



REPORT TO THE CHIEF OF NAVAL OPERATIONS

Navy Family Framework Fiscal Year 2018 Report



Submitted by
Commander, Navy
Installations Command
December 2018



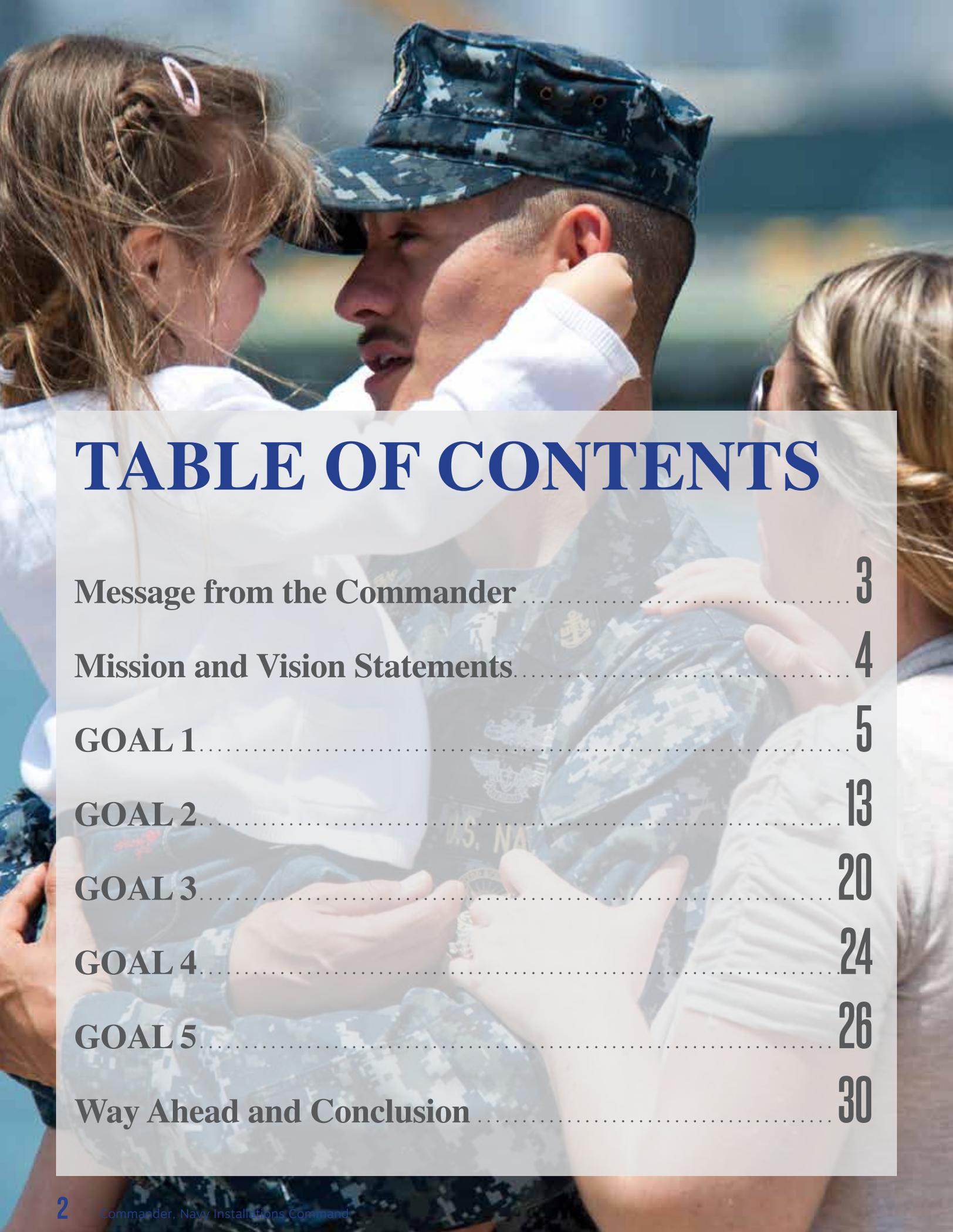


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Message from the Commander

Our first annual report is provided in accordance with requirements set forth in the Navy Family Framework, released by the Chief of Naval Operations in November 2017. The Navy Family Framework called for Commander, Navy Installations Command (CNIC) to serve as the central advocate for Navy families. It asked that we provide an annual assessment of CNIC programs that support the overall health of Navy families, trends on common challenges, an avenue to collect and share best practices, and the means for Navy families to provide input on Navy-wide initiatives. This FY2018 Report reflects the achievements made by all CNIC quality of life programs to include the N00 Religious Ministry Program and the N9 Fleet and Family Readiness Program (N91 Family Readiness; N92 Fleet Readiness, N93 Navy Housing, N95 Navy Wounded Warrior – Safe Harbor Program).

Across the portfolio, we continually assess and evaluate our quality of life programs and services to ensure legislative and policy compliance. Collectively, a variety of strategies are used, including certification, accreditation, focus groups, program evaluation surveys, customer satisfaction surveys, and town hall meetings. These strategies provide invaluable information regarding opportunities for program improvements and serve as a venue for educating Navy families on quality of life programs. Goal one of the Navy Family Framework, **“Improve Navy Family Programs,”** enabled us to modify the approach to meeting these requirements. In full partnership with the 21st Century Sailor Office and in direct alignment with the Navy Family Framework, we decided to expand our outreach by using a three-pronged approach (online survey, online discussion groups and in-person focus groups) to increase engagement with spouses and to assess family support programs.

To accomplish goal two, **“Better connect and inform our Navy families,”** we provided direct support and training to Sailors and their families using online, face-to-face and on-demand learning opportunities. We also worked diligently to ensure Navy families had access to official information that was timely, relevant and current. All communication platforms used by our quality of life programs allow family members to reach out directly to personnel for support. However, Navy spouses asked for innovative technology to better connect and inform them! This fiscal year, team CNIC conducted a high-level inventory of existing communication tools and partnered with the 21st Century Sailor Office to ensure that Navy spouses have a voice on transformation efforts such as the MyNavyPortal spouse app initiative.

To accomplish goal three, **“Improve Navy spouse training and expand our education network,”** we increased the availability of live webinars and self-directed learning opportunities for Navy spouses and encouraged them to become active leaders on the Navy team. This fiscal year, a total of 36 Live Well webinars were conducted for 687 attendees; all webinars are recorded, available and accessible 24/7/365. To assist with the identification of spouse education and resource opportunities, we provided Ombudsman Registry access to command leadership spouses. This ensures they receive the same real-time information and resources that Navy Ombudsmen receive via registry bulletins. This information is now available to senior spouses for publication on official command webpages and social media. This year, we increased accessibility to quality of life programs through the development of electronic handbooks and commander’s guides, which are available on the official CNIC webpage and in hard copy format in the Fleet and Family Support Centers.

To accomplish goal four, **“Increase meaningful command leader engagement with Navy spouses and families,”** in April of this year, we challenged Region Commanders and Installation Commanders (ICOs) to take ownership of the information flow that is vital to service members and their families. Accordingly, we have put a push toward an increased number of both all-hands calls and separately held spouse, family and Ombudsman town hall meetings. So far, ICOs on CNIC’s 71 installations have led more than 150 all-hands calls and 100 town hall meetings in an effort to open up these vital lines of communication. In addition to these more formalized settings, command triads have gone above and beyond my original guidance by providing additional interaction time with base tenants, personnel and families. Some of these efforts include quarterly Public Private Venture (PPV) meetings and tenant open houses, “Coffee with the Captain” informal get togethers, and Virtual Ombudsman/Family Updates.

To accomplish goal five, **“Reinforce Navy families’ connection to the Navy and to the Navy core values of honor, courage, and commitment,”** we established the Navy Family Framework Governance Board to provide a venue for advising Navy leadership on policy matters, to create opportunities to increase efficiencies through the identification of redundancies and gaps, and ultimately to provide a structured approach for information sharing among stakeholders on how to ensure ready and resilient Navy families. Team CNIC provides Navy spouses with opportunities for personal and professional growth, as evidenced by the fact that enterprise-wide, the CNIC Fleet and Family Readiness Program employs nearly 4,000 military spouses.

