

**Department of Defense**

**Plans for the Department of Defense for the Support of Military  
Family Readiness**

**Report to the Congressional Defense Committees  
Pursuant to Section 1781b of Title 10, United States Code**

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## **EXECUTIVE SUMMARY**

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The linkage between family readiness and operational success is evident in today's U.S. armed forces, of which the majority are married personnel. The extended and repeated deployments in response to the operations in Iraq and Afghanistan have placed tremendous demands on military families. To help military families cope with this unprecedented level of strain upon them, the Department of Defense (DoD) has redesigned and augmented existing family readiness programs and activities, as well as launched new programs over the past several years. Increasing reliance on National Guard and Reserves in those operations has shed light on the need to ensure access to family readiness programs for Reserve Component families, who are more geographically dispersed and less familiar with available resources than Active Duty families.

This annual report to Congress provides a summary of plans for family readiness and the Fiscal Year (FY) 2009 assessment results of select family readiness programs based on DoD-wide goals and metrics. In early 2009, DoD began an extensive strategic planning process by conducting a thorough assessment of the existing programs and as a result developed the following action items:

1. Create a strategic map of all existing programs;
2. Design and implement a strategic communication plan to improve Service member and family awareness of existing resources/programs;
3. Review and further develop behavioral health services to encourage early identification and treatment of behavioral health issues;
4. Establish a "Family Readiness Clearinghouse";
5. Expand child care capacity for the geographically dispersed;
6. Build mission-focused partnerships with educational institutions and non-governmental and community-based organizations.

These items will help the Department formulate an overarching strategic vision to guide plans and assessment activities for family readiness programs in the next five years. Below are the highlights of program-level plans and the assessment results from FY 2009.

- Partnering with the Department of Agriculture (USDA), DoD is collaborating with land-grant university researchers on several research projects on family readiness programs. Two examples of this collaborative effort are the conduct of listening sessions with military family members and the development of assessment tools for non-medical counseling services.

- DoD Child Development Centers maintain high standards of quality child care: 98 percent of eligible programs are nationally accredited. DoD continues to execute a

robust construction program designed to increase the capacity of our child development programs in order to meet the goal of an 80 percent demand accommodation rate.

- The Office of Family Advocacy Programs started collecting data using a new metric linking prevention of recidivism to the completion of clinical treatment programs for Service members who were alleged spouse abusers.

- As a part of a long-term initiative to improve students' performance in math, DoD Education Activity (DoDEA) conducted a rigorous review of the existing standards for its math program, and revised the standards. DoDEA will begin implementing the revised standards into classroom instruction in the current 2010-2011 school year.

- In FY 2009, 14 additional states adopted the Interstate Compact on Educational Opportunity for Military Children, ending the FY with 25 participating states, covering 71 percent of military children.<sup>1</sup> The percentage of working spouses eligible for state unemployment compensation in conjunction with military relocation reached 80 percent. DoD's State Liaison Office (DSLO) will continue educating legislators in interested states on the state-level 10 key issues<sup>2</sup> impacting Service members and their families.

- Morale, Welfare, and Recreation (MWR) launched a comprehensive customer satisfaction survey this year. Results indicate that readiness is significantly and positively associated with the overall satisfaction with MWR programs. Satisfaction with fitness and outdoor recreation programs most strongly impacted the overall satisfaction.

- To examine the impact of deployment on military families, DoD will launch a large-scale longitudinal survey study, *the Military Family Life Project*, in April 2010. This project will invite 100,000 military spouses to participate and collect demographic and attitudinal data from them over the course of two years.

In the second year of publishing this annual report, efforts are underway to develop a more comprehensive set of common goals and metrics across the Services to measure program effectiveness in many program areas. The current assessment efforts constitute an important initial step toward ensuring all eligible military families have access to high-quality services. The current effort will also help build community capacities in partnerships with governmental and non-governmental organizations and entities to provide a comprehensive network of support for military families to cope with life challenges.

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<sup>1</sup> At the publishing of this report, there are 28 participating states, covering 83 percent of military children.

<sup>2</sup> These key issues are validated annually. The ten issues may be viewed or downloaded at [www.usa4militaryfamilies.dod.mil](http://www.usa4militaryfamilies.dod.mil)

## **BACKGROUND**

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This report is pursuant to Section 1781b of Title 10, United States Code (U.S.C.), which requires the Department of Defense (DoD) to submit an annual report on the plans for the support of military family readiness by 01 March each year. Section 1781b was added to Title 10 by Section 581 of the National Defense Authorization Act (NDAA) for FY 2008. This report provides an overview of strategic plans and DoD-wide goals and metrics for military family readiness programs, along with assessment data on the performance and effectiveness of these programs for FY 2009.

Your attention is also invited to the report, submitted by the DoD Military Family Readiness Council to the Secretary of Defense and congressional defense committees. It is entitled “Report of the DoD Military Family Readiness Council for Fiscal Year 2009,”<sup>3</sup> and responds to Section 1781a of Title 10 enacted by Section 581 NDAA for FY 2008.

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<sup>3</sup> The Federal Advisory Committee Act Database can be accessed at: <https://www.fido.gov/facadatabase/Search.asp>. Search by: DOD 41850 or Department of Defense Military Family Readiness Council.



## INTRODUCTION

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The increased operations tempo and multiple deployments caused by the operations in Iraq and Afghanistan have added significant burdens on service members and families. In recognition of the demands on Service members and their families, DoD has redesigned and augmented existing family readiness programs and added new programs and activities to meet the needs of military families. An unprecedented level of activation and deployment of Reserve and Guard members during these operations has created another challenge for military family readiness in the Total Force era: delivering quality support services for the "geographically dispersed" — Service members and families who are located too far from military installations to access available support resources on base.<sup>4</sup>

Family readiness is a multifaceted concept used to describe a family's preparedness to effectively cope with unique life challenges in the context of military service. Family readiness plays a pivotal role in mission readiness and operational success as well as retention in today's U.S. armed forces, the majority of which are married personnel.<sup>5</sup> Ready families are knowledgeable about the potential challenges they may face, equipped with the skills to competently function in the face of such challenges, and aware of the supportive resources available to them. Research conducted in the 1980s and 1990s, showed that improved family policies and support for families increased the level of commitment of both Service members and their families to the military, with positive effects on readiness and retention.<sup>6</sup>

This report will begin with an overview of DoD-wide strategic planning on military family readiness programs, followed by a summary of DoD's strategic plans for the support of military family readiness for the next five years. The report will then review DoD-wide goals and metrics in select program areas, along with FY 2009 outcome data. Short-term plans contributing to these various goals in each area conclude each section. The report will conclude with the intended development of metrics and goals in family readiness programs. A matrix of access policies to various DoD family readiness programs is provided in Appendix A; a list of military family readiness programs and

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<sup>4</sup> There are some family readiness programs useful for both installation-based military families and the geographically dispersed. For example, Military OneSource (MOS) is designed to provide information, counseling, and referral services at no cost to service members and their families, available 24/7/365 worldwide by telephone, online, and through referrals for face-to-face assistance. During FY 09, MOS fielded approximately 740,000 calls from service members and their families: compared to FY 2008, the call volume doubled in FY 2009. The 2008 Active Duty Spouse survey results indicated that about 30% of respondents have used information or services provided through MOS. See Appendix A for more details on MOS.

<sup>5</sup> According to the 2008 Demographics Report published by the Office of the Deputy Under Secretary of Defense for Military Community and Family Policy (ODUSD (MC&FP)), over half of active-duty service members (55%) and almost half of Reserve and National Guard members (48%) are married.

<sup>6</sup> See Bourg, C., & Segal, M. W. (1999). The impact of family supportive policies and practices on organizational commitment. *Armed Forces and Society*, 25(4), 633-652; Orthner, D. K.(1990). *Family impacts on the retention of military personnel*. Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

activities for each of the Military Services and the Office of the Secretary of Defense is provided in Appendix B.

## **STRATEGIC PLANNING ON MILITARY FAMILY READINESS**

An overarching strategic vision for family readiness is imperative in guiding the Department through every stage of program development including planning, implementation, and assessment. In early 2009, DoD began an extensive strategic planning process to address the current issues of family readiness programs. This process is still in progress. In comparison to previous conflicts, a greater number of federal and non-governmental organizations and entities are working to help today’s military families cope with life challenges. Although extensive family readiness programs with flexible options have been offered to meet the families’ varying needs, challenges remain in program awareness, access, service delivery, and the quality of services. Consistent communication with military families in the wake of this program expansion remains among the toughest challenges and top priorities.

In calendar year 2009, DoD initiated a thorough assessment of existing needs, programs, and related issues. A variety of methods was used to gain input from key players across the system, including family members, support professionals, non-governmental organizations, land-grant universities, and DoD senior leadership. Table 1 lists the activities and events that DoD has hosted or sponsored throughout the year to gain input, ideas, and suggestions from leaders, experts, and key contributors to the support of military family readiness.

The National Leadership Summit on Military Families (hereafter called “the Summit”) closed the 2009 effort in DoD’s ongoing assessment of military family readiness programs. DoD continues to work with the University of Maryland and USDA in the crafting of a “summary consensus” report. Major themes and recommendations from the ongoing listening sessions being held nationwide will be synthesized in a report as well. These two reports will further inform the next iteration of DoD’s strategic plan for supporting military families.

