental in preparing and executing hearings for key committees and personnel, including the House Armed Services Committee, Senate Armed Services Committee, congressional staff members, Chief of Naval Personnel, Master Chief Petty Officer of the Navy, and CNIC Fleet and Family Readiness Director.

Aiming to enhance the Navy Family Accountability and Assessment System (NFAAS) EFMP application, the CNIC EFMP engaged in ongoing collaboration with the Naval Information Warfare Center (NIWC) to improve support services for Navy EFMP families by enabling comprehensive management of all Navy EFMs through NFAAS. Navy EFMP input and assistance for the development of the DoDI 1315.19 update has been instrumental in briefing the Office of Special Needs and military services to the Senate Armed Services Committee.

Navy Region Hawaii EFMP partnered with local organizations and businesses to host a sensory-friendly fair for over 200 attendees. The event included karaoke, water and sand play, sensory-friendly story time, face painting, bounce house and pet visitation center.



As directed by the Office of Special Needs, EFMP has augmented installation FFSC staff by 55 personnel across the enterprise. To further advise EFM families and defend the educational rights of students with educational support needs, Special Education Legal Support was established in Navy regions Mid-Atlantic and Southwest. Each region now has two EFMP attorneys and two regional special education liaisons. Collaboration between CNIC and the Navy JAG Corp ensures continuous monitoring of EFMP enrollment volume across the fleet, in accordance with the National Defense Authorization Act of FY21, Section 582. Because the William and Mary School of Law special education course is no longer offered, the Navy ensures that every JAG officer receives education law training, emphasizing continuous education and training opportunities for Navy legal assistance civilian non-education law attorneys and education law attorneys to remain updated on current education law issues within their jurisdictions.

The FFSC Kings Bay, organized an EFMP Resource Fair to educate and connect our EFMP families with disability services and resources available in the local area. There were 34 community organizations in attendance to provide valuable information to our families.



The EFMP Family Support Special Education Training was developed to furnish new EFMP case liaisons with comprehensive training on the program and their role within it. The five modules provide a foundational understanding of the program, an overview of historical and legal practices, and a deep dive into early intervention, individualized education programs, behavior intervention and postsecondary transition to the individuals who help military families advocate for their child's education.

Region special education liaisons provided 164 families assistance with their students' special educational needs — providing information on special education, assisting with 504 and Individualized Education Program (IEP) plans. Liaisons also referred 37 cases to EFMP attorneys and attended 37 special education meetings. Eighty-six EFMP enrollees have accessed over 614 education law services, with education law attorneys conducting training for more than 510 stakeholders, fostering wider awareness of enrollees' education law rights and available services.

The EFMP coordinator at Naval Station Crane managed nearly 400 EFM cases and collaborated with several community partners in planning outreach events connecting with children and military families. In all, the EFMP coordinator reached 1,550 families.

# Work and Family Life

## Personal Financial Management (PFM)

The PFM program had a busy year with the completion of several important projects and some innovative initiatives.

In adherence to the Secretary of Defense's directive to prioritize the well-being of our service members and their families, CNIC PFM oversaw the execution of several key initiatives. One was the launch and ongoing updates of the secretary of defense's Basic Needs Allowance program. As part of both DoD and Department of the Navy (DoN) working groups, CNIC PFM contributed to the development of policies and the smooth execution of the program. Through comprehensive training sessions, CNIC ensured that the entire enterprise was well-versed in the program's objectives, application process and the benefits provided to military families. As updates to the program were issued, CNIC conducted additional training sessions to enable broader participation from affected families.

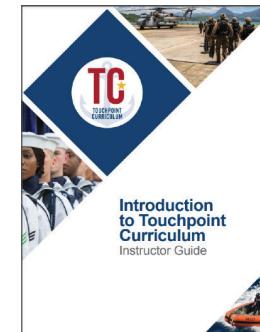


To ensure that command financial specialists (CFSs) who must miss a module of the 40-hour CFS Basic training can complete the course, CNIC converted the majority of the training to on-demand modules to be used as make-up training. These modules present the material for any given segment in an engaging and interactive format and provide proof of completion so CFS facilitators can verify that the CFS training requirements are fully met.

To make CFS recertification more convenient, CNIC created an on-demand CFS Refresher training. This abbreviated version of CFS training is seven modules covering new guidance and the most vital aspects of CFS responsibilities.