CNIC has a long-standing partnership with Naval Services FamilyLine (NSFL), and the updated Memorandum of Agreement (MOA) was signed on August 2, 2018! This MOA establishes an agreement for the publication of NSFL booklets that are designed to support Navy families. The MOA also authorizes CNIC to provide support that enhances communication with Navy families. Readers of this report will have a true sense of how CNIC is working to accomplish the goals of the Navy Family Framework. Many thanks for a successful 2018!

A handwritten signature in black ink, appearing to read "M.M. Jackson".

M.M. JACKSON
Vice Admiral, U.S. Navy

Commander, Navy Installations Command's mission and vision are aligned with the Navy Family Framework to:

- **Deliver effective and efficient readiness from the shore, and**
- **Be the sole provider of shore capability to sustain the fleet, enable the fighter, and support the family.**

Fleet and Family Readiness (FFR)

- The FFR portfolio provides a wide variety of essential quality of life programs and services and is a catalyst for maximizing the physical, intellectual, emotional and social development of the Navy family. FFR enables a ready Navy force through its Fleet Readiness, Family Readiness and Housing Programs.
- FFR achieves and sustains world-class programs and services that enhance quality of life, foster a sense of community, and contribute to fleet, fighter and family readiness.

The **Family Readiness Program** mission assists commands in achieving operational readiness, superior performance, member retention, and a reasonable quality of life for service members and their families. Commands and the Family Readiness Program share the common goals of keeping individuals and families resilient and strong, facilitating personal and family self-sufficiency, and ensuring command and community well-being.

Fleet Readiness delivers high quality, customer-focused programs and services that contribute to military retention. It is comprised of Morale, Welfare and Recreation (MWR) Programs, Official and Recreational Lodging, Ashore Galley, and Child and Youth Programs (CYP).

The mission of the **Navy Housing Program** is to provide housing and related services in support of Navy's mission and readiness in accordance with DoD 4165.63M. The Housing Service Center (HSC) offers a wide variety of services and has a dedicated staff available to assist service members and their families with all of their housing needs. The HSC is the government advocate for providing assistance for any type of housing: off-base rental or purchase, and on-base government and Public Private Venture (PPV) at Navy installations worldwide.

Navy Wounded Warrior (NWW) - Safe Harbor is the Navy's sole organization for coordinating the non-medical care of seriously wounded, ill, and injured Sailors and Coast Guardsmen, and providing resources and support to their families. Through proactive leadership, the program provides individually-tailored assistance designed to optimize the success of the wounded warrior's recovery, rehabilitation and reintegration activities.

The mission of the **Religious Ministry Program** is to assist CNIC commanders in the delivery of the highest-quality religious ministry in support of their responsibilities for developing and strengthening the morale and spiritual well-being of the personnel under their command.

GOAL 1: Improve Navy family support programs.

We must ensure our family support programs are effective in meeting family readiness challenges.

- Programs will address Navywide family readiness challenges while incorporating the uniqueness of our U.S. and overseas communities.
- Navy families will help identify opportunities to improve program effectiveness and evaluate progress.
- To ensure our programs remain relevant, we must establish a process to encourage feedback from all involved, and respond to make changes when it makes sense.

Improve Navy family support programs: CNIC accreditation and certification programs ensure installation compliance with DoD and Navy Program Standards.

- Navy Family QoL Needs Assessment (2018)
- Conduct Strategic Initiatives Focus Group and town hall meetings to identify the needs of Navy spouses and increase spouse engagement
- Ombudsman Program Survey (2018)
- Develop and update training curriculum and desk guides used by FFSC personnel to ensure standardized and consistent service delivery throughout the enterprise

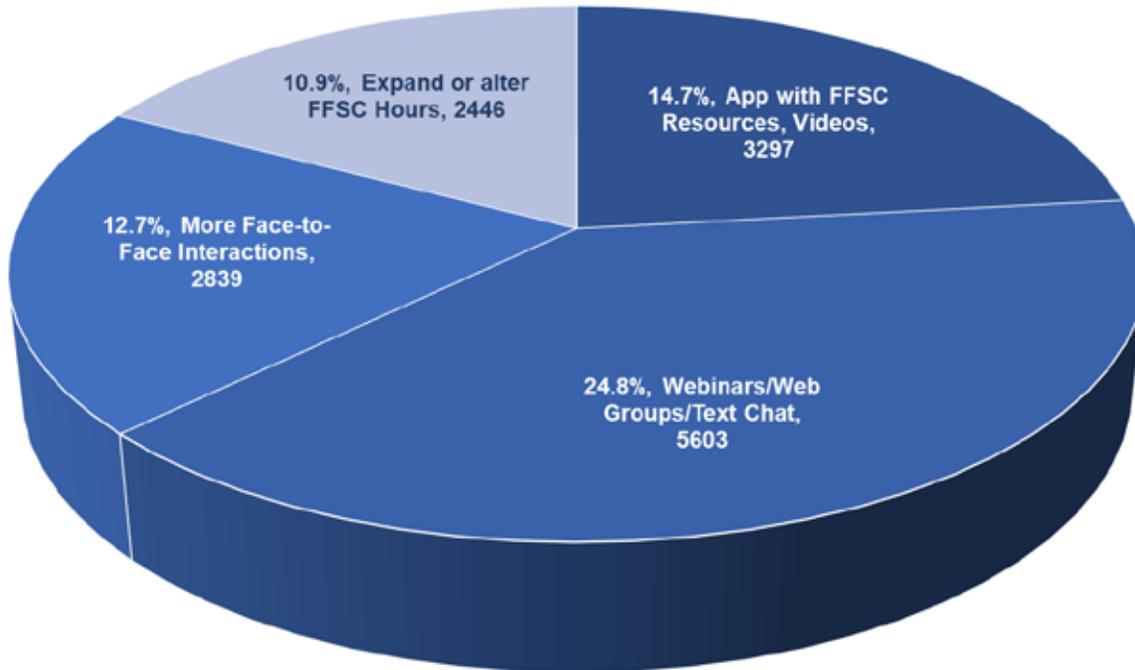
In compliance with **Military Family Readiness DODI 1342.22**, alignment with the Navy Family Framework and as a review of current service delivery methods, CNIC's Fleet and Family Support Program mounted a Spouse Engagement Group (SEG) initiative from January to September 2018. The SEG sought out Navy family members, Navy spouse leadership, and Navy family service providers to review support available to Navy spouses through Fleet and Family Support Centers (FFSCs). The review was thorough, multi-perspective and included participants from every Navy region worldwide. Analyzing thousands of inputs from an online survey, face-to-face focus groups and online focus groups will set the course for integrating new capabilities, adapting approaches, and changing business practices to achieve FFSP mission success.



Spouse Survey Results

TOP FOUR RESPONSES

Which of the following do you think would make Family Readiness programs and services more accessible to Navy families?



Total responses = 22,394

MWR's app was often cited as an example of what FFSP's app might look like.

The **Ombudsman Program Survey** was conducted from July 10 to Sept. 4, 2018, to determine the current state of the Ombudsman Program and other Family Support Programs, to develop improvements for Navy Family Support Programs. There were 539 participants in the survey.

Training conducted for Fleet and Family Support Center (FFSC) certified Ombudsman trainers in a mandatory meeting, which was attended by more than 104 Ombudsmen coordinators and Certified Ombudsman Trainers (COTs). Additionally, a total of 73 coordinators and trainers viewed the recorded version of the mandatory meeting. CNIC also tested/refreshed their knowledge via a refresher test. This initiative ensured FFSC personnel are qualified to provide standardized training.

Designed and implemented an on-demand **Million Dollar Sailor Program**. This allows Sailors and their family members who have either OPTEMPO challenges or work center restrictions that prohibit them from classroom attendance to take the 14-hour, newly updated course 24/7 at home or in their work center.