**Table 1.** List of the Assessment-Related Activities and Events in 2009.

<b>Event</b>	<b>Date/Place</b>	<b>Objectives</b>
Military Family Readiness Council Meetings	October 1 and December 8, 2009 (Washington, D.C.)	In the meetings, the Council members assessed adequacy and effectiveness of the military family readiness programs and activities. The Council created a report to the Secretary of Defense and congressional defense committees with recommendations to improve policy and plans for the support of military family readiness.
Guard and Reserve Task Force Meeting	May 19-20, 2009 (Washington, D.C.)	Two DoD offices, the Office of the Deputy Under Secretary of Defense for Military Community and Family Policy (ODUSD (MC&FP)) and the Office of the Assistant Secretary of Defense for Reserve Affairs (OASD(RA)), convened this meeting to enhance the understanding of current deployment support

Event	Date/Place	Objectives
		issues impacting Reserve Component members and families, and to strengthen the relationship between the Joint Family Support Assistance Program (JFSAP) and the Yellow Ribbon Reintegration Program (YRRP).
DoD Joint Family Readiness conference	August 31-September 3, 2009 (Chicago, IL)	This Conference was held for 1,500 DoD “helping professionals” (service providers) to learn about current promising practices through research presentations, keynotes, workshops, and expert panels. A number of focus group sessions were also organized to collect input from those helping professionals who have first-hand knowledge and experience in helping families cope with life challenges unique to military service.
MC&FP Focus Group Assessment of Service Member and Military Family Readiness Programs	July – September 2009	ODUSD (MC&FP) conducted focus groups during installation visits both in the Continental United States and overseas. Participants in focus group sessions included military members, their families, service providers, and installation leadership. ODUSD (MC&FP) was accompanied on his visits by senior representatives from the Military Health System.
National Leadership Summit on Military Families	November 9-10, 2009 (Adelphi, MD)	The Summit was held for key leadership and policy makers to discuss the current status and future of military family support programs, to include addressing family and Service member needs, and generate a recommended action plan. The Summit was organized through collaboration among DoD, the United States Department of Agriculture (USDA), and the University of Maryland, which represented land-grant universities. Participants came from among leadership within DoD, including all of the Military Service components, land-grant universities, and non-governmental partners.
Family Member Listening Sessions	September 2009 – April 2010	The purpose of the listening sessions is to gather input from military families regarding their perception of military family support programs. These listening sessions are in progress at various installations. These sessions are led by university researchers affiliated with land-grant universities.

Summit participants identified critical issues, strategic goals, and recommended actions for military family readiness programs. Critical issues included:

- *Access to services.* This included, primarily, concerns about access to the “right service at the right time” and challenges for those families geographically dispersed away from installations.
- *Communication.* Summit participants highlighted the difficulty that families have navigating the vast array of services available, as well as the need to engage with “new media” and social networking.

- *Consistency of services.* This included the predictability of service availability from one installation to another, including at those of different Military Services and at different Joint Bases.<sup>7</sup>
- *Health care.* Concerns centered on TRICARE accessibility for Guard/Reserve and the availability of specialists for families with special needs.
- *Psychological health.* The stigma of seeking and obtaining assistance remains of primary concern, as well as the overall availability of psychological health care providers.
- *Effects of military life and deployments on children.* Ongoing studies highlight the primarily negative impact of deployments on children.
- *Operations tempo.* The prolonged cycle of multiple deployments is forecasted to continue, along with its associated strains on military families.
- *Relocation issues.* Besides consistency of services at various installations, there are ongoing concerns about the impact of relocation on children in the areas of education and relationships.

Summit participants also identified their top five goals for military family readiness programs. These will be addressed in more detail in the action plan that follows this section.

1. Establish external evaluations of programs to reduce redundancy and overlap among them, and to assist in the allocation of resources.
2. Develop a Strategic Communications Plan.
3. Build on collaborative partnerships – both in the interagency environment and with local service providers.
4. Address psychological and behavioral health service shortfalls.
5. Address shortfalls in children and youth programs, especially the availability of child care.

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<sup>7</sup> Under the 2005 Base Realignment and Closure (BRAC) recommendation 146, 26 existing bases are required to relocate installation management functions to a nearby or co-located installation and create 12 Joint Bases.

## **ACTION PLAN**

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Based on the critical issues, strategic goals, and recommended actions identified in the Summit and other assessment activities in the strategic planning process, DoD has developed a list of action items intended to build on strengths of existing efforts, reduce service shortfalls, and mitigate program weaknesses. These action items will guide plans for, and the assessment of, family readiness programs for the next five years. These will be reviewed at least annually and revised as needed, reflecting the evolving nature of the programs and changing needs of military families.

1. ***Create a coordinated, strategic map of all existing programs*** to identify redundancies and opportunities for consolidation. Develop metrics of success centered on readiness, recruitment, and retention; to evaluate present and recommended programs.
2. ***Design and implement a strategic communications plan to improve Service member and family awareness of existing resources/programs***, especially for the Guard and Reserve; communicate realistic expectations about military life and the role of programs in supporting families; share information and best practices; and optimize collaboration with community and non-governmental organization (NGO) partners. Focus on cross-channel marketing to effectively reach families with the right message at the right time using the media they prefer (social networking, Web 2.0, community outreach).
3. ***Review and further develop behavioral health services to ensure access, availability, and education to encourage early identification and treatment.*** Review present measures and develop new ones, as required, to reduce the stigma associated with seeking assistance for behavioral health.
4. ***Establish a “Family Readiness Clearinghouse”*** to provide a mechanism for obtaining objective, detailed information on practice guidelines, tools, and processes and to further their dissemination, implementation and use. This database will be accessible by policy and program service providers at all levels, as well as by communities seeking to enhance their support to military families.
5. ***Expand child care capacity for the geographically dispersed*** for both Active and Reserve Component families who are unable to access child development programs on the installation. Plans to build this capacity involve a myriad of delivery systems to include existing child care facilities, schools, recreation and after-school programs, and home-based care programs.
6. ***Build Mission-focused Partnerships with educational institutions, non-governmental and community-based organizations*** with expertise in child or youth development, family support, or community-capacity building.

These strategic priorities will be fleshed out in detail for both planning and execution in the months and years to come. Succeeding sections of this report detail ongoing plans for selected programs and activities spanning the broad spectrum of efforts supporting military family readiness.

## **PLANS FOR THE SUPPORT OF GUARD AND RESERVE FAMILIES**

There are unique issues related to deployment support for Guard and Reserve families whose access to support is more challenging than installation-based families. Aligned with the action items presented earlier in this report, DoD has outlined the five-year plans to address the unmet needs of Reserve Component members and their families.

This section summarizes key recommendations developed through the discussions among service providers during the Guard and Reserve Task Force Meeting held in May 2009, and provides the current status of actions taken in response to these recommendations. The recommendations and actions concentrate on two programs for Guard and Reserve families: Yellow Ribbon Reintegration program (YRRP) and Joint Family Support Assistance Program (JFSAP). YRRP is a deployment support program specifically designed to provide Reserve Component members and families with information, services, referrals, and outreach programs throughout the deployment cycle. In collaboration with YRRP and other existing family programs, JFSAP delivers high-quality, mobile family services to the “geographically dispersed” through collaborative partnerships with the Military Services, and federal, state, and local entities. JFSAP teams operate at the state level—a team of at least four family support experts is assigned to the National Guard State Joint Force Headquarters (SJFHQ) in every state and smaller specialized teams are assigned to the four territories.

1. **Clarify or change the definition of eligibility to attend YRRP events and align travel policy to match the definition:** Under the existing travel policy and regulations, significant others and non-dependent family members are not eligible to attend YRRP events. The Office of the Assistant Secretary of Defense for Reserve Affairs (OASD(RA)) is currently staffing options to facilitate attendance of non-dependent family or other designated representatives at YRRP events.
2. **Expand the Joint Family Support Assistance Program (JFSAP):** There are growing demands for assistance provided by JFSAP. On the other hand, the capacity of JFSAP needs to be enhanced to meet the needs of each Service branch. To meet these demands, DoD agreed to fund an additional position for each state JFSAP team, bringing the total of each team to a minimum of four. DoD will also fund JFSAP teams for Reserve Headquarters’ Commands to assist Family Programs and YRRP managers with programs and resources for Reserve Component members and families. The teams will work closely with JFSAP teams and YRRP staff in each state and territory to integrate services and programs on behalf of Reserve units, members and families.
3. **Harness community resources:** DoD has several on-going efforts to capture all available community resources, benefits, programs, and eligibilities, and create a unified information and service delivery system that is accessible and easy for



military families to navigate to help them find the right resources at the right time. Two particular initiatives are highlighted here:

- *Network of Care:* DoD and the National Association of Counties (NACo), have adopted "Network of Care," a county-based platform to locate local support and resources for Service members and veterans and their families. Two states, California and Maryland, have begun using the program. Results of these states' programs will help determine whether this initiative should and could be replicated in other states.
- *Community Capacity Building:* In FY 2010, DoD will partner with a land grant university to develop and implement community capacity building models that will integrate existing resources provided by governmental and non-governmental entities into a comprehensive and sustainable system of support for military families living in civilian communities. Up-to-date information on all community resources, benefits, and entitlements available to Service members, veterans, and their families will be integrated into existing websites.

4. **Increase awareness of family programs and resources available to families of Guard and Reserve members:** There is broad consensus that families of Guard and Reserve members, who live in civilian communities, are less familiar than their Active Component counterparts with DoD-sponsored family programs available to them. As an initial effort to address this, DoD hosted the Joint Family Readiness Conference in Chicago in September 2009 for approximately 1500 DoD family service professionals from around the world to learn about resources and information regarding practices, guidelines, tools, and processes to support military family readiness. Developing a national strategic communication plan and a "Family Readiness Clearinghouse," as described in the "Action Plan" section of this report, will also contribute to addressing this issue. OASD(RA) is reviewing a strategic communications plan for YRRP as a subset of the larger plan for the same purpose.