The DoD Financial Readiness Symposium was a comprehensive event aimed at enhancing the financial proficiency of professionals within the DoD and the Department of Homeland Security (DHS). From initial planning to follow-up, CNIC played an integral role in every phase of the symposium. As the host site, CNIC facilitated a series of PFM trainings covering a wide array of financial management topics, including navigating MyNavyHR Service Center, mastering data entry and reporting, and staying abreast of changes to the Survivor Benefit Program — as well as region-specific training to address unique challenges of various locations. Attendees earned six Association for Financial Counseling & Planning Education (AFCPE) CEUs, ensuring they remained well-equipped to support service members and their families in achieving financial readiness.

To complete the updates of the DoD-mandated Touchpoint Financial Readiness common military training, CNIC PFM oversaw working groups and vendor deliverables. Materials in the updates included checklists and handouts, videos and their associated discussion guides, and an in-person courses with instructor guides and slide decks.



CNIC provides regular training and professional development for PFM staff. During FY23, CNIC led 12 town hall trainings providing participants with 1.5 AFCPE CEUs per event. These trainings issued more than 500 CEUs in FY23, covering topics such as PFM Ethics training required for AFC certification, notable trends and PFM Community of Practice concerns.



Two PFM-related portals were deployed on the LMS to serve as hubs for training, resources and communication. The PFM portal supports staff needs such as recorded trainings and discussion forums. Similarly the CFS portal houses CFS basic and refresher trainings and recorded quarterly CFS forum trainings. The site also links to the CFS testing portal — a central location for all CFSs to take their pre- and post-test regardless of where they are taking their training. It aids facilitators by instantly grading tests, freeing class time. It also serves as a single collection point for all CFS tests, providing CNIC with metrics such as learner proficiency before and after training, the ability to see which questions are most frequently missed, and whether certain sites test scores are lagging and their training program needs recalibration.

Navy Region Mid-Atlantic PFM staff regularly coordinate to conduct CFS training virtually via the LMS. This collaboration allows smaller sites to achieve the requirement to offer CFS quarterly when their staff size might not otherwise allow.

# Work and Family Life

## Relocation

The cornerstone of CNIC's relocation program success in FY23 lay in its commitment to ongoing collaboration. This involved various initiatives, such as partnering with the household goods program analyst to conduct multiple webinars on the LMS and hosting relocation town hall meetings.

Throughout the fiscal year, collaboration occurred with the CNIC Child and Youth Education Services (CYES) program analyst through monthly meetings, focusing on the impacts of PCS moves amid the challenges posed by COVID-19.

Monthly engagements were also held with the Office of the Secretary of Defense and Armed Services' Relocation Assistance Program managers to ensure the timely dissemination of the latest relocation program updates and service information across regions.

Furthermore, collaboration extended to Naval Supply Command HQ, where collaboration with the household goods program analyst facilitated updates on relocation, moving and household goods, all aimed at sharing critical information with regions effectively.

MFSC Pearl Harbor collaborated with installation senior leadership and 50 partner agencies to create a monthly Newcomers Orientation. The event aims to provide a comprehensive orientation for smooth transition for service members PCSing to Hawaii. Resources include an information fair and briefings on topics including base history, operations and services, base facilities, educational opportunities, recreational activities and much more.



FFSC New London relocation staff consistently adapted their working hours to best support service members and their families transferring to and from the sub base. Adjusting their work schedules helped to alleviate the stress and sense of urgency that service members and their families experience throughout the relocation process.

## Family Emergency Response (FER)

The FER program provides prevention planning and education for, and response and support to, crises and disasters.

The FER program participation in the CNIC Crisis Action Team (CAT) was marked by proactive engagement in critical tasks. These included monitoring instructions and directives, providing comprehensive daily summaries, drafting essential reports for leadership and offering support to regional coordinators and NFAAS case management. Additionally, CNIC FER assisted in contingency operation planning and played a crucial role in supporting the State Department's Attaché Office during repatriation efforts, encompassing tasks such as securing permanent housing, arranging educational support for repatriated children, processing travel claims and conducting general courtesy contacts.

As part of preparedness efforts, CNIC FER collaborated sister services to in creating an Personnel Emergency Evacuation Operations module, personnel status tracker and pandemic reporting components in the Navy Family Accountability and Assessment System (NFAAS). Additionally, the FER program also participated in emergency exercises that not only help train staff, but allow for the evaluation of an installation's ability to establish an emergency family assistance center (EFAC) operations, conduct needs assessments, and train and prepare Navy families prior to a storm and aid in recover afterward. FER also conducted several virtual and in-person trainings for FFSC emergency case managers throughout the year to provide understanding of policy and resources available and ensure proficiency with NFAAS and understanding of the requirements and responsibilities when conducting an NFAAS needs assessment.

