

REPORT ON THE COMMANDER, NAVY INSTALLATIONS COMMAND CONTRIBUTIONS TO NAVY FAMILY FRAMEWORK 2.0



FISCAL YEAR 2019 REPORT



Submitted by
Commander, Navy Installations Command
January 2020



MESSAGE FROM THE COMMANDER

Our second 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, with its expansion to version 2.0 in August 2019. In its inception, the Navy Family Framework called for Commander, Navy Installations Command (CNIC) to serve as the central advocate for Navy families. This has not changed, as we have leveraged and established forums, programs and best practices to provide premier services to our Navy families.

This Fiscal Year 2019 Report illustrates how CNIC's quality of life programs align with and bolster the tenets of the Navy Family Framework. These premier quality of life programs are executed by the CNIC Religious Ministry Program and the CNIC Fleet and Family Readiness Program (N91 Family Readiness, N92 Fleet Readiness, N93 Navy Housing, N95 Navy Wounded Warrior Program).

We maintain steadfast engagement in the improvement of our quality of life programs and services to ensure legislative and regulatory compliance, and to ensure they are relevant and accessible to our Sailors and their families. The inaugural Navy Family Framework included the following five goals: 1) Improve Navy Family Programs; 2) Better connect and inform our Navy families; 3) Improve Navy spouse training and expand our education network; 4) Increase meaningful command leader engagement with Navy spouses and families; and 5) Reinforce Navy families' connection to the Navy and to the Navy Core Values of honor, courage, and commitment. Our first Navy Family Framework annual report released in January 2019 expounded how we aligned with these strategically succinct, family-centric objectives.

In August 2019, the Chief of Naval Operations expanded the Navy Family Framework by updating it with the following three commitments to the Navy family: 1) Foster a command where Sailors and families can thrive; 2) Better connect and inform our Navy team; and 3) Ensure relevant and responsive family quality of life programs.

Towards commitment 1 of Navy Family Framework 2.0, "**Foster a command where Sailors and families can thrive,**" we provide tools and resources to be used at the command level, enabling commands to execute family programs that provide relevant and accessible programs and services. We are fully engaged in providing tools, guides and resources that cultivate a culture of excellence where Sailors and families can experience connectivity and growth.

Towards commitment 2, "**Better connect and inform our Navy team,**" we ensure our quality of life programs and services are continually available throughout the world, including remote locations. Our eSolutions are available to our Sailors and families, anywhere, anytime.

Towards commitment 3, "**Ensure relevant and responsive family quality of life programs,**" we establish and deliver a network of programs, services and community partners that work collaboratively to support Navy personnel and family readiness.

CNIC's Family Framework Governance Board continues to serve as a critical link for collaborative planning, issue development and resolution, and information sharing amongst key organizations and stakeholders that represent the Navy globally. The Governance Board brings together senior leaders, key spouses, Military Service Organizations (MSO), Veteran Service Organizations and other stakeholders to discuss and work specific issues that are relevant to the well-being of Sailors and their families and align with the Navy Family Framework's objectives.

As a Governance Board initiative, CNIC collaborated with the Marine Corps and hosted an MSO Roundtable that focused on transition assistance programs and services for Sailors and their families. The event included members of all branches of the military, and solidified partnerships to better support Sailors and their families. These partnerships are a cornerstone to our ever-evolving programmatic support that shares the common denominator of allegiance to our Sailors and their families. The Governance Board's ongoing commitment to the well-being and quality of life of Sailors and their families upholds CNIC's staunch position as the central advocate for Navy families, understanding their common challenges, collecting and sharing best practices and providing a means for Navy families to provide input on Navy-wide initiatives.

Lastly, our efforts continue on developing relevant and meaningful measures of performance linked to signature behaviors and the greater efforts that support the Culture of Excellence framework.



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 Galleys, and Child and Youth Programs (CYP).

The **Navy Housing Program** is focused on ensuring Sailors and their families receive suitable and affordable housing wherever they are assigned. Housing is a key quality of life factor essential to personal and family readiness. 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 their housing needs. The HSC staff continues to advocate for the service member and their families while providing housing assistance for community, government owned/leased and Public Private Venture (PPV) housing at Navy installations worldwide.

Navy Wounded Warrior (NWW) 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.