The **Navy Gold Star (NGS)** instruction was updated and implemented to reflect lessons learned from the mass casualties of the USS Fitzgerald (DDG 62) and USS John S. McCain (DDG 56) tragedies. These lessons learned will enable NGS to provide better services to surviving family members of deceased service members.

Conducted **virtual training** for the FFSC workforce and spouses to provide awareness of the DoD LinkedIn Memorandum of Agreement (MOA) initiative.

Navy Morale, Welfare and Recreation (MWR) provides families opportunities to engage in a variety of leisure activities and programs to build life-long recreational interests and generate positive experiences and connections within the military community.



Mission Nutrition improves knowledge and awareness about a variety of nutrition topics and ways to improve eating habits and overall health. The CNIC enterprise delivered 32 Mission Nutrition courses for 231 authorized patrons, educating participants in nutrition areas such as grocery shopping, weight control and balance, fueling for performance, and the effect of emotional eating.



Navy Operational Fitness and Fueling System (NOFFS) educates Navy families on how to improve fitness performance and includes foundational nutrition guidance to decrease the potential for physical training related injuries. The CNIC enterprise delivered 6,069 NOFFS opportunities to 49,913 patrons through one-on-one education and training. NOFFS has contributed to the reduction in injury rates and improvements in performance among service members.



MWR also provides options for family vacations in **Navy Getaways** properties to include lodging in cabins, cottages, townhomes, RV parks and tent camping at 53 locations on or near Navy installations.



Youth and families develop increased motor skills in a fun and safe environment in the Run, Play, Move (R.P.M.) fitness program, which was implemented at Navy Fitness Centers in 2018.

The **Navy Motion Picture Service (NMPS)** offers a diverse selection of movies for the entire family at an affordable price. Advance screenings in CONUS and Navy First movie screenings OCONUS give families free showings of Hollywood's biggest releases prior to or on the same day as U.S. movie opening dates. Family friendly matinees and special movie programs during summer and holiday periods bring parents and their children together for an activity everyone can enjoy.

Navy Golf is used as an outreach program in not only teaching kids the game, but also introduces important character building topics such as honesty, patience and courtesy during play. Navy MWR partners with First Tee program to teach youth golf skills. This program gets children outdoors and actively developing a lifelong recreational interest.



Navy Bowling builds skill development through open bowl, family events, and lane rental for parties and birthday celebrations. Bowling Centers are updated to appeal to all ages with glow in the dark and digital screen technology, as well as child-friendly bumper bowling and ball rollers. Bowling lessons foster social skills and techniques used for every level of play.

Community Recreation brings families together to engage in outdoor recreational experiences, holiday special events, sightseeing trips, and leisure skills classes. Families also can enjoy parks, picnic areas and trails, and can get information about recreation opportunities in the locale.

Ages 0-12

Ages 12+

over
44,000
spaces
provided

112,000
spaces
provided

Navy Child and Youth Programs (CYP) help military and DoD-affiliated families balance the competing demands of mission readiness and family responsibilities by providing high-quality child care, youth development and school transition services for children from 4 weeks to 18 years of age. In FY18, Navy CYP provided over 44,000 spaces for children ages 0-12 and youth programming for 112,000 children with a safe place to learn and grow. This included elements such as health, sports and fitness; leisure activities; technology and homework assistance labs; and instructional classes ranging from financial management and job readiness to music, drama and fitness.



Navy CYP offers opportunities for military spouses to become child and youth professionals with an employment transfer program for direct care staff, which guarantees employment in child development when transferring to new duty stations. More than 2,700 military spouses are currently on the Navy CYP team.

The Navy provides **CYP School Liaison Officers** at installations worldwide to meet transition, deployment, school-based programs and youth sponsorship to ensure school readiness while providing families the assurance that their children's academic well-being is a priority.

School Liaison Officers: 61

Child and Youth Behavioral Military and Family Life Counselors, or CYB-MFLCs, support and augment child and youth programs, School Based Programming in Department of Defense Education Activity schools (DoDEA), local education agencies (public schools), and camps designed for military children and youth. Counselors provide non-medical support to eligible faculty, staff, parents and children.

Military Family Life Counselors

CYB CDC MFLC = 82

CYB School Based MFLC = 271

TOTAL = 353



over **500K Hrs**
child care provided

CYP programs foster inclusive participation for all children. There is an ongoing focus on the inclusion, development and support of children with special needs and their families. Each year, over 500K hours of child care is provided to Exceptional Family Member Program (EFMP) families with children who have severe disabilities (CAT IV/V).

Child & Youth Education Services (CYES) provides K12 education-specific webinars to help Navy parents be advocates for their children's education.

CYES Hosted Webinars = 635

CYES Webinar Attendees = 6,325



Improve the Navy Family Housing Program: Housing Program Reviews (HPR), the Resident Satisfaction Survey (RSS), Home Finding Survey (HFS), and training at the Housing Learning Center (HLC) ensures installation compliance with DoD and Navy Program Standards. The DoD Military Housing Privatization Initiative improves the operations and maintenance of Navy Housing in CONUS and Hawaii locations.

Housing Program Reviews (HPR) have been developed to ensure Department of Defense (DoD) and Department of the Navy (DoN) policies are correctly implemented throughout the Navy Housing program. The HPR measures the health and effectiveness of the Housing program, identifies and corrects program weaknesses, promotes efficiencies and operational effectiveness and validates that sufficient resources are identified and programmed. In addition, the HPR ensures consistent, standardized and reliable customer service is offered through housing services and facilities. It also provides a forum to collect and share best practices across the Navy enterprise.

The input received from Sailors and their families during focus groups and town hall meetings provides housing leadership with invaluable information regarding resident expectations and customer service performance. The town hall meetings act as a vehicle to disseminate important housing information throughout the housing community.

The annual **Resident Satisfaction Surveys (RSS)** and monthly **Home Finding Surveys (HFS)** provide feedback to Housing leadership to better understand the quality and level of housing and services being rendered to Sailors and their families. The RSS and HFS provide a venue for all residents to have a voice and provide feedback. The results offer housing leadership the opportunity to focus efforts and prioritize areas in need of improvement. As a result of the surveys and related improvement efforts, the Navy resident satisfaction scores have improved every year.