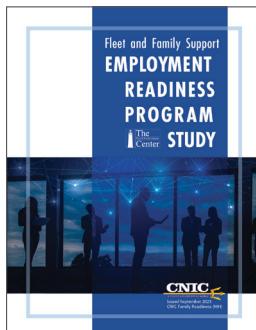
Throughout FY23, the CNIC HQ FER Program diligently monitored and assisted in responding to seven real-world events, impacting more than 18,440 Navy families. More than 1,700 needs assessments were conducted, leading to actionable assistance for 172 cases. These events included six destructive weather events, two natural disasters and three major fires. For example, CNIC hosted the virtual EFAC and assisted with coordination and training for a six-person team from three regions to assist Naval Base Guam with recover efforts after Typhoon Mawar.

# Work and Family Life

## Family Employment Readiness Program (FERP)

FERP is actively involved in assisting military spouses in securing employment through assessing spouse needs, ensuring staff readiness through training, organizing virtual job fairs, fostering partnerships with external agencies and actively hiring military spouses.

In alignment with DoDI 1342.22 and the Navy Family Framework, a triennial military family needs assessment was conducted across 12 installations. These engagement sessions involved group discussions with spouses, with a focus on addressing findings from the Government Accountability Office report on Military Spouse



Employment. Military spouses candidly shared challenges they face with all aspects of the military lifestyle — especially the difficulty in securing meaningful employment. The recommendations stemming from the FY23 spouse engagement sessions aimed at legislative, policy, program and process improvements to enhance the quality of life for Sailors and their families.

Fleet and Family Readiness (FFR) leveraged the LinkedIn platform to facilitate their talent acquisition strategy, including branding, messaging and marketing materials for the FFR hiring campaign. FERP collaborated with the Military Spouse Employment Partnership (MSEP) to connect military spouses with 600 MSEP partners. This portal facilitates Navy job vacancy announcements, aiming to recruit, hire, promote and retain military spouses, thereby fostering greater employment opportunities within the military community.

To further support both military spouses and bolster recruiting efforts for Navy positions, FERP organized the first virtual Navy Hiring Summit on the LMS. FERP collaborated with various Navy agencies to support recruiting efforts. The summit featured presentations from employers, virtual job booths and educational webinars provided by LinkedIn and Skillbridge. The event garnered significant engagement, with 1,023 views on the CNIC LMS, 192 attendees at live employer presentations and 143 individuals accessing session recordings. Additionally, MSEP promoted employment assistance services and conducted Q&A sessions during intermissions with 64 military spouses in attendance.

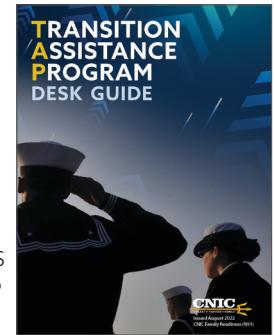
To enhance the support provided to Navy families, CNIC developed the Certified Career Coach learning curriculum, a hybrid certification training program tailored for FERP professionals. This curriculum equips professionals with the necessary information, tools and resources to optimize their skills and provide exemplary service to Navy families.



## Transition Assistance Program (TAP)

TAP continued progress in complying with legislative changes outlined in the NDAA, which mandated restructuring the program's service delivery to eligible service members.

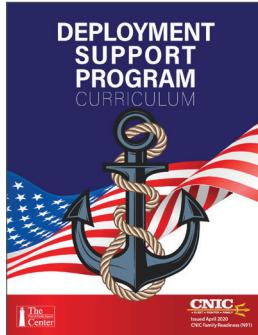
So that TAP staff are prepared to support NDAA requirements and facilitate the updated TAP curriculum, CNIC updated the *Transition Assistance Program Desk Guide*. The guide includes guidance on the transition process for service members, roles and responsibilities of TAP staff and directions on documentation and data management.



CNIC HQ TAP assisted the regions with the logistical, administrative and resource challenges of integrating from remote back to in-person classes. At the same time, survey data and continued attendance made it clear that the need remained to continue providing Virtual TAP via the LMS. The most common reasons Sailors indicated for choosing the virtual option were convenience or the fact they could not attend during their expected separation or retirement window due to deployment, lack of availability of classes at their installation or shorter-than-usual time frames due to unanticipated separations. The in-person and virtual TAP classes had a combined attendance of more than 13,000 service members in FY23.