"Families are integral in the development of our four core attributes: integrity, accountability, initiative, and toughness."

— Navy Family Framework 2.0

NAVY FAMILY COMMITMENT: FOSTER A COMMAND WHERE SAILORS AND FAMILIES CAN THRIVE

Sailors succeed when their families succeed. When we give Sailors and family members the tools for success, we cultivate a culture of excellence.

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

- In accordance with OPNAVINST 1740.3C, commanding officers will maintain an active Command Sponsor and Indoctrination Program. Further, commands should proactively reach out to incoming Sailors and their families during all phases of the transition to expedite adaptation into new working and living environments, minimize the anxiety associated with a PCS move, and afford incoming Sailors and their families the greatest opportunity for a successful and productive tour of duty.
- Ombudsmen will have the requisite training and resources, and they will be empowered to communicate with families to best integrate them into the command.
- Commanding officers will pursue opportunities to communicate policy matters impacting Sailors and their families. They will leverage new and existing avenues such as governance boards, town halls, and Family Readiness Coordinating Committee meetings so Navy families are armed with the most up-to-date and relevant information. Commands should engage in routine and personal communication with families, especially during important touchpoints of Sailors' personal lives and careers (PCS, birth of a child, promotion, deployment, separation, retirement, etc.).
- CNIC Religious Programs provides a wide variety of essential quality of life programs and services that are a catalyst for maximizing the spiritual, moral, ethical, emotional and social development of the Navy family. A critical component of this effort includes access to religious services, chaplain support and spiritual fitness resources. CNIC Religious Programs also offers Chaplains Religious Enrichment Development Operation (CREDO) programming that provides specialized resources to address tone/health of the force issues for the fleet, fighter and family. CREDO workshops and retreats address military-specific challenges and assist authorized users in developing the personal and spiritual resources and resiliency necessary to excel in the military environment.

"Stronger families mean a stronger fleet."

—Navy Family Framework 1.0



- The MyPCS (Permanent Change of Station) mobile app was launched in July to give Sailors a way to access PCS-related information and resources using their personal mobile devices. The app enables users to create a personalized checklist tailored for PCS moves, apply for government housing and child care at their next duty station, and view and print simplified orders. MyPCS will soon provide the ability to prepare and submit PCS travel claim vouchers.
- In accordance with OPNAVINST 1740.3C, Fleet and Family Support Centers provided 1,283 sponsor trainings to 25,545 command sponsors.
- MilitaryINSTALLATIONS assists service members and families with finding resources at their current or next duty locations. About 159,810 visitors frequented MilitaryINSTALLATIONS in FY19.
- Plan My Move is an online moving tool that simplifies the moving process and breaks it down into clear, manageable steps for both experienced and first-time movers. It includes customizable PCS checklists and calendars, and information about housing, household goods, transportation, finances, family resources and more.
- The Navy's robust Family Ombudsman Program averts labor costs in excess of \$52 million per annum through volunteerism.
- The Ombudsman Registry currently has 3,641 commands and 1,846 registered Ombudsmen. The registration rate averaged 94% in CY19, and the monthly worksheet submission rate increased from 38% in CY18 to 62% in CY19.
- According to the Ombudsman Registry, Navy Ombudsmen completed over 250,799 volunteer hours and logged more than seven million incoming and outgoing contacts with Navy families.
- Electronic Ombudsman Basic Training graduated 309 Ombudsmen, resulting in a cost savings of \$525,300 versus providing face-to-face trainings to remote and geographically isolated personnel.
- Monthly Ombudsman Hot Topic Webinars were offered, which delivered performance with affordability and speed, and helped 715 Ombudsmen grow into their roles, stay abreast of changes in services, and become familiar with new programs available to Sailors and their families.
- Fleet and Family Support Centers facilitated 760 Ombudsman trainings to 17,508 attendees, offered 2,767 individual consultations to 7,668 contacts, and provided 122,192 information and referral contacts.
- The U.S. Navy Command Ombudsmen Discussion Group on Facebook currently boasts 987 members.
- The Rental Partnership Program (RPP) is designed to provide service members with affordable off-base housing and aid in defraying some of the costs associated with relocation. RPP requires landlords to offer their units below market rate. Additional benefits to service members may include reduced or waived security deposits and no administrative fees.
- Issue resolution is provided for the complaints against community landlords, Public Private Venture (PPV) property managers and others as applicable. The purpose is to advise and advocate for the service member and their families, and to encourage resolution at the lowest level possible to avoid escalation.
- The Navy Wounded Warrior Program executed a strategic communications plan that focused on educating Navy leadership at all levels on the benefits of referring Sailors to the program. Navy Wounded Warrior works in collaboration with family services to liaison between wounded, ill and injured Sailors, and their caregivers, medical care teams and commands, so they can focus on their recovery, rehabilitation and reintegration. This aggressive communications strategy led to a 25% increase in enrollment in the second half of the fiscal year.