## **DoD-WIDE GOALS, METRICS, AND PLANS FOR MILITARY FAMILY READINESS PROGRAMS**

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This section summarizes the current DoD-wide goals and metrics for the following specific DoD family readiness programs and activities:

- Child Care Availability & Quality
- Personal Financial Readiness
- Outreach Counseling
- Health Care Satisfaction
- Expansion of Unemployment Compensation Eligibility for Military Spouses
- Minimizing Disruption for School Age Children of Military Families
- Pupil-to-Teacher Ratio and Academic Performance in DoDEA schools
- New Parent Support Program
- Treatment Programs for Child Abusers and Domestic Abusers
- Promoting Enforcement of the Predatory Lending Regulation
- Military Commissary benefits
- Military Exchange benefits
- Morale, Welfare and Recreation (MWR) programs

The program-level goals laid out in this section are set to be actionable within five years or less, depending on the maturity of a program or the urgency of family needs to which the program pertains. Military family readiness programs cover a broad range of family life concerns. Each program area is assessed by one or more measures that represent the objectives of each program. Measures of effectiveness are used when they are available; measures of performance are used when they are not. DoD continues to develop better measures and methods to assess program effectiveness that can be uniquely attributed to individual programs. Research efforts are underway in some areas to collect outcome data using evaluation methods tailored to the particular program circumstances. The assessment results presented in this section are based on FY 2009 data except for a) the Military Exchanges that use calendar year as their data collection cycle to follow the civilian retail year and b) the DoD schools, which follow the academic year.

In addition to program-level assessment data, this report also uses survey data collected by the Defense Manpower Data Center (DMDC). DMDC surveys provide us valuable information on the demographic characteristics of military families and their perceptions of military family life. In collaboration with DMDC, the Office of the Deputy Under Secretary of Defense for Military Community and Family Policy (ODUSD (MC&FP)) will conduct a two-year longitudinal survey of military families, called the “Military Family Life Project” beginning in April 2010. More details of this project are discussed in the section on Intended Developments in Family Readiness Goals and Metrics on page 36.

## Child Care Availability & Quality

Child care is a key factor directly impacting family readiness and retention of Service members. To date, over half of Active Duty Service members (55 percent) are married; 69 percent of married Service members have children; and nearly two-thirds of those married Service members with children have at least one child at age 5 years old or younger.<sup>8</sup> In addition to changes in military family demographics, deployments to Iraq and Afghanistan have also called for flexible child care options for families of deployed Service members. The DoD Child Development System is serving over 200,000 military children from 0 to 12 years old, operating 800 child development centers at over 300 locations worldwide and approximately 6,000 family child care homes.

### Goals and Metrics

The assessment of child care services focuses on the following two elements of the services: availability and quality. Child care availability is measured by *demand accommodation rate*, the percentage of child care needs met through military child care programs (Child Development Centers, School-Age Care, Family Child Care), or through partnerships with local care providers. DoD estimates a shortfall of 37,000 child care spaces based on demographic data.

Providing quality child care for military children is equally as important as its availability. *Accreditation rate* and *certification rate* are used to measure quality standards of military child development centers. *Accreditation rate* is the percentage of child development centers on DoD installations that meet national standards of quality that have been established by national accrediting organizations. *Certification rate* is the percentage of child development centers meeting DoD requirements validated by

**Table 2.** Goals and Metrics for Child Care Service for Military Families.

Outcome	Metric	FY09 Data	FY10 Goal
Meet child care needs of military families	Demand Accommodation Rate	Goal: 80%	80%
		Actual: 76%	
Provide high quality child care	Accreditation Rate	Goal: 100%	100%
		Actual: 98%	
	Certification Rate	Goal: 100%	100%
		Actual: 100%	

inspections conducted by Military Service Headquarters staff. Currently 98 percent of eligible programs are nationally accredited and 100 percent of programs are DoD certified. These goals will remain constant for the five year period.

<sup>8</sup> Data Source: The 2008 Demographics Report: Profile of the Military Community, published by the Office of the Deputy Under Secretary of Defense for Military Community and Family Policy (DUSD(MC&FP)).

### Plans Contributing to These Goals

DoD child development centers are currently meeting the goals for accreditation and certification. Strict oversight of all programs and adherence to standards are achieved through a systematic inspection process that includes comprehensive unannounced inspections for all facilities and programs with a mandatory correction of deficiencies within 90 days. Programs are inspected on an unannounced basis four times throughout the year to include three inspections conducted by installation personnel and one inspection conducted by Military Service Headquarters staff. This comprehensive, systematic approach to meeting the child care needs of military families enables DoD to deliver high quality care for infants through school-age children.

DoD continues to execute a robust construction program that will aid in increasing the capacity of our child development programs in order to meet the goal of an 80 percent demand accommodation rate. The metrics reported above do not account for additional need based on force buildup. Additionally, the ongoing need to recapitalize our aging child and youth facilities impacts the rate by which the Department achieves the 80 percent goal.

### **Personal Financial Readiness**

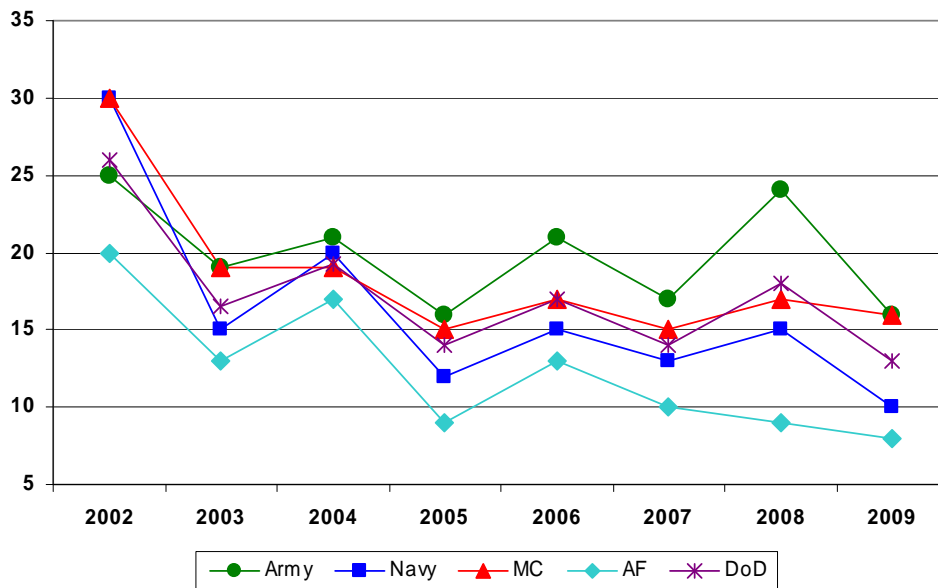
Personal financial readiness of both Service members and their families is a key component of mission readiness. If Service members, especially those who are deployed, can keep their attention on the tasks at hand rather than be distracted by concerns with their personal financial situations back home, then the mission will certainly be supported. To ensure the basic financial skills and the access to helpful financial tools, each Service provides a wide variety of financial education programs and resources both on-line and in-person through Personal Financial Managers at family centers, either on military installations or within the community. In 2003, DoD launched the Financial Readiness Campaign to provide additional financial readiness education, programs, and resources, augmenting those provided by the Services.

### Goals and Metrics

Drawing the data from DMDC's Status of Force Survey, measures of personal financial readiness focus on financial health of the junior enlisted in paygrades E1-E4, i.e. young Service members and families most at-risk for financial problems. Perceived financial condition and self-reported problems in paying bills on time are two outcome measures representing the overall financial health of junior enlisted members. Figure 1 shows the trend of the junior enlisted who viewed their financial conditions as "tough to make ends meet" or "in over their heads" over the past 8 years. Figure 2 presents the recent trend of the junior enlisted experiencing one or more problems in paying bills (e.g., "bounced 2 or more checks", "fell behind in rent or mortgage", etc.).

The trend data in Figure 1 indicate that the percentages of the junior enlisted assessing their financial conditions as out of their control have been declining since 2002, although this decline has not been linear. On the other hand, as indicated in Figure 2, the percentages of the junior enlisted reporting difficulty with maintaining finances have shown an upturn in all Services except for the Air Force since 2006. DoD will continue monitoring this emerging gap between perception and behavior regarding personal finances to determine its cause.

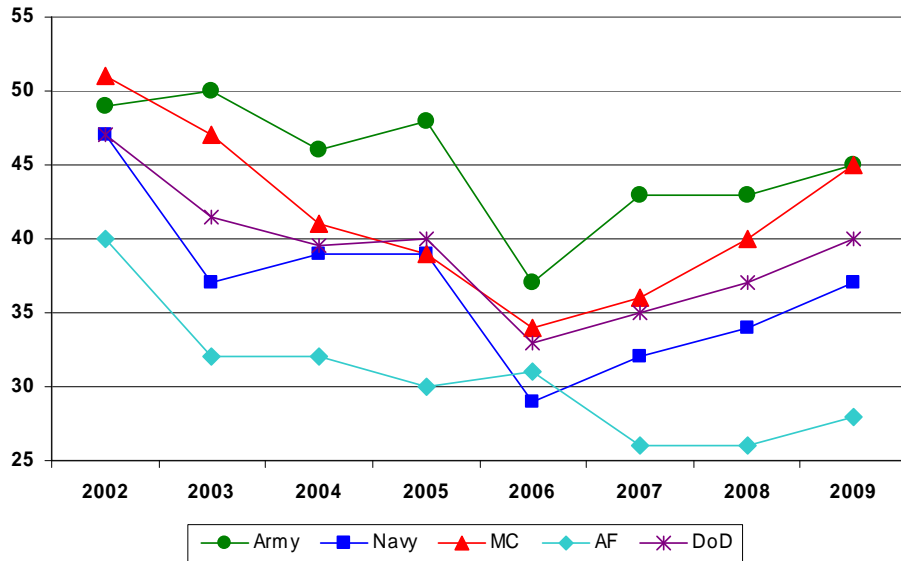
**Figure 1.** E1-E4 Self-Assessment of Financial Condition: Percentage of Reporting Financial Difficulty by Service (2002 -2009).