# Work and Family Life

## Deployment Support



CNIC released updates to the *Deployment Support Program Curriculum, Handbook and Desk Guide* to enhance the effectiveness of program materials through updates and integrations. Important changes included incorporation of current resilience-building and risk-reduction strategies and resources.

CNIC HQ active participation in stakeholder working groups led by U.S. Fleet Forces (USFF) focused on analyzing and updating processes related to individual augmentee (IA) support. Efforts also extended to collaborating with USFF on improving support for Sailors and families through initiatives like the Command Individual Augmentee Coordinator (CIAC) Working Group.

The deployment program facilitated a monthly deployment support series via the LMS. These sessions offered valuable training and outreach to Sailors and families who are remotely located from FFSC programs and services.

FFSCs facilitated 937 deployment support workshops for 20,466 clients. Additionally, FFSC staff supported 4,428 individual consultations.

FFSC New London offered virtual evening and weekend classes for FRG leaders, ombudsmen and command support team spouses per request to assist with schedule demands.

The FFSC Lemoore pre-deployment fair connected 229 deploying Sailors and families from four commands to service providers from the installation and community.

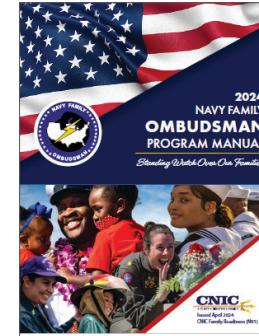
## Ombudsman Program

The Ombudsman Program achieved several significant milestones in FY23.

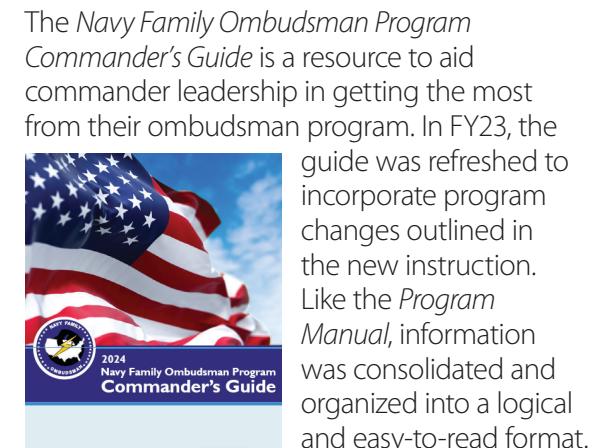
The Ombudsman Registry, an integral part of managing the Ombudsman Program, received updates and improved reporting, which has increased awareness and communication. All registry guidelines were refreshed to reflect the newly released OPNAVINST 1750.1H, keeping ombudsmen up to date. Improved functionality of the registry includes a consolidated monthly/quarterly report that compiles all submitted data by region, allowing for easier tracking of submissions and the ability to use data to develop narratives and encourage usage.

In support of these updates CNIC provided Ombudsman Registry Training for ombudsman coordinators and the Southeast Region Ombudsman Advisory Board (ROAB). Training focused on registry statistics tailored to the region and how coordinators can leverage the registry to improve their program.

The Ombudsman Program provided a variety of opportunities throughout the year to ensure ombudsmen meet their training requirements and fully understand the services and resources available to them and their command families. Nearly 600 ombudsmen completed Electronic Ombudsman Basic Training (eOBT) via LMS in FY23. Monthly Ombudsman Hot Topic training covered topics such as economic security, primary prevention, deployment and additional resources that are available to Navy families boasted 1,191 participants for the live webinars and an additional 426 viewed the recordings.



In preparation for the release of OPNAVINST 1750.1H, the *Navy Family Ombudsman Program Manual* was overhauled. This update not only incorporates changes informed by the new guidance but provides program content in plain language, with easily-digestible infographics and charts. Information is reordered to a logical, easy-to-understand flow and serves as both an educational resource and ready reference.



The *Navy Family Ombudsman Program Commander's Guide* is a resource to aid commander leadership in getting the most from their ombudsman program. In FY23, the guide was refreshed to incorporate program changes outlined in the new instruction. Like the *Program Manual*, information was consolidated and organized into a logical and easy-to-read format.

The NAS Crane ombudsman coordinator participated in an innovative pilot program to connect and encourage military spouses to seek resources for themselves and their service members to help address any challenges they may face. The program goal is to eliminate barriers to care and ensure military spouses receive the support they need.