"Our families are a pillar of our character – a constant reminder of who we are, what we believe in, and why we fight."

– Navy Family Framework 2.0



NAVY FAMILY COMMITMENT: BETTER CONNECT AND INFORM OUR NAVY TEAM

We are a global Navy. Our Navy team is stationed and operates all over the world, sometimes in remote places. Our shipmates thrive in dynamic work environments, unpredictable schedules and unique living conditions. Sailors, civilians and family members need timely and relevant information wherever they are.

- OPNAV N1 (supported by Commander, Navy Installations Command (CNIC), Commander, Navy Personnel Command (NPC) and Commander, Navy Reserve Forces Command (CNRFC)) will continue to provide strategic communications to support active and Reserve Sailors and families in achieving readiness, and will advance current online resources, including MyNavy Portal, MyNavy Career Center and the MyNavy Family application. They will also provide authoritative information on family policy and Fleet and Family Readiness programs and services such as Navy Gold Star, Counseling, Advocacy and Prevention, Family Advocacy Program, Sexual Assault Prevention and Response, and the Navy Wounded Warrior Program.
- CNIC Religious Programs maintains the “Navy 311” helpline providing global access to chaplain care 24/7 for crisis intervention and confidential counseling.
- CNIC Religious Programs provides CREDO programming supporting the fleet, fighter and family 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. CREDO provides commanders with critical resources to help care for and strengthen our service members and their families around the globe. Applied Suicide Intervention Skills Training (ASIST)/safeTALK, Prevention and Relationship Enhancement Program (PREP), and 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.
- The Deployment Support Program hosted monthly deployment support series trainings for Sailors and their families via the Live Well Resiliency Webinar platform.
- The Deployment Support Program hosted a series of five Deployment Support Webinars for 46 Sailors and their families via the Live Well Resiliency Webinar platform. The program also provided 2,546 deployment/mobilization workshops, 5,863 individual consultations, and 55,037 information contacts and referrals.
- The Individual Deployment Support Program is working with U.S. Fleet Forces command to streamline and update Individual Augmentee (IA) support, including Command Individual Augmentee Coordinator and Individual Deployment Support Specialist joint trainings, to encourage cross collaboration in support of Sailors and their families.
- The Individual Deployment Support Program managed 7,165 Individual Augmentee cases and provided IA-related support to 112,533 Navy IA Sailors and their families via workshops, individual consultations, and information and referrals.
 - The Family Emergency Response Program hosted an enterprise-wide training for Fleet and Family Support Program personnel to remain up to date on the latest emergency management practices and policies, and to remain ready to respond to needs of Sailors and Navy family members before, during and after events.
 - The Family Emergency Response Program partnered with the CNIC Shore Operations Training Group to include more detailed Emergency Family Assistance Center training in Emergency Management courses for senior leadership, Emergency Management Operations Training, and other pertinent Emergency Management Response Program courses.
- The Family Emergency Response Program collaborated with the Personal Financial Management Program to produce a Financial Preparedness for Disasters curriculum. The curriculum was rolled out as a Live Well



Resiliency Webinar hosted for Navy families during Disaster Preparedness Month in September. The new curriculum was also released to FFSC personal financial managers and emergency case managers enterprise-wide to allow continued preparedness training and outreach to Sailors and Navy family members.