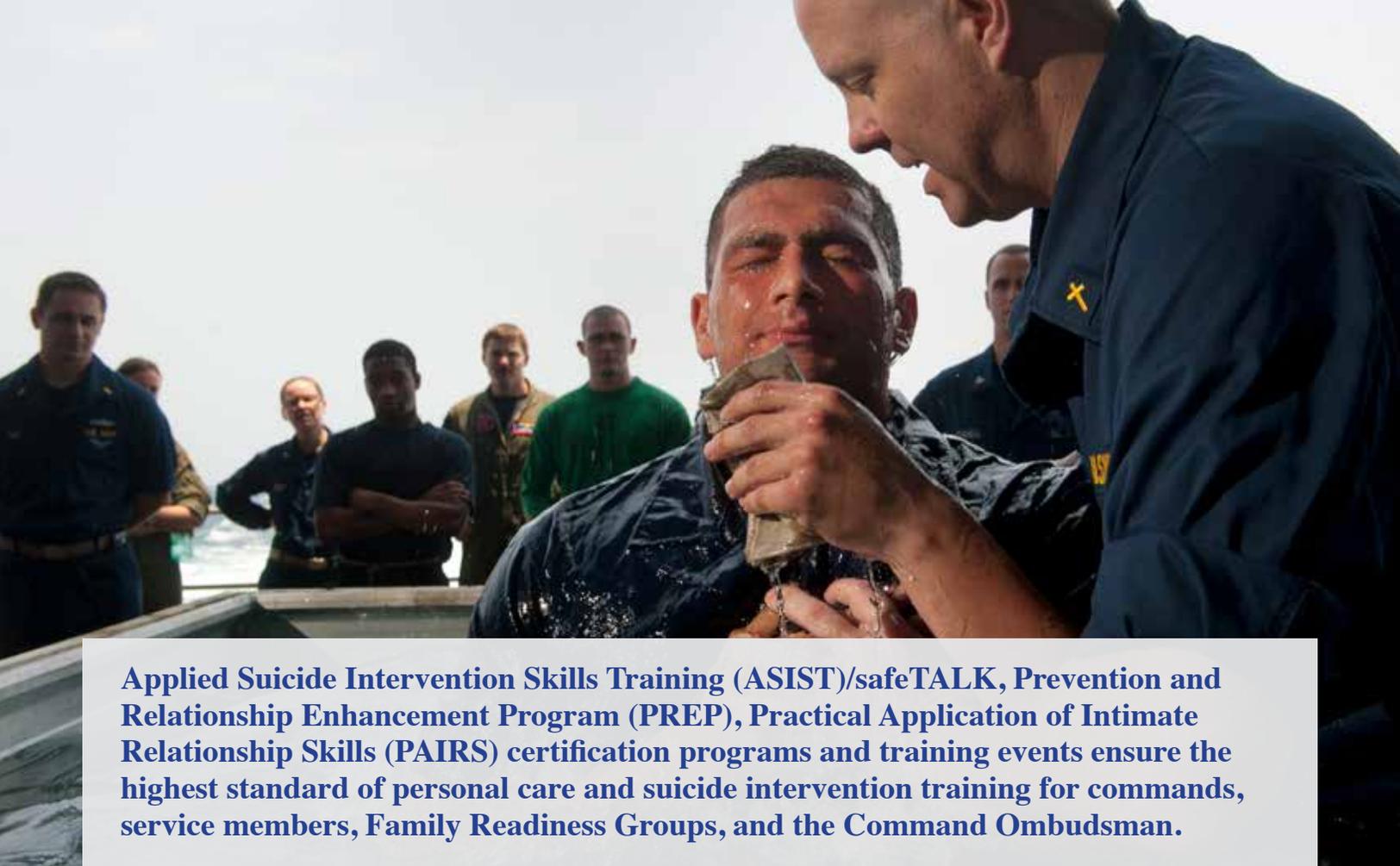
Founded in 1980, the **Housing Learning Center's (HLC)** mission is to develop and deliver high-quality education and training to produce a professional workforce equipped with the knowledge and skills necessary to provide exceptional housing services to our Service members and their families. The HLC offers courses in a variety of ways including online and in-person classes in our state-of-the-art training facility located on NAS Jacksonville, Florida, as well as courses we deliver and deploy in the field. To ensure we are delivering the premium content our Housing professionals deserve, we have established recommended training sequences for the three main functional areas of training: Family Housing (FH), Unaccompanied Housing (UH), and Public Private Venture (PPV) housing.



Provide individualized transition support, including employment assistance, education assistance, financial counseling, health services coordination, and benefits coordination to wounded warriors and their families.



- Case managers provide personalized assistance throughout all phases of recovery, rehabilitation and reintegration to all program enrollees. They collaborate with the enrollee and family to conduct an individualized needs assessment and develop a Comprehensive Recovery Plan.
 - Conducted new platform RESET events in Commander, Navy Region Southeast (CNRSE) designed to promote health of the family through recovering service member (RSM) and caregiver and family support. The RESET event in CNRSE included 27 RSMs and caregivers.
 - Provided five new transition coordinators to assist enrollees and their families in the complex transition from military to civilian life while supporting the recovering service members and their families and caregivers during rehabilitation and reintegration.
 - Provided Caregiver Life Skills Training.
 - Conducted annual program evaluations of RSM and family programs to identify best practices and training needs for staff; the evaluations are also used in annual staff training.
 - Assisted with obtaining housing and automotive adaptations.
 - Conducted three site assist visits and engaged with 10 RSMs at visits to gain their perspective of the program.
 - Teamed with Air Force to engage service members and their families in local CARE events.
- In FY18, 476 additional Sailors were enrolled in the NWW program and 41 Coast Guardsmen were also enrolled; the combined total of enrollees in the program is now 6,592.



Applied Suicide Intervention Skills Training (ASIST)/safeTALK, Prevention and Relationship Enhancement Program (PREP), Practical Application of Intimate Relationship Skills (PAIRS) certification programs and training events ensure the highest standard of personal care and suicide intervention training for commands, service members, Family Readiness Groups, and the Command Ombudsman.

- **Command Religious Program Analytics Tool (CRP-AT)** assessments are conducted daily to record, evaluate, and assess chaplain engagement with service members and their families across the command providing a solid database and historical record enabling real-time evaluation of effectiveness.
- **CREDO programming** offers Personal, Marriage, and Family Resiliency Workshops and retreats designed to address military-specific challenges and assist authorized users in developing the personal and spiritual resources and resiliency necessary to excel in the military environment.
- **CREDO** provides commanders with critical resources by which to care for and strengthen authorized users, while the CRP-AT enables the command to target location specific needs and track results.
- **Chaplain** involvement within the local command enhances Sailor and Family Readiness and directly impacts quality of life by addressing their concerns or issues shared confidentially through deck plate ministry or in counseling.
- **Training** provided for Family Readiness Groups, Ombudsmen and CACO team members improves the quality of care provided to our families in the most critical moments.

CREDO Programs have a particular strength that lies in the evidence-based curriculum. CREDO is based on the Prevention and Relationship Enhancement Program (PREP), Practical Application of Intimate Relationship Skills (PAIRS), and Gottman Institute programming, all of which are research-based. A large, randomized controlled trial, completed 1 year after a PREP-based intervention showed military couples who received a PREP had one-third the rate of divorce of the control group. A follow-up randomized control study showed similar effects after one and two years. Further, PAIRS has been shown to enhance intimacy in married couples and has been successfully adapted for the veteran population.

The **CRP-AT** enables commanders to focus on signature behaviors by actively informing leaders on the personal and professional challenges our service members face every day. Leaders are enabled to make informed and targeted intervention to ensure the continued development of a culture of excellence. Regular use of the data base contributes to the success of our local and global teams by evaluating current actions, demonstrating areas of need and providing measurable results.

In FY18, CREDO provided

563 Retreats,

1,279 Workshops and

602 Training events for more than

62,000 participants.

GOAL 2: Better connect and inform our Navy families.

We are a global Navy, and our families serve with us around the world.

- Our families must be able to access the information they need where they are and reach out to get help when necessary.
- Information should be timely, relevant and legitimate - the “real scoop” flowing through two-way lines of communication.
- The system for communicating with families should ultimately be a comprehensive, simple-to-use tool designed for easy access and tailored delivery, with metrics for measuring success.

Better connect and inform our Navy families: CNIC provides direct support and training for Sailors and their families – including installation and web-based services.

Improving communication with families requires a family support network and communication channels that link the command, the family and the Navy to keep them informed of the services available and how to utilize them.



Total Websites:

114



Total Mobile Apps:

98

37,562,098

Pageviews

7,431,832

Active Visits

553,158

Downloads

82,100

Active Users



24/7 Access:

Navy Wounded Warrior: 1-855-628-9997

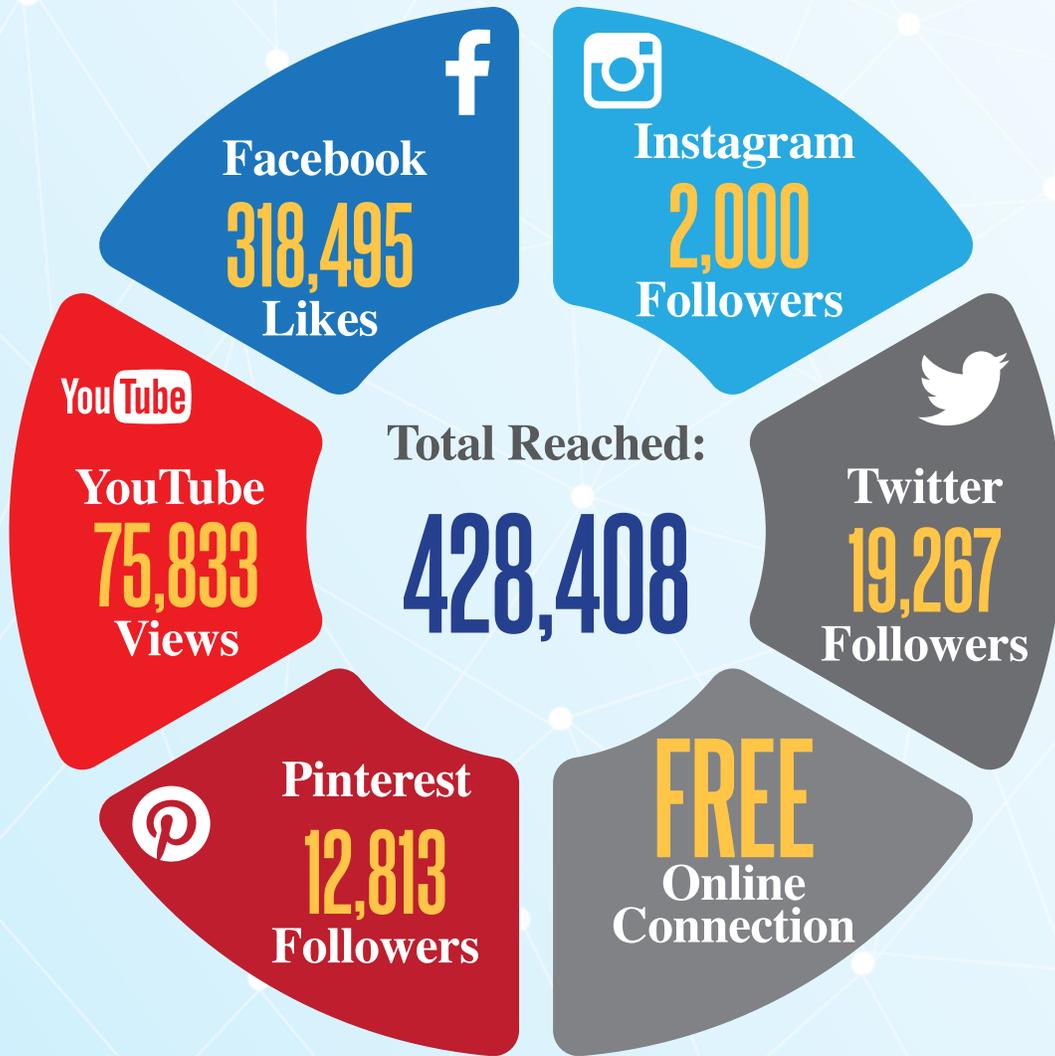
Chaplain Care: Navy 311

Navy 311 provides global access to Chaplain Care 24/7 for crisis intervention and confidential counseling

Navy Gold Star: 1-888-509-8759

Stay **CONNECTED.** Be **INFORMED.**

Social Media Outreach to Sailors and Families



Newsletters Distribution*



2,000
Navy Gold Star
Newsletter

8,500
Family
Connection
Newsletter

631
Navy
Wounded
Warrior
Newsletter

*The newsletters are further distributed by FFSC personnel.



CNIC provides Live Well Resiliency Webinars for Navy families, which are offered about four times per month and available on demand. All webinars cover a wide range of life skills and Navy readiness topics. A total of **36 Live Well Webinars** were conducted for **687 attendees**.

A few FY18 highlights:

66
Attendees

- **Mrs. Dana Richardson facilitated the Navy Family Framework Webinar on April 11; 66 attendees:**

CNIC hosted a Navy Family Framework Webinar with Mrs. Richardson and Mrs. Elka Giordano to virtually connect with senior spouse leaders and outline the goals of the framework that illustrate how Navy families contribute to strengthening the fleet to help meet the Navy's missions.

238
Attendees

- **Hosted Chief Petty Officer Selectee Spouse Webinars: 4 sessions; 238 attendees:**

CNIC offered webinars to spouses of chief petty officer selectees in August to explain the origin, history and role of chief petty officers, and to inform spouses of expectations that will help empower them to support a more lethal, resilient and innovative Navy.

33
Attendees

- **Hosted Operational Stress Control (OSC) Family Webinars facilitated by OPNAV N17: 3 sessions; 33 attendees:**

CNIC offered Operational Stress Control family webinars to discuss how to successfully manage stressors unique to the challenges of Navy families, which will help empower families to support Sailors who are continuously combat credible and ready.

832
Attendees

- **Ombudsman Hot Topic Webinars: 12 sessions; 832 attendees:**

CNIC offered monthly Ombudsman Hot Topic Webinars, which delivered performance with affordability and speed and helped enable Ombudsmen to grow in their roles, stay abreast of changes in services, and become familiar with new programs available to Sailors and their families.

106
Attendees

- **Webinar on the utilization of Ombudsmen in Emergency Family Assistance Centers (EFAC) on March 14; 106 attendees:**

In response to the NAVADMIN 046/18, CNIC hosted a town hall meeting bringing all Ombudsman coordinators and FFSC Emergency Management directors together to discuss effective strategies for utilizing Ombudsmen during an EFAC to improve the overall readiness and response to a fleet crisis. This effort expands regional consultative mechanisms and collaborative planning, and deepens interoperability between providers.



CNIC provided information to Navy families via websites, electronic newsletters and social media; all platforms allow family members to reach out directly to CNIC personnel with questions and concerns. Families are contacted within 24 business hours.

Provides articles, resources and information to Navy families via newsletters, such as the monthly Family Connection Newsletter (FCN), which gathers news and information from 45-plus monthly contributors and is sent directly to more than 160 distributors. The FCN is also uploaded to all internal and external media available at headquarters, and is then sent to Navy families. The quarterly Navy Gold Star Newsletter is distributed to Navy Gold Star families.



CNIC HQ Commander developed a quarterly prevention newsletter, Strategizing and Collaborating on Prevention Efforts (SCOPE), to share CNIC HQ and regional initiatives and best practices related to the prevention of suicide, domestic violence and sexual assault across the enterprise.



CNIC established and maintained closed discussion groups on social media for Family Readiness Group leadership and the Ombudsman Program. Additionally, we maintain Family Support websites for the Ombudsman Registry and CNIC Fleet and Family Support Program.

The Fleet and Family Support Program landing page hosts more than 100 pages and subpages. The information on these pages was reviewed by an N91 communications analyst and a program manager, and the pages were updated between June and September 2018. This is a continuous process.



Individual deployment support specialists provide individual outreach to Individual Augmentee Navy families, and emergency case managers provide individual outreach to Navy families who are impacted by disasters. CNIC provided the Emergency Case Manager Desk Guide, Individual Augmentee Family Handbook, Individual Deployment Support Desk Guide, Family

Emergency Management Curriculum & Leadership Guide, and Emergency Family Assistance Center Desk Guide.

Added Ombudsman Registry access to command leadership spouses, which ensures they receive the same information that Ombudsmen receive, via registry bulletins.



Navy Gold Star distributes quarterly newsletters to over 2,000 survivors to highlight resources and stories relevant to surviving family members. In addition, there is a 24/7 toll-free number that can be called to find the nearest NGS provider.



Emergency case managers provided individual outreach to Navy families impacted by disasters. Emergency Preparedness and Response monitored and supported 10 real-world events, including five destructive weather events, one manmade disaster event, three natural disaster events and three major fire events, impacting 491,648 Navy families with 700 cases. The Navy Family Accountability and Assessment System (NFAAS) app was downloaded 105,306 times, a 12 percent increase from 2017.



BGCA: Mission Youth Outreach – access to programs at local Boys and Girls Clubs. Visit: <http://www.bgca.org/partners/military/mission.asp>.



Navy Child Development Centers are currently implementing “MyTeachingStrategies,” a web-based assessment component of The Creative Curriculum that provides teacher and parent access to digital resources for supporting high-quality early childhood education.



CNIC provides various support services to assist Sailors and their families in transitioning into homes at their new duty station.

Housing Early Assistance Tool (HEAT) is a simple way to connect Sailors and their families with housing services as they execute their Permanent Change of Station (PCS) moves. HEAT standardizes the experience with Housing by delivering an easy user interface to find information quickly. There are no CAC requirements so spouses can use the tool as well, needing only minimal information about their sponsor to get started.