Note: The percentages presented in the figure are based on the number of E1-E4 choosing 4 or 5 from the following five choices to describe their overall financial condition: 1. Very comfortable and secure; 2. Able to make ends meet without much difficulty; 3. Occasionally have some difficulty making ends meet; 4. Tough to make ends meet but keeping your head above water; 5. In over your head.

Regarding these survey results, the immediate FY 2010 goal is to not experience an increase in either those reporting significant financial distress (reporting either “tough to make ends meet” or “in over my head”) or those reporting difficulty in paying bills on time. However, as some experts believe that the far-reaching effects of the current economic downturn have not yet been fully realized, it is difficult to predict to what extent Service members and their families will continue to be financially affected.

**Figure 2. E1-E4 Experiencing One or More Bill Payment Problems by Service.**



Note: The percentages presented in the figure are based on the number of E1-E4 answering yes to one or more of the following episodes that happened to them or their spouses in the past 12 months: a. Bounced 2 or more checks; b. Failed to make a monthly/minimum payment on credit card, AAFES, NECOM account, or Military Star card; c. Fell behind in rent or mortgage; d. Was pressured to pay bills by stores, creditors, or bill collectors; e. Had telephone, cable, or internet shut off; f. Had water, heat or electricity shut off; g. Had a car, household appliance or furniture repossessed; h. Failed to make car payment; i. Obtained payday loan.

### Plans Contributing to These Goals

DoD continues its “Financial Readiness Campaign” to provide education and resources to service members and their families. The Campaign rests on eight pillars of financial readiness:

1. Maintain Good Credit
2. Achieve Financial Stability
3. Establish Routine Savings
4. Participate in the Thrift Savings Plan and Savings Deposit Program
5. Sustain the Service member’s Group Life Insurance and other insurance
6. Encourage low-cost loan products as an alternative to payday lending and predatory loans
7. Use low-cost Morale, Welfare and Recreation programs
8. Preserve Security Clearances.

The long-term goal of this campaign, including the next five years, is to improve the personal financial readiness of the Total Force. However, developing meaningful metrics to link behavioral change to financial education is challenging, since few longitudinal studies addressing this issue have been conducted. Financial readiness questions will be included in the DoD Military Family Life Project, a large-scale, longitudinal military

family survey, launching in April 2010. Program-level metrics for personal financial readiness, which directly assess the effectiveness of financial programs, are currently being considered as well. DoD continues to explore the effects of financial stress on other areas of family and Service member support.

## **Outreach Counseling**

DoD offers all active duty and National Guard and Reserve members and their families confidential non-medical counseling to help them with the normal range of reactions to difficult situations caused by deployments, reintegration, and the military lifestyle. The counseling is designed to provide Service members and their families short-term, situational, problem-solving counseling sessions in a confidential setting at no cost. Counseling is available through Military OneSource (MOS) and the Military and Family Life Consultant (MFLC) program. MOS offers non-medical counseling face-to-face, telephonically, and on-line, 24/7. MFLCs provide outreach contact, counseling and briefings on and off the installation using the following three flexible service delivery options: rotational assignments of 30, 45, 60, and 90 days on military installations; on-demand for the Guard and Reserve Component; and full-time.<sup>9</sup> Outreach counseling usage data show there is a strong demand for these services. During FY 2009, MOS counselors provided over 133,000 in-person counseling sessions, a 26% increase from the previous fiscal year.

MFLCs provided nearly 470,000 one-on-one contacts in FY 2009, to include both children and adults. Some installation commanders have made contact with a MFLC mandatory for those returning from combat.

### Goals and Metrics

The success of the program is in large part due to the confidential nature of the counseling. However, confidentiality of the service makes it significantly more difficult to assess the effectiveness of this program compared with other military family readiness programs. Non-medical counseling is aimed at preventing the development or exacerbation of psychological challenges that may detract from military and family readiness. Focusing on this preventive aspect of non-medical counseling, DoD explored the relationship between stress-related counseling sessions and client satisfaction with counseling to measure its effectiveness, using FY 2009 data.

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<sup>9</sup> For National Guard and Reserve members and families who live too far from military installations, the Joint Family Support Assistance Program (JFSAP) offers non-medical counseling and on-demand support for pre-deployment, deployment, and reintegration events, in addition to its work with the DoD Yellow Ribbon Reintegration Program.

**Table 3. Top 5 Reasons for Receiving In-Person Counseling or Consultations**

Rank	MOS	%	MFLC (Adult Clients) <sup>1</sup>	%
1	Marital/Intimate Relationships	34%	Deployment/Reintegration	25%
2	Depression <sup>10</sup>	12%	Stress/Job Stress	16%
3	Stress Management	9%	Family Dynamics	12%
4	Family Relationships	7%	Marital/Relationship Counseling	11%
5	Anger Management	6%	Child Behavior/Parenting	8%

<sup>1</sup> For MFLC, the percentages were calculated based on the sessions attended by adults (n= 178,463 consultations).

The top 5 reasons for receiving in-person counseling listed in Table 3 illustrate that a significant portion of non-medical counseling sessions provided through these two programs help military families cope with stress-related issues, including depression and anger. More than one in four counseling sessions (27 percent) provided by MOS counselors dealt with depression, stress management, or anger management; 16 percent of MFLC in-person counseling sessions dealt with stress/job stress. The recipients' evaluation results show that, for both MOS and MFLC, over 90 percent of family members who received the counseling services gave positive ratings about their counseling experiences regardless of the reason for seeking counseling. However, the data presently available does not facilitate further breakdown of client satisfaction data by the reason for counseling. To improve measures of effectiveness of counseling services, DoD is conducting two research studies described in the next section below.

#### Plans Contributing to These Goals

*Evaluation and Assessment.* There are two ongoing projects sponsored by DoD to assess the effectiveness of outreach counseling. In the first project for FY 2010, DoD is providing funding for a research project on the use and impact of non-medical counseling on military families. External researchers from a land grant university will review the existing assessment data on non-medical counseling services and develop an assessment tool to evaluate the effectiveness of the counseling programs. For the second project, DoD plans to field a two-year, large scale longitudinal survey to examine the impact of deployment on military families. The survey includes an array of questions on the use of non-medical counseling. This project involves two waves of data collection, the first of which is projected for April 2010.

*Expansion of the Joint Family Support Assistance Program (JFSAP).* In response to concerns raised by the Guard and Reserve Task Force in May 2009, DoD is expanding the state teams and Reserve Component representation to meet the growing demand for these services. Specifically, DoD will fund an additional position for each state JFSAP team. The present state teams have been provided the option of what specialty of provider to add: MOS Consultant, MFLC, Child and Youth Behavioral MFLC (CYB

<sup>10</sup> This term is what is presently used in Military OneSource data collection. While used in mental health care as a clinical diagnosis, here it only connotes the customer's self-reported reason for calling. Future editions of this report will use different terminology to preclude confusion.



MFLC), or Personal Financial Counselor (PFC). This expansion will allow each state JFSAP team to enhance its counseling capacity in an area in which local Reserve Component families can benefit most.

## **Health Care Satisfaction**

The Military Health System provides comprehensive health benefits through TRICARE options to about 9.3 million beneficiaries, including active duty personnel, retirees, certain Reserve Component personnel and their family populations.<sup>11</sup> The quality of health care benefit is a key non-monetary incentive for recruitment and retention. For today's U.S. armed forces with a high deployment tempo, it also provides Service members a sense of security that high quality health care will be available to their families while they are away.<sup>12</sup>

Satisfaction with the Military Health System continues to be a high-priority issue for DoD. DoD remains committed to building and sustaining an integrated health care system that fosters, protects, sustains and restores health for military health care beneficiaries. In the fall of 2009, military health care leaders embraced 19 strategic imperatives to achieve the vision of the Military Health System, called the "Quadruple Aim," which consists of four elements (Readiness, Population Health, Experience of Care and Responsibly Managing Total Health Care Costs). These four elements describe the results envisioned when the health care system works together to serve the needs of a population. Each strategic imperative is associated with one of the four elements of the Quadruple Aim. These aims and imperatives will guide the military health system for at least the next five years.

Beneficiary satisfaction is a component measure of the Experience of Care Aim. Under this Aim, the goal is to provide a care experience that is patient and family centered, compassionate, convenient, equitable, safe and of the highest quality. Since DoD intends to operate as an integrated system of care, focusing on DoD beneficiaries' perceptions over an extended period is critical: seeing through the eyes of DoD beneficiaries will assist in the design of systems of care to meet their expectations.

### Goals and Measures

Measures for health care satisfaction are based on two questions asked in the Health Care Survey of Department of Defense Beneficiaries (HCSDB). HCSDB questions on satisfaction with health care are closely modeled on the Consumer Assessment of Healthcare Providers and Systems (CAHPS), a nationally recognized, standardized survey questionnaire on patients' health care experience. Because of the compatibility

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<sup>11</sup> The data is as of the end of FY 2008. The data source: The Department of Defense. 2009. *Evaluation of the TRICARE Program: Fiscal Year 2009 Report to Congress*. [Need to be properly Formatted]

<sup>12</sup> The Department of Defense. 2008. *Report of the Tenth Quadrennial Review of Military Compensation*.