- The Family Emergency Response Program monitored and supported 15 real-world events, including five destructive weather events, one manmade disaster, three natural disaster events and three major fire events, impacting 789,350 Navy families and resulting in 678 cases. The Navy Family Accountability and Assessment System (NFAAS) app was downloaded 143,311 times, an 18% increase from 2018.
- The inaugural Family Emergency Response Training was held for about 200 Fleet and Family Support Program personnel, including emergency case managers and Ombudsman coordinators, in May 2019. The training presented the latest emergency management practices and policies to remain ready to respond to the needs of Sailors and family members before, during and after events.
- The Life Skills Program provided 38 Live Well Resiliency Webinars for 864 Sailors and family members, including three Chief Petty Officer Selectee Spouse Webinars for 325 attendees, a 27.95% increase from FY18. Life skills workshops, individual consultations, and information and referrals were provided to 951,349 Sailors and family members.



- The Relocation Assistance Program provided relocation assistance to 1,029,271 Sailors and families via workshops, individual consultations, and information and referrals.
- The MyNavy Family App has been downloaded over 10,000 times since its release in May 2019!
- Navy Family eLearning was released on Oct. 1, 2019. It offers:

- **The Navy Family eHandbook**, an Interactive Electronic Magazine that provides information to all members of a Navy family, including Sailors, spouses, parents, siblings, partners and friends.
- **The Navy Spouse eLibrary**, a one-stop shop with information for various stages of the military lifecycle organized according to topical areas such as financial management, employment, parenting, relocation, deployment, transition, and wellness.
- **The New Spouse Orientation** assists and integrates new spouses into the Navy family through the lens of a company's new employee orientation. The program's objectives are to provide tools and resources to spouses, so they feel equipped to handle the challenges of a Navy lifestyle. This supports the Navy Family Framework by increasing the amount of Navy spouse training available, which helps Navy families feel more informed and better connected. The format is a self-paced online course available 24/7 on multiple devices.
- **Live Well Resiliency Webinars** bring the classroom to spouses. Members of the military family can connect with service members and families from around the globe in the comfort of their home, office or location of their choice. Online webinars are about one hour in length and provide tips, tools and resources to support the Navy lifestyle.



- Resident Satisfaction Surveys allow us to reach out to residents and identify the level of customer satisfaction of military housing. The results identify our weaknesses and strengths.
- Home Finding Surveys is a tool used by Navy Housing to survey customers regarding their home finding experience with the HSC. Installations, regions and HQ can use this tool to analyze the services they are offering their customers.

- Housing Early Assistance Tool (HEAT) provides customer-focused services that assist service members and their families in locating housing before or during PCS moves. The goal of HEAT is to engage customers early in the PCS process, allowing customers to engage with multiple installations, streamline eligibility determination and increase opportunities for providing local information to customers. These goals are achieved through an automated customer interface. HEAT may be used to request information, request assistance in locating community referral housing, or to begin the application process for government-owned/leased or privatized housing.
- Social media provides a Navy platform for service members and their families to receive and share information, as well as to ask and respond to questions.
- HOMES.mil allows Sailors and their families to view property listings in the communities Navywide.

NAVY FAMILY COMMITMENT: ENSURE RELEVANT AND RESPONSIVE FAMILY QUALITY OF LIFE PROGRAMS

Navy quality of life programs are provided through a network of agencies, programs, services, and individuals working in collaboration to promote Navy personnel and family readiness. Expanding family support is included in Design 2.0's Gold Line of Effort; as such, Sailors and families should be empowered to increase their use of support programs and resources. We must evaluate our family support programs to confirm that they meet the demands of Navy life and incorporate the specific needs of our U.S. and overseas communities, Reservists and deployed Sailors.

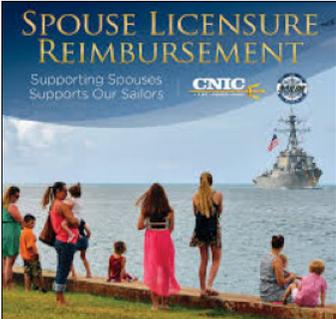
"Families' positive contributions and daily sacrifices allow Sailors to acquire the focus and expertise required for competence and mastery of the arduous tasks set before them."