HOMES.mil transforms the way Sailors and DoD civilians access HSC approved housing listings by providing access on a 24/7 basis. The HSC and property managers can be contacted through HOMES.mil.

The HSCs are dedicated to helping Sailors find the right home. **Home Finding Services** include: Home Finding Counseling, Listing Management, and Lease Services. Through **Home Finding Counseling**, Housing personnel will assess Sailors' needs and counsel them about available housing choices, local Basic Allowance for Housing (BAH)/Overseas Housing Allowance (OHA), utility rates, renter's insurance rates, and other programs. The **Listings Management Services** provides housing listings to include privatized military housing at each installation that meets suitability, safety, and affordability criteria for military members. Trained HSC staff provide **Lease Services**, which involves reviewing leases, providing sample leases, and assisting in the negotiation of leases, if needed.



HSCs offer services tailored to meet the needs of our customers living OCONUS. **Community Orientation** sessions cover local laws and customs, command policies, and cost differences associated with renting a home. HSC staff also assist with setting up utilities. **Entitlement Information** sessions are conducted since OCONUS entitlements are significantly different than those stateside. Our counselors can help military members understand the housing entitlements, to include Overseas Housing Allowance (OHA), Temporary Lodging Allowance (TLA), utilities allowance, and overseas Cost of Living Allowance (COLA). Housing counselors provide **Translation Services** between military members and local landlords during tours of homes, at lease negotiation, and throughout the tour of duty for any housing-related issue. Translation Services with utility companies can also be provided. **Showing Services** tours are provided so that members can see the homes in person.



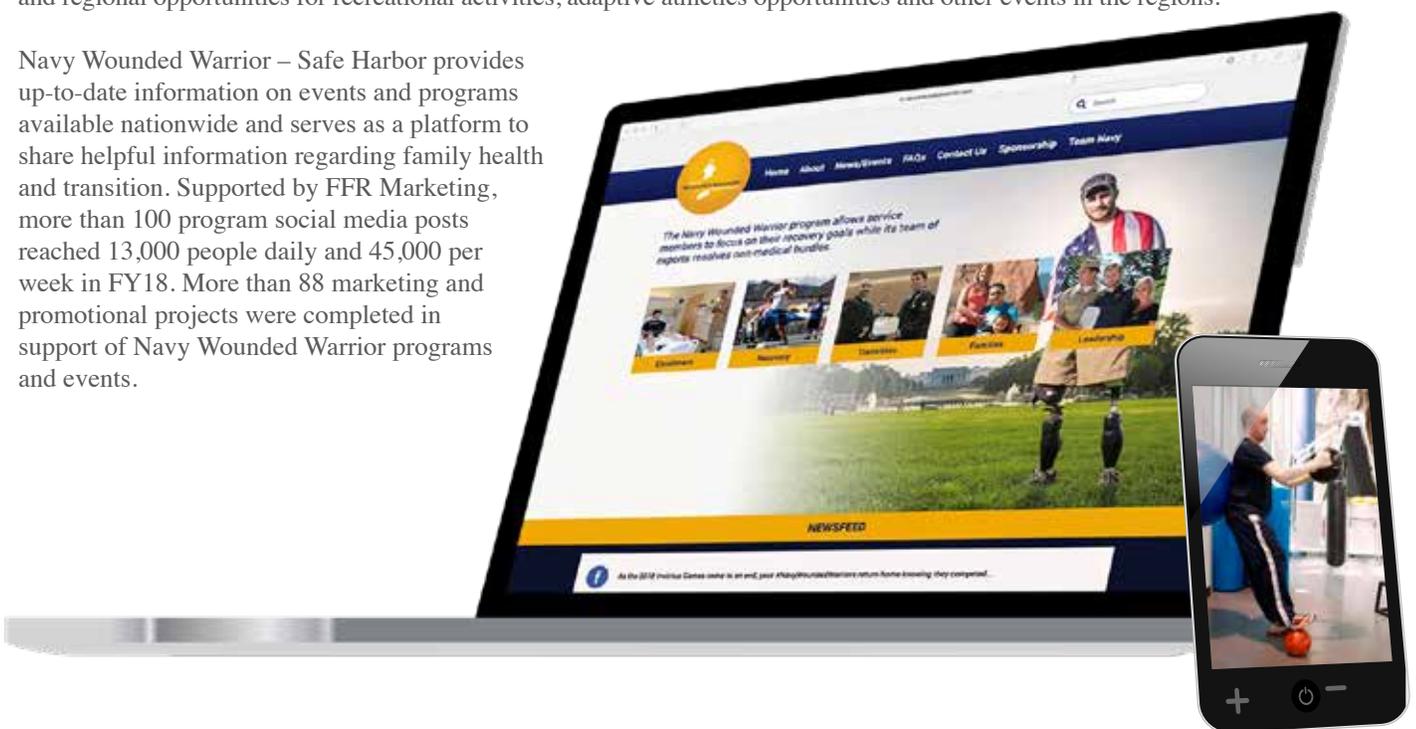
Housing counselors can also provide information about **Cost Savings and Relief Programs** such as the Rental Partnership Program (RPP), deposit waiver programs, and roommate finder programs. They are also the service members' advocate for housing discrimination complaints.

The HSCs provide **Inspection Services** to include health or safety inspections to document basic health and safety condition in homes, and complaint inspections to assess damages and assist with issue resolution.

Housing counselors provide **Issue Resolution** services by advocating for military members when housing maintenance, health or safety issues arise. Counselors are available to help when issues arise with landlords and to be the liaison to military leadership and legal office to address issues that cannot be resolved using HSC services.



- Navy Wounded Warrior – Safe Harbor provides individualized transition support, including employment assistance, education assistance, financial counseling, health services coordination and benefits coordination.
- Emails are sent by Headquarters Adaptive Athletics staff monthly or more frequently to enrollees with information on local, national and regional opportunities for recreational activities, adaptive athletics opportunities and other events in the regions.
- Navy Wounded Warrior – Safe Harbor provides up-to-date information on events and programs available nationwide and serves as a platform to share helpful information regarding family health and transition. Supported by FFR Marketing, more than 100 program social media posts reached 13,000 people daily and 45,000 per week in FY18. More than 88 marketing and promotional projects were completed in support of Navy Wounded Warrior programs and events.

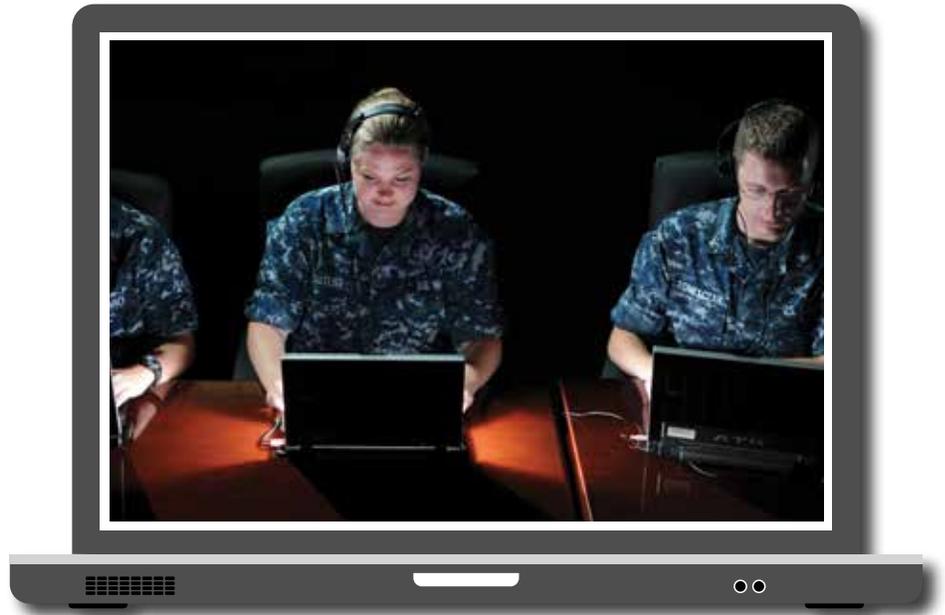


GOAL 3: Improve Navy spouse training and expand our education network.