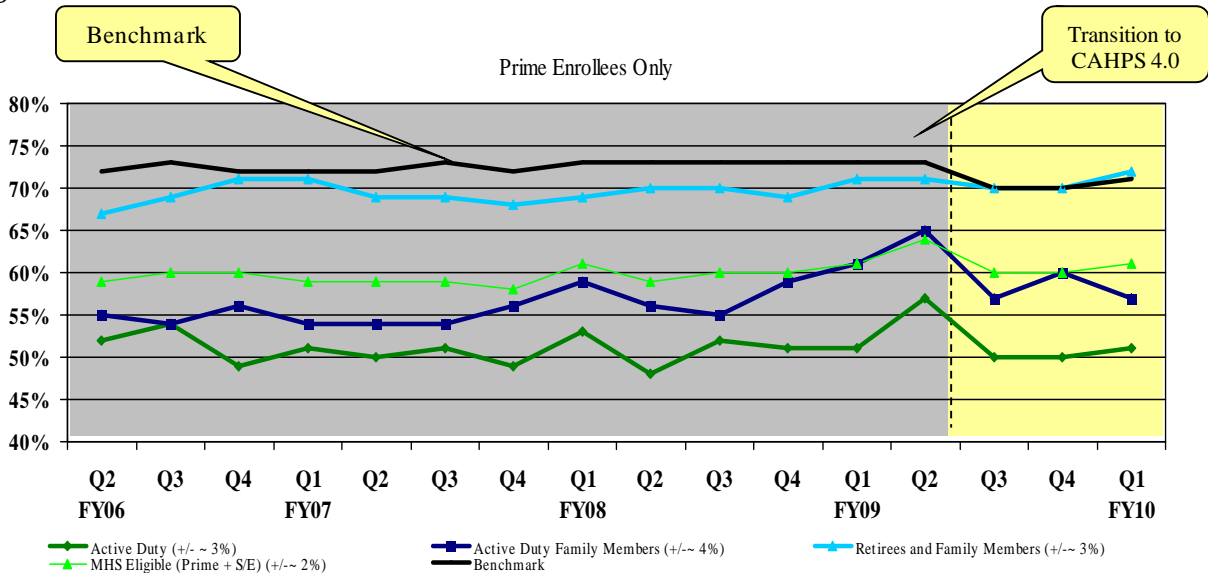
with CAHPS, HCSDB data can be compared and benchmarked with over 400 civilian health care plans.

### Satisfaction with Health Care

Military Health Beneficiaries are asked to assess their overall satisfaction with care in the past year: “If 0 is the worst possible and 10 is the best, how would you rate all your health care?” Responses of 8, 9, or 10 are presented in Figure 3. This question is an overall indicator of success in meeting the needs of patients over a year, not merely from their last visit.

DoD Prime beneficiaries receiving care in military treatment facilities or in the private sector have an overall satisfaction rate of 60 percent. The Military Health System leadership has set a short-term goal for 2010 of 60 percent, with the intent on improving each year to close the gap between our current performance and the civilian benchmark. Retirees and their family members report an overall satisfaction rating of 70 percent for 2009, which is close to the 73 percent civilian benchmark. Active duty service members’ satisfaction averaged 52 percent for 2009. Increasing active duty Service member satisfaction is an area where DoD is going to focus efforts in 2010.

**Figure 3. Satisfaction with Health Care**



	CAHPS 3.0				CAHPS 4.0			
	FY08 Q2	Q3	Q4	FY09 Q1	Q2	Q3	Q4	FY10 Q1
Active Duty (+/- 3%)	48% (2,765)	52% (2,506)	51% (2,443)	51% (1,854)	57% (1,850)	50% (3,415)	50% (3,019)	51% (2,662)
Active Duty Family Members (+/- 4%)	56% (1,755)	55% (1,590)	59% (1,482)	61% (876)	65% (802)	57% (1,633)	60% (1,552)	57% (1,648)
Retirees and Family Members (+/- 3%)	70% (2,228)	70% (2,105)	69% (2,454)	71% (1,034)	71% (1,116)	70% (2,050)	70% (2,023)	72% (2,286)
MHS Eligible (Prime + S/E) (+/- 2%)	59% (6,748)	60% (6,201)	60% (6,085)	61% (3,660)	64% (3,768)	60% (7,098)	60% (6,594)	61% (6,596)

Data Source: Health Care Survey of DoD Beneficiaries (HCSDB).

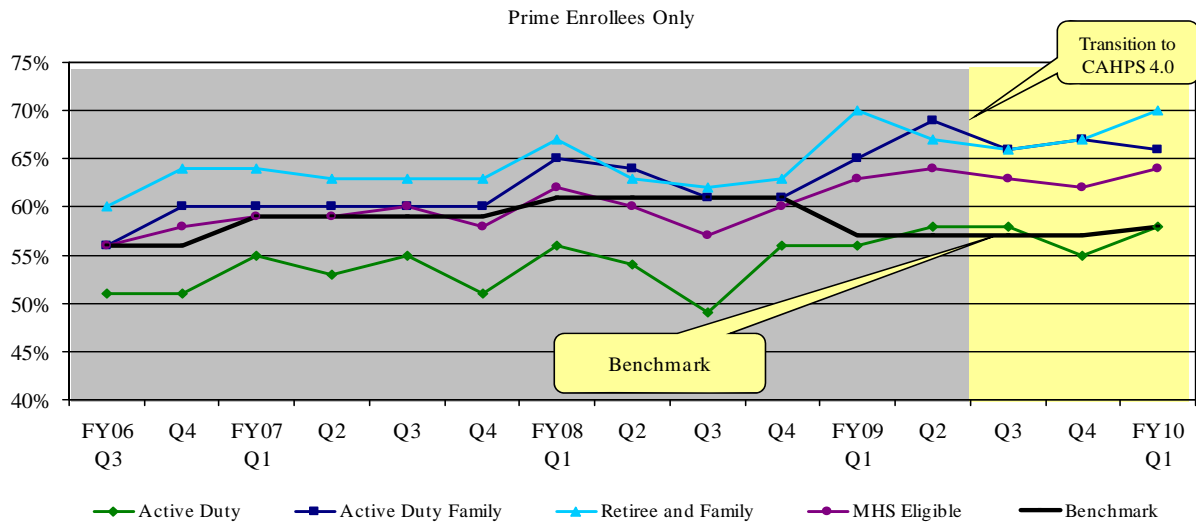
DoD health care beneficiaries enrolled to military treatment facilities rate their satisfaction 15 percent below the civilian benchmark when compared to those enrolled to the private sector. DoD assesses that making it easier to access the health system, improving access to a medical team with an identified provider and improving provider communication will raise the level of overall satisfaction.

*Satisfaction with Health Care Plan*

Military Health Beneficiaries are asked to assess their overall satisfaction with their health care plan in the past year: “If 0 is the worst possible and 10 is the best, how would you rate your health plan?” Responses of 8, 9, or 10 are included in Figure 4.

This measure, satisfaction with health plan, provides insight into how much DoD’s beneficiaries value their TRICARE health benefit. In many cases, satisfaction with the plan is related to how well problems are resolved once identified. Satisfaction with DoD’s health plan has improved steadily over the last three years, and the Military Health System as a whole has now exceeded the performance of systems participating in the CAHPS survey. Active duty Service members have shown a steady increase over past years. Retirees and active duty family members have also seen steady increases. Strong drivers of this measure include the speed with which claims are paid, the out of pocket cost of health services and the responsiveness of beneficiary service representatives, all of which have improved under the current set of managed care support contractor contracts.

**Figure 4. Satisfaction with Health Care Plan**



	CAHPS 3.0										CAHPS 4.0				
	FY06 Q3	Q4	FY07 Q1	Q2	Q3	Q4	FY08 Q1	Q2	Q3	Q4	FY09 Q1	Q2	Q3	Q4	FY10 Q1
Active Duty	51%	51%	55%	53%	55%	51%	56%	54%	49%	56%	56%	58%	58%	55%	58%
Active Duty Family	56%	60%	60%	60%	60%	60%	65%	64%	61%	61%	65%	69%	66%	67%	66%
Retiree and Family	60%	64%	64%	63%	63%	63%	67%	63%	62%	63%	70%	67%	66%	67%	70%
MHS Eligible	56%	58%	59%	59%	60%	58%	62%	60%	57%	60%	63%	64%	63%	62%	64%
Benchmark	56%	56%	59%	59%	59%	59%	61%	61%	61%	61%	57%	57%	57%	57%	58%

Data Source: Health Care Survey of DoD Beneficiaries (HCSDB).

### Plans Contributing to These Goals

The DoD health care system is implementing the Patient Centered Medical Home (PCMH) model which is an established model for primary care that improves continuity of care and enhances access through patient centered care and effective patient provider communication. One of the core principles of the PCMH is that patients have a consistent relationship with their provider and team that delivers first contact, continuous, and comprehensive care. The PCMH model is designed to help patients establish trust with their provider, lower utilization of hospital services, and lower overall cost of care. These attributes of the PCMH model are associated with better outcomes, reduced mortality, fewer hospital admissions for patients with chronic diseases, and increased patient compliance. Additionally, the PCMH model will enable the Military Health System for primary care to look similar to the eyes of the patient across all of DoD's military treatment facilities.

The PCMH policy was established on September 18, 2009, based on recommendations from a Tri-Service working group. Each of the Service Surgeon Generals has committed to making the PCMH the cornerstone of our health care delivery system. The plan is to implement these PCMH concepts in all of our military treatment facilities and to work with our managed care support contractors to do the same over the next three to five years. The PCMH is a major initiative that directly impacts all elements of the Quadruple Aim. The Military Health System strives to provide comprehensive care for its Beneficiaries through a team of healthcare providers responsible for a given number of patients. Patients also are assigned to individual providers who play a central role in promoting coordinated care and who encourage engagement of their patients receiving care. Early data from established PCMHs in military treatment facilities has shown improvement in: access to care, quality health outcomes, patient satisfaction, staff satisfaction and total health costs per patient.