—Navy Family Framework 2.0

- OPNAV N4 (supported by CNIC) will continue to look for opportunities to satisfy the increasing demand and accessibility shortfalls for child care across the Navy. Navy Child and Youth Programs is actively exploring new and innovative ways to meet family child care needs, including partnering with the local community, expanding existing commercial programs, and streamlining the certification process for Child Development Homes.
- CNIC will promote spouse career development and advancement through the management of spouse training and education, and the facilitation of expanded employment and relocation networks. Navy Spouse Licensure Reimbursement is one of the resources available during a PCS move. As a team, we will help spouses enhance their skills and outlets for their own careers by continuously refining the education continuum, identifying best practices, and expanding Navy connections to facilitate spouse professional networking opportunities.
- OPNAV N1 (supported by Navy's Bureau of Medicine and Surgery (BUMED), NPC, and CNIC) will continue to improve the Exceptional Family Member Program (EFMP) through policy updates, training and advocacy. The EFMP ensures families with special needs are assigned only to those geographic areas where the medical (physical, developmental or mental health) or educational needs of their family members can be met. Additionally, Individual Service Plans coordinate the non-medical care, which includes working with local schools, the EFM Respite Care Program for caregivers, and providing information and referrals to local community support resources.
- CNIC 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. The 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.
- In FY19, the Navy provided 44,000 child care spaces with a waiting list of 9,000. In FY20, the Navy is resourcing more than 1,000 new spaces and another 4,000+ new spaces in FY21 through community partnerships. In FY19, the Navy also streamlined the certification process to open new Child Development Homes, reducing the time to open the homes from 6 months to 30 days or less.
- In FY19, the Navy provided 2,500 respite child care spaces for category 4 and category 5 children.

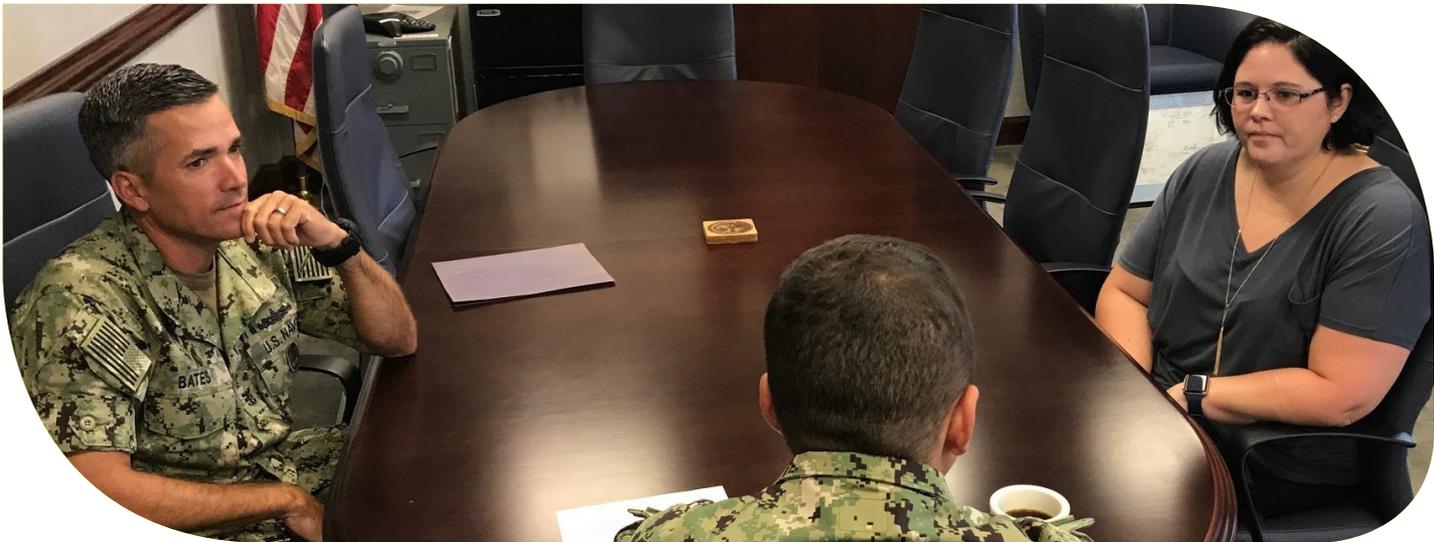
- CNIC has explored collaboration with the Department of Defense Military Spouse Employment Partnership to launch virtual hiring career summits for spouses.
- CNIC collaborated with the Office of the Secretary of Defense to launch the first virtual hiring fair platform and had the highest representation of military spouses and staff participation among the services.
- CNIC implemented a strategic communications plan for Spouse Licensure Reimbursement Certification policy and developed a communications package in support of the Navy Family Framework. The package included flyers, a frequently asked questions sheet, and bulletins that were shared on the Ombudsman and Family Readiness Group Facebook pages and other internal social media. In addition, CNIC:

“Family readiness affects Sailors’ job satisfaction, job performance and retention.”
 – Navy Family Framework 2.0



- Processed 94 Spouse Licensure Reimbursement claims.
- Increased the availability of live webinars and self-directed learning activities.
 - Hosted Department of Labor Military Spouse Licensure Portal Training for 42 participants.
 - Facilitated a Spouse Licensure Reimbursement Webinar for 128 Ombudsmen during the Ombudsman Hot Topic Webinar.
- Helped spouses enhance skills and outlets for their careers by continuously refining the education continuum, identifying best practices, and expanding Navy connections to facilitate spouse professional networking opportunities.
 - Promoted outreach for My Career Advancement Account (MyCAA), an educational financing program for spouses. MyCAA offers up to \$4,000 to eligible military spouses to pursue certifications or licenses for portable careers.
 - Promoted the new Military Spouse Transition Program (MySTeP), which supports military spouses and encourages them via Military Life Cycle touchpoints throughout their service member’s time in the military.

- Exceptional Family Member Program (EFMP) enrollees in 2019 included 17,800 sponsors and 22,700 EFM’s, almost triple the enrollment since 2016.
- The number of EFMP trainings held in FY2019 included 377 sessions with 27,525 attendees.
- The number of EFMP individual consultations included 20,031 sessions with 23,707 attendees. EFMP also provided 433,726 information and referral contacts in FY2019.





- CNIC offers dynamic Morale, Welfare and Recreation (MWR) CAT B programs such as bowling centers, aquatics, movies, community recreation, and special events, providing an affordable, safe and friendly environment for Navy families to have fun and create great memories. Through a variety of recreation programming designed for a wide range of interests, ages and skill levels, families enjoy experiences that help them connect to each other and within the Navy community, fostering life-long leisure skills as an antidote to the stresses of a military career.
 - Navy MWR hosted 3,046 recreation special events and delivered 10,468 Community Recreation leisure skill classes, creating opportunities for social engagement and family connections within the military community.
 - Provided \$37M in customer savings for Navy families participating in the DoD Joint Service Military Ticket Program and purchasing tickets to national attractions such as Disneyland, Hershey Park, the San Diego Zoo, and many more theme park destinations.
 - Libraries, swimming pools, bowling and movies provide safe and affordable family programs. Kids Bowl Free, family swim events and family bowling parties are very popular programs.
- The Navy Wounded Warrior Program conducted regional events to promote recovering service member, caregiver and family support. Events included training workshops, resource fairs, job fairs and recreational activities. Navy Wounded Warrior distributes a family newsletter quarterly to all enrollees and their family members to communicate sources of family assistance, including program services, scholarship opportunities and respite care.
- The Navy Wounded Warrior Program held its first caregiver event, which was designed to provide a safe, intimate setting to help educate caregivers and deliver tools, resources and strategies to increase their resiliency. These events offer caregivers a mini respite and give them an opportunity to network with other caregivers experiencing similar challenges. NWW is working with the Navy Safe Harbor Foundation to host three caregiver events in FY20.
- Through collaboration with Navy Recreation, the Navy Wounded Warrior Program coordinated more than 60 inclusive recreational events to over 150 enrollees, family members and caregivers. These events are designed to provide recreation opportunities for service members with illnesses or injuries who would not otherwise be able to participate, such as offering a space for those with PTSD to decompress during an event.

CONCLUSION

Commander, Navy Installations Command is committed to fostering a command where Sailors and families can thrive, connecting and informing our Navy team, and ensuring the delivery of relevant and responsive family quality of life programs. Family member recommendations to address strategic communications, program branding, spouse training, stigma, mental health, and innovative technology will continue to influence program development and our service delivery model.

Navy leaders and quality of life program stakeholders must continue to collectively work toward addressing the key issues identified by Navy spouses. Through this Navy Family Framework, the strength of our partnerships will continue to grow.



"Families provide connections. These connections foster new relationships with new individuals, new experiences and new insights. They represent their Sailors in the Navy community and serve as a foundation to our sense of connectedness and belonging."

–Navy Family Framework 2.0



Commander, Navy Installations Command