Our Navy spouses benefit when they have the tools available to meet family readiness challenges.

- Through available self-directed learning, educational mentorship, and Navy community volunteer opportunities, spouses have the option to become even more active leaders on the Navy team.
- The Spouse Leadership Education Continuum is being developed by a designated team of Navy spouses partnering with Commander, Navy Installations Command and all others with a role in family support to identify spouses' education, resources and mentoring options. As a team, we will refine the continuum, identify best practices and innovation, and expand our training network within and outside of the Navy.

Improve Navy spouse training and expand our education network: CNIC currently uses a high-tech, high-touch, innovative blended service delivery model to support Sailors and families regardless of their location.



CNIC currently uses a blended learning model to support Sailors and families regardless of their location (face-to-face, on-demand, web-based training through FFSCs). DoD augments this service delivery model through the provision of Military OneSource.

CNIC conducted Individual Augmentee spouse and family webinars to ensure Navy spouses who are geographically dispersed and separated from their Sailors have the tools, knowledge and resources necessary to be successfully resilient.



cost savings of
\$569,500

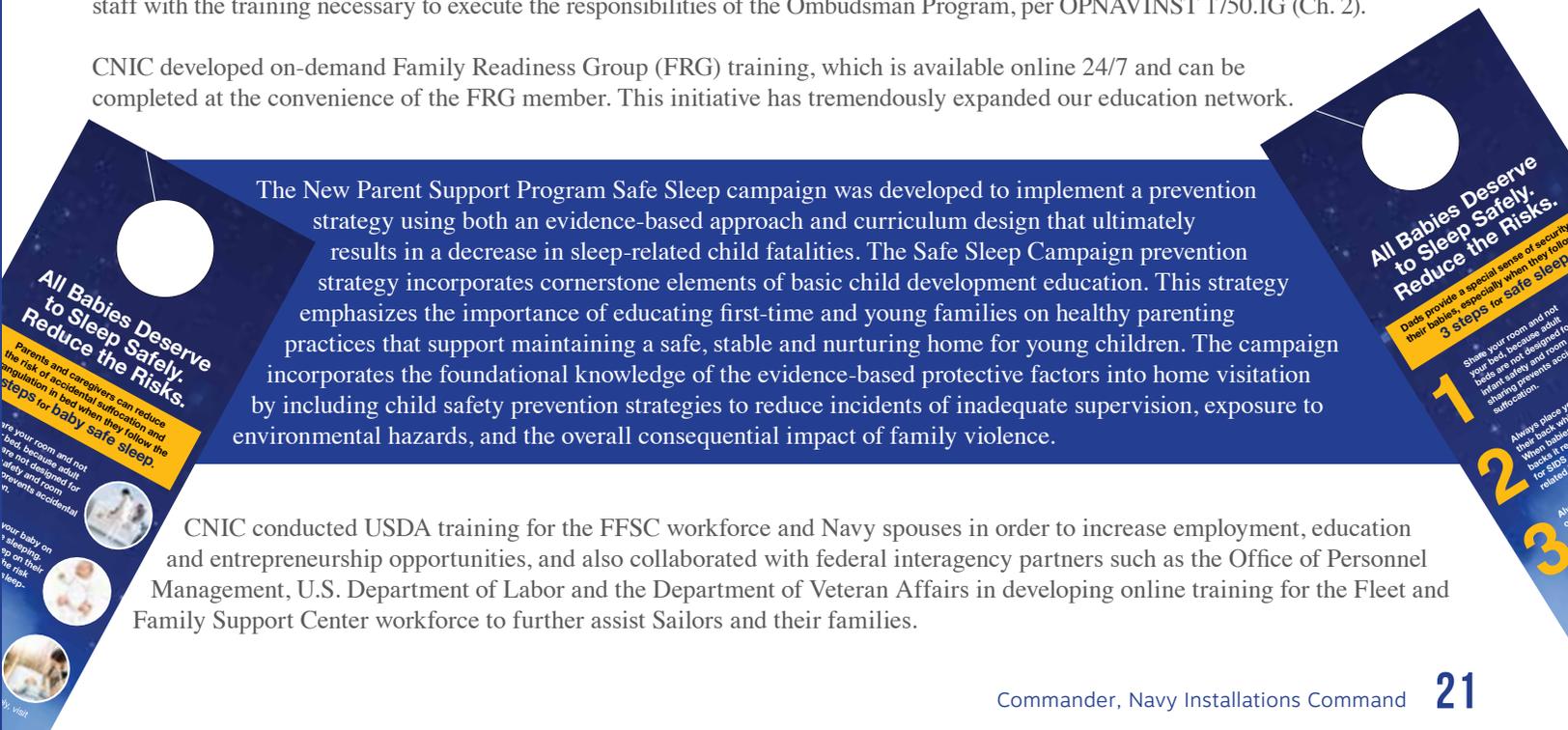
Electronic Ombudsman Basic Training graduated 335 Ombudsmen for a cost savings of \$569,500, versus providing face-to-face training to remote and geographically isolated personnel. FFSP updated and published the Ombudsman Program Commander's Guide, which provides commanders with the resources and tools to effectively manage and execute their Ombudsman Program.

CNIC provides Ombudsman Basic Training/E-Ombudsman Basic Training to provide Ombudsmen, Command Support Teams and FFSC staff with the training necessary to execute the responsibilities of the Ombudsman Program, per OPNAVINST 1750.1G (Ch. 2).

CNIC developed on-demand Family Readiness Group (FRG) training, which is available online 24/7 and can be completed at the convenience of the FRG member. This initiative has tremendously expanded our education network.

The New Parent Support Program Safe Sleep campaign was developed to implement a prevention strategy using both an evidence-based approach and curriculum design that ultimately results in a decrease in sleep-related child fatalities. The Safe Sleep Campaign prevention strategy incorporates cornerstone elements of basic child development education. This strategy emphasizes the importance of educating first-time and young families on healthy parenting practices that support maintaining a safe, stable and nurturing home for young children. The campaign incorporates the foundational knowledge of the evidence-based protective factors into home visitation by including child safety prevention strategies to reduce incidents of inadequate supervision, exposure to environmental hazards, and the overall consequential impact of family violence.

CNIC conducted USDA training for the FFSC workforce and Navy spouses in order to increase employment, education and entrepreneurship opportunities, and also collaborated with federal interagency partners such as the Office of Personnel Management, U.S. Department of Labor and the Department of Veteran Affairs in developing online training for the Fleet and Family Support Center workforce to further assist Sailors and their families.



Improve Navy spouse training and expand our education network.

- The Navy MWR Digital Library (NavyMWRDigitalLibrary.org) provides Navy families with access to e-books, reference materials, online learning, children's collections, foreign language study, and many other resources, available 24/7/365 to encourage reading and to support educational needs.

Digital Library:

User visits to a Digital Library resource site/app: over **1.88** million

Books borrowed: **803,716**

Videos viewed: **8,826**

Articles and records viewed: over **5.5** million

Kids' tutoring sessions: **26,221**

Sailor tutoring sessions: **36,056**

Value to a user if services were purchased on their own instead of using the digital library (for those services that are available to the public equivalently):

\$9,383.45

Shore Libraries:

Total items borrowed: **806,772**

Total visitors: **1,104,481** people

Program activity attendance: **57,212** people



CNIC currently uses a high-tech, high-touch, innovative blended service delivery model to support Sailors and families regardless of their location.

- Supported command leadership in identifying family readiness challenges by partnering with our residents, Ombudsmen, and spousal hires; identified training and education issues and incorporated the most appropriate courses offered by Navy Fleet and Family Support Centers.
- Partnered with regional Chaplains to promote CREDO for caregiver support events and resiliency events
- Held RESET events with program sections for the caregiver
- Contributed to annual edition of the Wounded, Ill and/or Injured Compensation and Benefits Handbook
- Conducted annual training for 89 staff to promote professional development
- Connected spouses to services for resume writing and potential internships through E2I (Education and Employment Initiative)

GOAL 4: Increase meaningful command leader engagement with Navy spouses and families.