## Life Skills

CNIC recognized the importance of addressing coping mechanisms and resilience through essential quality of life programs and primary prevention initiatives. These initiatives aligned with the Navy's Culture of Excellence and encompassed training on topics such as healthy relationships, mindfulness, meditation, effective communication skills, stress management and effective parenting strategies.

Throughout the year, CNIC conducted town hall meetings to share information and installation good news initiatives in Life Skill Education training. Each of these sessions attracted an average of 30 Life Skill educators and FFSC staff.

Efforts were made to standardize the Life Skills Education curricula across the enterprise, with a new contract solidified for this purpose. This standardization aims to facilitate primary prevention management and bolster service member coping strategies.

Furthermore, a new *Mind-Body Mental Fitness (MBMF) Instructor Guide 9.0* was established to enhance the *MBMF Facilitator Trainer* curriculum training. The program successfully graduated 70 MBMF facilitators from several regions, contributing to the broader goal of enhancing mental fitness within the Navy community.

FFSC Groton staff networked with multiple commands across the base and shipyard informing leadership and service members of available classes. The effort resulted in one boat requesting the MBMF program for all three duty sections — a total of 70 E-6 and below Sailors. Training was well received and resulted in participants and leadership requesting more trainings as well as members of that boat continuing to come to the center for various appointments.

## Integrated Primary Prevention

The Integrated Primary Prevention Workforce (IPPW) is a DoD initiative to promote protective factors and reduce risk factors among individuals through policies, programs and practices. While prevention and response are both necessary to decrease the impact of harm and violence in the military community, prevention is the best way to ensure future harm and violence never occur.

During the inaugural year of Navy's latest workforce initiative, focus centered on establishing the necessary infrastructure for program execution. This effort began with the hiring of four new headquarters positions: training and curriculum development specialist, statistician, data management analyst, and research and evaluation analyst. Once established, these new roles were positioned to support the extensive IPPW to be hired. The deployment and onboarding of both deployed and shore-based personnel necessitated continuous engagement. CNIC HQ Integrated Primary Prevention (IPP) participated in three virtual hiring fairs to attract candidates possessing the specialized skill set required for primary prevention. Additionally, IPP devised an internal onboarding checklist to streamline the integration process.

The development of the Integrated Primary Prevention Workforce Blueprint marked a significant milestone in the program's progress. CNIC HQ formulated hiring guides



to ensure uniformity and standardization within the IPP. These guides equipped hiring managers with tools for screening résumés, establishing hiring panels and crafting interview questions with example responses to look for.

Recognizing the importance of collaboration, CNIC HQ spearheaded two working groups instrumental in informing policy, refining training methodologies and implementing best practices. One was dedicated to embedded integrated prevention coordinators (EIPCs) and the other served as a Navywide prevention stakeholder consortium, which included stakeholders from OPNAVINST N17D, CNIC regions, installations, Reserve Forces, and Fleet Forces who actively participated in these monthly sessions. IPP also engaged in various working groups at the DoD level, such as the Command Climate Assessment Working Group, IPPW Training and Credentialing, RAND Complex Settings and RAND Prevention Workforce Evaluation.

CNIC HQ IPP hosted two monthly community of practice (CoP) webinars — one catering to the IPPW general staff and one for the IPPW supervisors/leads. These sessions served as collaborative platforms for the new workforce to exchange ideas, receive policy updates, undergo job-related training and engage in Q&A opportunities.

FFSC Norfolk EIPCs were actively engaged with their counseling counterparts in support of events on the USS George Washington, USS George H. W. Bush, and USS John F. Kennedy. Events included immediate support and resources to the crew USS George H. W. Bush after the death of a crew member, Resilience and Morale Rodeo, Mental Health fairs, Financial Fairs and Domestic Violence Awareness.

The FFSC Coronado WFL and EIPC trainer partnered to provide command requested Sponsor and Suicide Prevention trainings to 150 Sailors and handed out gun locks to the command training team.

# Fostering Professional Excellence Through Employee Training

CNIC prioritizes continuous training to optimize staff performance. Training not only serves as a professional development opportunity but also contributes to staff retention. Throughout FY23, CNIC offered a diverse array of in-person and online training opportunities for FFSC staff.

## CAP

To help clinical providers attain and maintain their licensure, more than 400 clinical continuing education (CE) contact hours were issued at no cost to CAP staff. Both live webinar and self-paced training opportunities covered crucial topics such as addressing domestic violence, supporting victims, clinical documentation and diagnosis best practices. These CE-eligible trainings not only enhance job skills but also serve as a valuable employment benefit, fostering staff retention.