Expanding psychological health care capacity for military families is another primary issue to be addressed. This needs to be addressed on three fronts in the next five years or less: the shortfall of care providers who accept TRICARE; bridging the cultural differences between military and civilian providers; and outreach to local community providers. In addition to the services provided through TRICARE, DoD is working with USDA and the Department of Health and Human Services to build community capacity for psychological health care for military families.

### **Support for the Wounded, Ill, and Injured and Their Families**

DoD places a strong emphasis on continuous assistance to our wounded warriors and their families for their sacrifice. In recent years, families of the wounded have expressed the need for a streamlined care management system (i.e., assign a single point of contact to manage each case) from the beginning of treatment for the wounded to the next

transition: either returned to military duty, or reintegrated back into the civilian community as an honored veteran. DoD has added the personnel and policies to begin meeting this need by establishing the Office of Wounded Warrior Care and Transition Policy (WWCTP), which oversees the care coordination and transition of wounded, ill and injured Service members and families during their recovery and transition, whether returning to duty, or transitioning to veteran status.

### Goals and Metrics

In December 2009, the Department issued DoD Instruction (DoDI) 1300.24, titled “*Recovery Coordination Program*”. The instruction establishes policy and standards for improvements to the care, management and transition of recovering Service members. Recovery Care Coordinators (RCCs) and DoD/VA Federal Recovery Coordinators (FRCs) oversee medical and non-medical services, for both the wounded warrior, veterans and their families, beginning from the time the warrior is screened at the first major military treatment facility (e.g., Landstuhl) or assigned a RCC. This oversight continues until the time the recovering Service member's case is closed. For those transitioning to veteran status, this case management may be nearly indefinite.

The instruction also outlines evaluation procedures for “a coordinated review of the policies, procedures, and issues” of the Recovery Care Program (RCP). The WWCTP will “develop and conduct an annual, formal RCP evaluation across the Military Departments using existing assessment tools and information” to assess “the care, management, and transition process of the recovering Service members”. This evaluation process is planned to begin in 2QFY2011.

### **Expansion of Unemployment Compensation Eligibility for Trailing Military Spouses**

Spouse employment is a key factor for the financial readiness of military families; however, military spouses are more likely to earn significantly less than their civilian counterparts partially because of frequent PCS moves. According to the 2008 DMDC Active Duty Spouses, close to half (48 percent) of spouses have experienced a Permanent Change of Station (PCS) move in the past 24 months. Trailing Service members during frequent PCS moves often hinders the development of a spouse’s career due to the difficulty of maintaining seniority and finding a job in the new location with comparable salary. Frequent moves required of military families add financial pressures as spouses routinely lose income during such moves. Statutes and policies in many states view a spouse leaving a job due to a military move as “voluntary,” despite the fact that the spouse has no realistic choice in the matter. Granting unemployment compensation eligibility to working spouses in transition (those “trailing” the military member) provides a much-needed financial bridge for military families during mandatory moves, and supports spouses while they seek suitable employment.

## Goals and Metrics

Expansion of unemployment compensation is one of the ten state-level key issues identified by the DoD as having a strong impact on military families. DSLO has been working with state lawmakers to resolve these issues since 2004. DoD has met its goal to have 75 percent of trailing military spouses eligible for unemployment compensation by 2013. Follow-on target percentages follow in the table below.

Progress is measured by the percentage of spouses covered by state legislation affording unemployment compensation. In 2004, when the initiative began, eleven states provided unemployment compensation eligibility for trailing military spouses, representing 37 percent of military spouses. To date, 35 states provide unemployment compensation to trailing military spouses, bringing the percentage of spouses covered under legislation to 80 percent.

**Table 4.** Goals and Metrics for Expanding Unemployment Compensation Eligibility for Trailing Military Spouses

Outcome	Metric	Current Status (FY09)	Goal (FY10)	Remarks
Increase coverage of Trailing Military Spouses by State Unemployment Compensation	%of Military Spouses Eligible for Unemployment Compensation During Mandatory Relocation	Goal: 70% <sup>1</sup>	85%	Targets for subsequent years <sup>2</sup> FY 2011: 89% FY 2012: 89% FY 2013: 100%
		Actual: 80%		

<sup>1</sup>Percentage is number of spouses, not number of states; some states have a proportionally larger number of military spouses over others.

<sup>2</sup> DoD has met its goal to have sufficient number of states comport with DoD guidance to cover 75 percent of target military population living in the United States by FY 2013. Since DoD has already reached the intended goal in 2009, and there are additional states that may be willing to grant access to unemployment compensation to military spouses, DoD has established additional targets for FY 2011 – FY 2013.

## Plans Contributing to These Goals

Several states revised their unemployment compensation statutes as a result of accepting the Federal stimulus package in FY 2009. There remain 15 states in which state legislatures do not presently adopt this measure, including Virginia, which is host to 11.4 percent of active duty military spouses in the U.S. DSLO will continue working with those states to remove unnecessary obstacles for military spouses.

## **Minimizing Disruption for School Age Children of Military Families**

Military families are likely to relocate much more often and much farther than most civilian families. Military children attend, on average, six to nine different school systems from kindergarten to twelfth grade. Frequent relocations across state lines can

hamper educational opportunities for military children due to different policies applied to transferring students between the “sending” state and the “receiving” state. Removing these barriers will help provide stability in the lives of military children during parental deployments as well.

The DoD, in cooperation with the Council of State Governments, developed the Interstate Compact on Educational Opportunity for Military Children (hereafter called “the Compact”). An array of federal, state and local officials as well as national stakeholder organizations contributed to the process of formulating the Compact. Within the DoD, DSLO identifies this as one of ten state-level key issues impacting military families. The goal of the Compact is to institute a comprehensive mechanism to assist transitioning military children by providing uniform policy in every school district in every participating state. The Compact addresses the following four key areas of transition issues: eligibility, enrollment, placement, and graduation.

Goals and Metrics

Effectiveness is measured by the percentage of military school-aged children (5 – 18 years old) covered by the provisions of the Compact. This percentage is based on the military family population of each state, not the number of states covered. The Compact became active in August 2008 when the tenth state approved it. A total of 11 states adopted the Compact through legislation in 2008; in 2009, 14 states (Alabama, Alaska, Hawaii, Indiana, Iowa, Louisiana, Maine, Maryland, Mississippi, Nevada, Ohio, Texas, Virginia, and Washington) adopted the Compact. By the end of FY 2009, 25 states had adopted the Compact, covering 71 percent of military children with its provisions.

**Table 5. Goals and Metrics for Minimizing Disruption for School Age Military Children**

Outcome	Metric	FY09 Data	FY10 Goal	Remarks
Increase the coverage of Military Children by Interstate Compact Provisions	% of Military Children Covered by Interstate Compact Provisions	Goal: 50% <sup>1</sup>	75% <sup>2</sup>	Target for FY 2011: 85% Target for FY 2012: 95% Target for FY 2013: 100%
		Actual: 71%		

<sup>1</sup> Percentage is number of children, not number of states.

<sup>2</sup> DoD has met its intended goal, to cover 75% of the military population in the U.S. by FY 2013. However, as there are additional states that wish to join the Interstate Compact, DoD has established additional targets for FY 2011 – FY 2013.

Plans Contributing to These Goals

In FY 2010, DSLO plans to continue educating legislators in interested states on this issue as part of the ten key issues. So far in FY 2010, California and New Jersey have enacted legislation, and we anticipate several other states will adopt the Compact and join the Commission. At the time of publishing this report, 28 states have signed on, covering 83% of military children.

## DoD Schools

The Department of Defense Education Activity (DoDEA) operates 191 schools in 14 districts located in 12 foreign countries, seven states, Guam and Puerto Rico. More than 84,000 children of Service members and DoD civilians from pre-kindergarten through 12<sup>th</sup> grade attend DoDEA schools worldwide. All schools within DoDEA are fully accredited by AdvancED<sup>13</sup>. DoD schools continue to serve as a standard of education excellence for the nation.

### Goals and Metrics

To measure educational effectiveness and academic performance, DoDEA has an established, system-wide assessment program. This report presents most relevant goals and metrics on the following two areas: student academic performance and Pupil-to-Teacher Ratio (PTR) (see Table 6):

#### *Student Academic Performance*

DoDEA adopts performance-based assessments for student progress using standardized test scores, namely TerraNova and Scholastic Aptitude Test (SAT), both of which provide comparable data to a national sample of students. The goals are set both to ensure military children are receiving an education competitive with their peers, and to minimize the number of those performing at or near the margin of failure.

- **TerraNova 3 Results:** TerraNova is a standardized achievement test, on which student scores are compared to the scores from a national representative sample of students. In School Year 2008-2009, DoDEA shifted to a newer version of TerraNova, TerraNova 3. DoDEA's Grade 3 through Grade 11 students scored substantially higher than the national average (50<sup>th</sup> percentile) in all subject areas (Reading, Language, Math, Science and Social Studies) in 2009. Because of the transition to TerraNova 3, the 2009 results cannot be directly compared to the TerraNova results from previous years.
- **SAT Results:** The DoDEA 2009 SAT scores slightly decreased over DoDEA's 2008 performance in critical reading, math, and writing. This year, DoDEA students' average scores in critical reading were 505, but four points above the national mean score of 501. The DoDEA SAT writing score of 492 is one point below the national mean score of 493. The DoDEA 2009 average score in math is 498, 17 points below the national mean score of 515. DoDEA's African American and Hispanic students scored higher than their counterparts across all three areas.

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<sup>13</sup> More information about AdvancED is available at [www.advanc-ed.org](http://www.advanc-ed.org).