We need leaders committed to inspiring our Navy team and to building tough and informed Navy families who support their Sailors and engage with their Navy community.

- Command leaders will identify family readiness challenges and have a program to address them.
- All command leaders must foster an environment of inclusion to create a culture where Sailors and families can thrive.
- Commanders should expand ways to assure all members of the team of our commitment to their safety, security and development.



Increase meaningful command leader engagement with Navy spouses and families: CNIC provides execution guidance to ensure commands are aware of legislative and policy requirements such as The Command Family Readiness Program, OPNAVINST 1754.8, 23NOV15.



The Ombudsman Program Commander's Guide provides commanders with the resources and tools to effectively communicate and engage with Navy families and their representatives.



Participate in town halls and public forums in support of installation leadership by providing housing expertise and leveraging external experts such as Public Health Command when discussing issues such as water intrusion, lead based paint, etc.



CNIC updated the Navy Gold Star Commander's Casualty Guide in cooperation with the Navy Casualty Office, Casualty Assistance Calls Officer Program, Navy Wounded Warrior – Safe Harbor Program and Fisher House Program. This updated guide provides a ready reference for reports and procedures, and outlines programs that provide support to both Sailors and their families.



To ensure command leaders are aware of the programs and services available to support Sailors and their families, the Navy Wounded Warrior – Safe Harbor program conducts regular briefings at Senior Shore Leadership and Senior Enlisted Academy courses; conducts outreach to fleet and shore commands; and provides Commander's guidebooks.



CNIC provided Ombudsman Registry access to command leadership spouses, which ensures they receive the same information that Ombudsmen receive via registry bulletins.

GOAL 5: Reinforce Navy families' connection to the Navy and to the Navy core values of honor, courage and commitment.

Sailors and civilians are stronger when Navy families' actions support Navy values, exhibit our core attributes of integrity, accountability, initiative and toughness, and show a deep commitment to supporting each other and the Navy team.

- Navy core values and attributes should permeate our community and help shape our culture.
- The family's role on our team is well defined and understood by all members of the team. Families feel the rewards of serving alongside their Sailors and Navy civilians.
- Navy spouses share a deep call to service and become leaders as they gain experience alongside their Sailor. Like our Sailors and civilians, spouses should have opportunities for personal and professional growth; to develop as a leader.

CNIC Chaplains and N9 quality of life programs provide a full complement of programs designed to ensure Navy families are ready and resilient.



In FY18, CNIC provided an estimated:

50,000 publications

CNIC updated the Memorandum of Agreement with Naval Services FamilyLine (NSFL) for the publication and distribution of in-depth, family-centered publications that focus on the Navy’s core values of honor, courage and commitment. In FY18, CNIC provided an estimated 50,000 publications.

CNIC reinforced partnerships with senior leadership spouses, and is actively engaged with Naval Services FamilyLine and the Spouse Leadership Education Continuum Team (SLECT). As stakeholders in the Navy Family Framework, CNIC’s goal was to increase Navy spouse engagement at all levels by providing innovative opportunities: CNIC provided “New Spouse 101” to educate spouses on the Navy lifestyle and its core values. The webinars are recorded for on-demand, 24/7 access via the CNIC webpage.

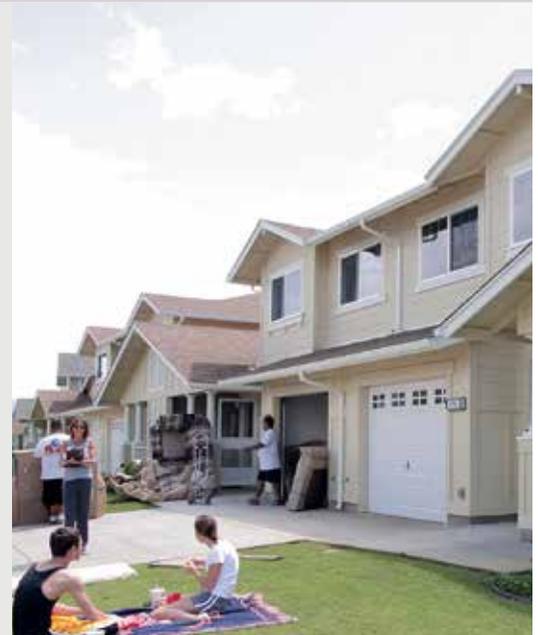
Spouse participation was encouraged at deployment support events such as the PACFLT Resiliency Summits: Operational Stress Control for Families. CNIC hosted the workshop virtually though FY18.

Navy Gold Star empowers coordinators to create events and activities within their areas of responsibility to provide opportunities for survivors to meet with one another, make meaningful connections and create a culture of remembrance. Survivors have historically expressed that spending time with others who have lost a loved one greatly helps them to adjust to their “new normal” and know that they are not alone on their journey. Some of the more impactful activities have been tours of Navy vessels and commands.



Navy Child and Youth Programs provide the opportunity for children to gain vital character and leadership development programming, which helps the children become responsible, caring citizens and acquire the skills necessary for success. Military teens also receive and develop their leadership, team building, public speaking, and youth advocacy skills and are provided opportunities for planning, decision-making, and contributing to the improvement of Navy Youth Programs and their community.

At locations worldwide, **Navy Housing** looks to Navy spouses to help serve their command and community through employment at the Housing Service Center. When spouses work in Navy Housing, our families benefit from their leadership and ability to mentor and guide each other through the stress of PCS and settling into their new community.



Navy Wounded Warrior – Safe Harbor developed standardized guidance for all regions to conduct case management for RSMs and address the needs of spouses and families, provided new transition coordinators to regions to assist with reintegration, and conducted annual training for all program staff to promote professional development.



- CNIC provides CREDO programming and initiatives supporting the fleet, fighters and family members across all 10 Navy regions and at detachments within the continental United States (CONUS) and outside the continental United States (OCONUS) with transformative and educational experiences, workshops and retreats.
- Specifically, the CNIC Religious Ministry Program offers CREDO Core programs (e.g., marriage resiliency enrichment, family resiliency, and personal resiliency retreats and workshops) and Core Plus programs (e.g., Sexual Assault and Applied Suicide Intervention Skills Training).
- Program objectives are designed to help users develop positive coping skills, provide training and tools for successful personal and family life, and lead to spiritual and emotional wholeness and stability to allow service members to serve our nation with honor and distinction.
- Training provided for Family Readiness Groups, Ombudsmen and CACO team members improves the quality of care provided to our families in the most critical moments.

CREDO programming has repeatedly been ranked as the #1 quality of life program contributing to readiness and career intentions. In studies conducted by the Office of Naval Research for the Navy Personnel Command, CREDO was rated the highest in demonstrating the way the Navy showed concern for Sailors and their families.

CREDO was rated the highest in the following QOL categories:

- Demonstration of concern for members and families
- Improving satisfaction with military life
- Readiness program measure
- Range of services
- Customer service
- Available hours of the program
- Quality of service
- Perceived impact on quality of life (#2 QOL program)

Way Ahead

Commander, Navy Installations Command recognizes that the collective efforts of all quality of life program stakeholders and experts are required to ensure ready and resilient Navy families, achieve the goals of the Navy Family Framework, and address the four key issues identified by Navy spouses during the FY18 Family Program Assessment. Navy spouses stated that awareness, perception, accessibility and training were their top concerns. CNIC is in the process of reviewing the preliminary recommendations for addressing strategic communications, program branding, spouse training, stigma, embedded personnel to increase accessibility, innovative technology, and the provision of research informed and evidence-based curricula that produce measurable behavioral outcomes.

Conclusion

One very clear signal from our engagement this year is that the CNIC services provided and the collaborative information sharing are desired, needed, critical and linked to readiness. We have an opportunity to use a P2P approach and metrics to measure our impact using analytic data as compared to industry standards. That being said, we recognize that none of the great work in these areas happens without the commitment, passion and initiative of our staff and partners around the world. A huge Bravo Zulu and thank you to our loyal and dedicated team!