In April 2023, CAP hosted a five-day functional course titled "Staff Training for Enhanced Performance & Sustainability" (STEPS) in Silverdale, Wash. The 40-hour training emphasized FAP processes, case management, clinical best practices and guiding policies to bolster mission readiness by equipping personnel with knowledge, resources and support. The training received a high satisfaction rating, with 92% percent of participants reporting the training aided in readiness for their roles.

## Virtual Clinical Services

A comprehensive onboarding process was established for the expanded Virtual Clinical Counseling Services. Each job role was provided with live webinar and on-demand training specific to their positions, ensuring they had the skills needed to go live with client support.

## NPS

Navy home visitors and supervisors participated in the May 2023 New Parent Support Training Summit in Washington, D.C. Fifty-six participants engaged in training on up-to-date resources and techniques for quality, evidence-informed home visitation services to service members and their families. Topics included trauma-informed care, suicide prevention, understanding and preventing child abuse and neglect, and culturally competent practices for engaging families.

## PFM

During FY23, 287 AFCPE CEs were issued to staff in the Personal Financial Management (PFM) program. Training topics included ethics training required for AFC certification, professional development, and monthly town hall trainings covering notable trends and concerns raised in the PFM community of practice.

## Deployment Support

To keep deployment staff up-to-date with the latest policies, training materials and best practices, CNIC provided three deployment support town hall meetings via the CNIC FFSC LMS. The sessions were attended by 192 deployment support specialists. CNIC also provided training to prepared Navy regions for the April 2023 sunset of the Individual Deployment Support program.

## Life Skills

Using the train-the-trainer model, CNIC provided Stress Resilience, Mindfulness, Meditation, Flexible Thinking, Problem Solving and Communication trainings. An average of 30 FFSC staff participated in town halls meetings for collaboration, sharing information and installation good news initiatives in Life Skill Education training.

The Life Skills program graduated 70 MBMF facilitators to provide this important training in their regions and online.

## Relocation

CNIC facilitated four relocation town hall meetings for 77 FFSC staff and Defense Installation Messaging System (DIMS) representatives. The meetings incorporated training on moving and finances and how ombudsmen support the relocation program. CNIC also provided three NFAAS Hot Topics webinars for 226 staff to review the areas of responsibilities for FFSC emergency case managers, provided policy and resources available, and ensured all FFSC staff are proficient in NFAAS and understand the requirements and responsibilities for a NFAAS needs assessment.

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Ongoing employee training and professional development requirements must be established and monitored....

~DoDI 1342.22, *Military Family Readiness*

# 2023 FFSP Program Funding and Contacts

## PROGRAM FUNDING

OMN	\$132,702,710
OMNR	\$1,648,888
Family Advocacy Program (FAP)	\$49,565,831

## AUTHORIZED FFSC/REGION MANPOWER

Government Services	1,460
Military Personnel	23
Contractor	474
Foreign Nationals	30
Total	1,987

## FFSC OPERATIONS — VOLUNTEER SUPPORT

Number of Volunteers	1,049
Number of Volunteer Hours	22,025
*Estimated Value of Contribution	\$700,395

## CUSTOMER SATISFACTION EVALUATIONS

Number of Satisfactory Evaluations	121,395
Number of Unsatisfactory Evaluations	358
Satisfaction Rate	99.71%

## FFSP CUSTOMER CONTACTS

Program Area	Customer Contacts
Deployment Support	79,938
Ombudsman	18,895
Crisis Response (Critical Incident & Mass Casualty/Disaster)	4,013
Life Skills Education	175,053
Personal Financial Management (PFM)	148,741
Sexual Assault Prevention and Response (SAPR)	216,853
Information and Referral (I&R) (All areas)	1,726,504
Relocation Assistance Program (RAP)	100,884
Transition Assistance Program (TAP/ERB/TAMP)	130,172
Family Employment Readiness Program (FERP)	29,097
Exceptional Family Member Program (EFMP)	156,903
Clinical Counseling	142,472
Family Advocacy Program (FAP)	199,286
New Parent Support Program (NPSP)	42,955
Mobility and Repatriation Support	630
Individual Augmentee Family Support	5,295
Navy Gold Star	13,287
Retired Affairs	20,922
Other**	22,841
<b>Total 3,234,741</b>	