**Table 6. Goals and Metrics for DoD Schools.**

Outcome	Metric	2009 Data		2010 Goals
By the end of Academic Year 2010-2011, at least 75% of all students will score at or above the 51 <sup>st</sup> percentile (the top two quarters above the national average)	% of students who scored at or above the national average in each subject area of TerraNova Test	<b>Goal<sup>1</sup></b> R 71 LA 71 M 68 S 66 SS 69	<b>Actual</b> R 69 LA 69 M 65 S 70 SS 74	R 72 LA 72 M 70 S 72 SS 75
By the end of Academic Year 2010-2011, no more than 7% of all students will score below the 25 <sup>th</sup> percentile (the bottom quarter)	% of the students below the 25 <sup>th</sup> percentile in each subject area of Terra Nova Test	<b>Goal<sup>1</sup></b> R 9 LA 9 M 10 S 10 SS 9	<b>Actual</b> R 9 LA 9 M 11 S 9 SS 7	R 7 LA 7 M 7 S 7 SS 7
Meet or surpass the national scores	SAT Scores Math	DoDEA 498 Nation 515		Meet or exceed National average
	SAT Scores Critical Reading	DoDEA 505 Nation 501		Meet or exceed National average
Maintain PTR not less than 18 or greater than 24	DDESS <sup>2</sup> Pupil-to-Teacher Ratio	19.5:1		No less than 18.0 :1 nor greater than 24.0:1
	DoDDS <sup>3</sup> Pupil-to-Teacher Ratio	20.4:1		No less than 18.0:1 nor greater than 24.0:1

<sup>1</sup> Abbreviations: R = Reading; LA = Language Arts; M = Math; S = Science; SS = Social Studies.

<sup>2</sup> DDESS: Domestic Dependent Elementary and Secondary Schools (DoD schools in the Continental United States)

<sup>3</sup> DoDSS: Department of Defense Dependents Schools (DoD schools at overseas installations)

### *Pupil-to-Teacher Ratio (PTR)*

PTR represents the capacity of providing individualized instruction with available resources. In 2009, the PTRs in both DoD schools in the Continental United States and at overseas installations were within the target range.

### Plans Contributing to These Goals

TerraNova 3: DoDEA is taking steps to move toward the target outcome of increasing student achievement. Administrators and teachers are receiving training on the Teacher’s Guide to increase their knowledge and understanding of Critical Thinking Skills and Depth of Knowledge framework for TerraNova 3. Task Groups in English Language Arts and Mathematics are developing solutions for more rigorous teaching practices based on the TerraNova 3 Teacher’s Guide trainings. Principals are providing support for classroom teachers in the area of differentiated instruction. Differentiated instruction is a system for teachers to maintain quality while responding to the diverse needs of students in a heterogeneous learning environment. It involves differentiating by content, process, and product according to students' readiness, interest, or learning profile.

SAT: While DoDEA students' SAT mean scores in critical reading and writing closely paralleled the national mean scores in those areas, students' scores in math remain an area of specific focus for DoDEA leaders. DoDEA has launched a long-term initiative to help students achieve and sustain improved performance in math. A formal Mathematics Program Evaluation was conducted to review the math program and make recommendations for improvement. DoDEA's mathematics program leaders reviewed and rewrote the standards to be more clearly delineated for each mathematics course. The revised standards were reviewed in the areas of depth, breadth, clarity, and specificity and received the highest ratings from the Mid-continent Regional Educational Laboratory (McREL). DoDEA will begin implementing these standards into our instructional practices in the 2010 – 2011 Academic Year.

## **Family Advocacy Programs**

In cooperation with civilian social service agencies and military and civilian law enforcement agencies, the DoD Family Advocacy Program (FAP) plays a key role in addressing familial physical, sexual, and emotional abuse involving military personnel in the Active Component as victims or abusers. There is a FAP at each military installation with command-sponsored families to provide services in prevention, identification, intervention and treatment of child abuse and neglect and domestic abuse.<sup>14</sup>

### Goals and Metrics

This report features two key programs: 1) the New Parent Support Program (NPSP) (a child abuse prevention program); and 2) treatment programs for substantiated spouse abusers.

#### *New Parent Support Program (NPSP)*

As a part of family violence prevention efforts, DoD adopted NPSP, an intensive, voluntary home visitation model, developed specifically for at-risk parents in the Active Component, in an effort to reduce risk and to strengthen protective factors. Services are offered to expectant parents and to parents whose children have not reached their third birthday. The program accepts self-referrals, as well as those screened and referred by health care providers. Further, the service is available to families whether they live within or outside the installation.

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<sup>14</sup> DoD defines domestic abuse as both domestic violence, including violation of a military or civilian protective order, and a pattern of behavior resulting in emotional/psychological abuse, economic control, and/or interference with personal liberty that is directed toward a person of the opposite sex who is a current or former spouse, a person with whom the abuser shares a child in common; or a current or former intimate partner with whom the abuser shares or has shared a common domicile.

The metric for NPSP has been effectively tied to outcomes for child abuse prevention (attention is invited to Table 7). Since the assessment began in 2005, DoD continues to meet its goal that 85 percent of Active Component families who received intensive NPSP services for six months are not reported in incidents that met FAP criteria for child abuse or neglect within one year after NPSP services are completed.

*Treatment to Reduce Spouse Abuse Recidivism*

At military installations, FAPs coordinate with local agencies to help alleged domestic abusers end their abusive behavior through treatment. Progress in prevention of domestic abuse is difficult to measure; civilian treatment programs vary by local agencies providing the treatment program. Literature has indicated that alleged abusers who have completed a treatment program are less likely to recidivate than those who dropped out.<sup>15</sup> The effectiveness of treatment programs for alleged spouse abusers is measured by the percentage of alleged spouse abusers who completed a FAP treatment program who are not reported in incidents that met FAP criteria for spouse abuse within one year after completion of treatment (see Table 7). Goals remain constant for the five years covered by this report.

**Table 7.** Goals and Metrics for Family Advocacy Programs.

Outcome	Metric	FY09 Data	FY10 Goal
No child abuse or neglect in high-risk families who received NPSP services	% of families who received a 6-month long NPSP-Plus services who are not reported in incidents that met criteria for child abuse or neglect within 1 year after the program completion.	Goal: 85%	85%
		Actual: 88%	
Service members who are alleged spouse abusers do not recidivate after completing FAP treatment	% of service members who completed FAP treatment and are not reported in incidents that met criteria for spouse abuse within one year after completion.	Goal: N/A	75%
		Actual: 90%	

Plans Contributing to These Goals

Spouse abusers in the Active Component are not a homogenous group, and so it is difficult to set a goal for treatment. Current FAP data indicate that approximately 91 percent of abusers are men and nine percent are women. Some have committed multiple acts of spouse abuse. Acts of spouse abuse vary, including emotional abuse without violence, physical violence, and sexual violence. (The DoD FAP office has recently changed the criteria for these types of acts to ensure a high level of consistency across installations and across all four Services.) As a result of the heterogeneous nature of spouse abuse, treatment varies. Men who have committed repeated acts of physical or sexual violence against their spouses are more likely to be treated as “batterers” within

<sup>15</sup> See pp. 429-432 in Sartin, Robert M., David J. Hansen, and Matthew T. Huss. 2006. “Domestic Violence Treatment Response and Recidivism: A Review and Implications for the Study of Family Violence.” *Aggression and Violent Behavior* 11(5): 425-440.

group psycho-educational approaches mandated by state standards, even if such approaches have significant recidivism. Women who commit only a few acts of emotional abuse are more likely to be treated with cognitive behavioral therapy, and may have lower rates of recidivism.

This is the first year that data was collected for a metric for treatment to reduce spouse abuse recidivism. Results indicate that not all Service data collection systems were programmed to collect such data, and that reprogramming may be necessary. The Service FAPs are exploring what programming changes would be required to match data on the type(s) of spouse abuse allegedly committed by a Service member with the type of treatment provided, and the reason for case closure.

### **Promoting Enforcement of the Predatory Lending Regulation**

Predatory short-term loan practices can trap Service members and their families into a vicious cycle of debt, negatively impacting their quality of life and operational readiness. For instance, financial problems can lead Service members to lose security clearances, which will impede their deployability while serving and job opportunities after leaving the military. The significance of this issue prompted Congress to establish DoD authority to regulate certain predatory products and practices. The regulation, 32 CFR Part 232, which went into effect October 1, 2007, sets limits on three forms of short-term credit: payday loans, vehicle title loans, and tax refund anticipation loans. This regulation covers all financial institutions; all states recognize it and follow the Federal Financial Institutions Examination Council Interagency Guidelines for the regulation when examining financial institutions. Nonetheless, not all states have the authority to enforce the regulation because of the way their state statutes are written..

#### Goals and Metrics

Measurement of effectiveness is based on the percentage of military members residing in states that provide their financial regulators authority to enforce the predatory lending regulation. This percentage is calculated based on the military demographics of each state, not just the number of states covered. To date, 28 states enforce the regulation, providing protection for 59 percent of Service members and their families. DoD, through the DSLO, continues to work with the remaining states to modify their statutes to provide

**Table 8.** Goals and Metrics for Promoting State Enforcement of the Predatory Lending Regulation

Outcome	Metric	FY09 Data	Goals
Protect Service members and their families from predatory lending practices	Percentage of military members “protected” <sup>1</sup>	59.65%	Goal for FY 2010: 65% Goal for FY 2011: 68% Goal for FY 2012: 72% Goal for FY 2013: 75%

<sup>1</sup>“Protected” = protected from these regulated lending practices either because the states do not allow those practices or have the ability to enforce 32 CFR Part 232.

regulators with enforcement authority. In conjunction with this effort, DoD has been providing Service members with education programs to raise their awareness of predatory lending practices and improve their overall financial health. For more information on these programs, please refer to the personal financial readiness section on p. 12.

#### Plans Contributing to These Goals

Legislation was enacted in Montana in 2009, which only marginally changed the percentage of Service members and their families covered. In FY 2010, the DSLO plans to continue educating legislators in interested states on this issue as part of the ten key issues (attention invited to the footnote 2 on p. 2). Legislation will likely be considered in 17 states in FY 2010.

#### **Military Commissary Benefits**

The Defense Commissary Agency (DeCA) operates a worldwide network of 255 stores and 11 central processing facilities (including one meat processing facility in Europe and 10 OCONUS central distribution centers), providing groceries and household items to about 12 million Service members.<sup>16</sup> Commissary benefits are a key component of the military benefit package, and, as such, are critical to the financial readiness of military families. In addition, the commissary through its partnerships with TRICARE and other OSD activities plays an ever-increasing role in the health and wellness of Service members and military families. Commissary patrons purchase most items at cost plus a five percent surcharge, which is used, among other things, to recapitalize commissary stores. Commissary operations are funded with an annual appropriation to the Defense Working Capital Fund.

<sup>16</sup> Defense Commissary Agency. FY2008 Performance and Accountability Report. Available at <http://www.commissaries.com/documents/whatsnew/PAR.pdf>.

## Goals and Metrics

The Department uses six metrics of sales, operations, surcharge obligations, customer savings and customer satisfaction that are taken from the DeCA balanced scorecard to assess performance from the financial and customer perspectives. The metrics and goals are presented in Table 9 below. Military commissary goals are set year-to-year.

Customer savings are measured annually by comparing commissary prices to commercial supermarket competitors worldwide. DeCA continues to exceed sales targets and keeps costs within budget authority, thereby reducing unit costs. Surcharge obligations are meeting goals to sustain recapitalization programs for commissary stores. The customer savings in FY 2009 reached 31.7 percent, exceeding the FY 2009 goal of 30 percent. Levels of customer satisfaction are measured by American Customer Satisfaction Index (ACSI)<sup>17</sup> and Commissary Customer Service Survey (CCSS). Scores for ACSI in FY 2008 mirrored the industry average of 76. FY 2009 ACSI scores are not yet available. The score for CCSS in FY 2009 was 4.67 (on a scale of 1.0 – 5.0, with 1 being low and 5 being high) which exceeded the goal of 4.61.

**Table 9. Goals and Metrics for Military Commissaries.**

Outcome	Metric	FY09 Data	FY10 Goal	Remarks
Meet or exceed annual sales projections in most recent President's Budget	Sales approved in the President's Budget (\$M)	Goal \$5,773.9	\$6,182.5	Sales exceed target
		Actual \$5,981.2		
Achieve results less than or equal to approved FY resource authority in annual operating budget	Commissary Operations	Goal \$1,279.9	\$1,330.4	Executed 99.4% of goal
		Actual \$1,271.8		
Achieve results less than or equal to Surcharge obligation authority provided by OUSD(C)	Surcharge obligation authority (\$M)	Goal \$ 291.6	\$ 324.0	Surcharge obligations are 98.1% of target
		Actual \$ 281.1		
Maintain 30 % of customer savings	DeCA Customer Savings	Goal 30.0%	30%	Customer savings above target
		Actual 31.7%		
Meet annual grocery industry average ACSI score	DeCA American Customer Satisfaction Index (ACSI)	Goal 76	Meet Industry Average	
		Actual 80		
Meet or exceed annual goal for CCSS score	Commissary Customer Service Survey (CCSS)	Goal 4.61	4.61	Customer satisfaction above target
		Actual 4.67		

<sup>17</sup> The ACSI is used by major grocery stores nationwide to measure customer satisfaction. Meeting or exceeding the ACSI provides a good indication of how commissaries compare with private sector supermarkets.

### Plans Contributing to These Goals

DeCA has expanded efforts to increase benefit accessibility to the National Guard and Reserve. Delivering the benefit to the Guard and Reserve forces in FY 2009 resulted in 165 events that served approximately 83,000 patrons, generated sales of \$9.1M, and resulted in \$4.2M customer savings. Fifty-four percent of the National Guard and Reserve units in the United States are located more than 20 miles from the closest commissary, so DeCA conducts outreach and "on-site" sales events at locations with no commissary. Other initiatives include combining sale efforts with military exchanges, and Internet-based ordering from individual Guard and Reserve unit members, with products being delivered to the Guard/Reserve base via truckload sales.

Customer service training was provided to the worldwide DeCA workforce to reinforce service and assistance to commissary patrons. Dale Carnegie World Class Customer Service training was also conducted at all 255 commissaries and reached over 99 percent of store associates. The 648 one-day training sessions were designed to build upon the strengths of store associates through a four-phase training improvement cycle, which included reinforcing a positive attitude building a knowledge base, applying knowledge to work situations and developing skills.

Workforce special emphasis programs have been implemented to target and increase recruitment of military spouses, wounded warriors, individuals with targeted disabilities, and minorities, as well as focusing on leadership development and succession planning in the workforce. DeCA also implemented an environmental management system to lessen the environmental footprint, enhance quality of life, and improve store operations.

### **Military Exchange Benefits**

The Armed Services Exchange programs are vital to mission accomplishment through support of personnel and their families wherever they are stationed and also forms an integral part of the non-pay compensation for active duty personnel. The Armed Services Exchange programs have the dual mission of (1) providing authorized military patrons with merchandise and services at a savings and (2) generating non-appropriated earnings as a source of funding for military morale, welfare and recreation (MWR) programs. The Armed Services Exchange Programs are provided through three separate exchange systems: the Army and Air Force Exchange Service — AAFES; the Navy Exchange Service Command — NEXCOM; and Marine Corps Exchange — MCX. The exchanges operate retail stores on 300 military installations worldwide and support forward deployments, ships at sea, emergency and disaster relief efforts, and contingency operations.

## Goals and Metrics

The military exchanges operate on a calendar year basis, with goals set year-to-year. The timing of this report relative to the availability of metrics and goal establishment precludes inclusion of the following year's goals for this report. Actual data for CY's 2008 and 2009 is provided.

The Military Departments assess the effectiveness of their Exchange systems through measures of customer savings, sales, profits, and customer satisfaction. Since the Exchanges follow the retail year, Table 10 summarizes metrics and goals for Calendar Year 2008, which ended in January 2009. The Military Departments set savings and sales volume goals that will produce profits to support recapitalization of exchange facilities and a steady stream of dividends for MWR programs. Those goals are consistent with DoD guidance to achieve a minimum average 15 percent savings on a market basket (excluding alcohol and tobacco products) that is compared to commercial shelf price

**Table 10.** Goals and Metrics for Military Exchanges.

Outcome	Metric	CY 2008 data		CY 2009 goal	Remarks
Achieve customer savings of 15% in all exchange systems	Customer savings				Goal of 15% is being reevaluated
	AAFES	Goal	15%	15%	
		Actual	20%		
	NEXCOM	Goal	15%	15%	
		Actual	23%		
	MCX	Goal	15%	20%	
Actual		27%			
Maintain sales volume and profitability that supports a steady stream of capital investment and MWR dividends	Sales and profits				Sales increasing, while profits holding steady.
	sales (\$M)				
	AAFES	Goal	\$ 8,475.3	\$9,431.3	
		Actual	\$ 8,421.7		
	NEXCOM	Goal	\$ 2,557.8	\$2,648.6	
		Actual	\$ 2,517.9		
	MCX	Goal	\$ 809.2	\$913.8	
		Actual	\$ 885.6		
	Profit (\$M)				
	AAFES	Goal	\$ 284.5	\$290.4	
		Actual	\$ 376.3		
	NEXCOM	Goal	\$ 56.5	\$57.58	
Actual		\$ 64.4			
MCX	Goal	\$ 43.8	\$52.2		
	Actual	\$ 72.0			
Meet or exceed ACSI department and discount store industry average	ACSI Customer Satisfaction				Scores are converging on industry average
	AAFES	Goal	74	Goal 75	
		Actual	71	Actual 73	
	NEXCOM	Goal	74	Goal 75	
Actual		72	Actual 75		



Outcome	Metric	CY 2008 data		CY 2009 goal		Remarks
	MCX	Goal	74	Goal	75	
		Actual	71	Actual	75	
Meet or exceed past 3 year average customer satisfaction index (CSI)	Exchange Customer Satisfaction Index					AAFES, NEXCOM and MCX improving
	AAFES	Goal	75	Goal	74	
		Actual	72	Actual	75	
	NEXCOM	Goal	79	Goal	80	
		Actual	80	Actual	82	
	MCX	Goal	71	Goal	73	
Actual		75	Actual	77		

(excluding sales tax). Exchange customer satisfaction is measured annually in two ways: first, the American Customer Satisfaction Index (ACSI)<sup>18</sup>, which is a nationally recognized benchmarking tool to compare commercial counterparts and, second, customized customer surveys used as diagnostic tools to measure and understand what drives customer satisfaction in their stores.

### Plans Contributing to These Goals

#### *AAFES*

- **Workforce Initiatives – Spouse employment:** AAFES currently employs 5113 military spouses. AAFES is an active leader within the Army Spouse Employment Partnership (ASEP), which promotes the employment of military spouses. Local AAFES Human Resources offices participate in ASEP sponsored career fairs as well as Wounded Warrior Events providing job opportunities in both entry level and professional positions. AAFES is also registered with the Employer Support of the Guard and Reserve (ESGR).
- **Marketing strategy:** AAFES’ is taking actions to include right sizing inventory, offering an expanded assortment both online and in-store, and listening to customers, through a new customer comment program and a variety of social media channels. The Exchange Online Store improved by accepting gift cards online, as well as offering customer reviews and ratings of products. The Click to Brick program allows customers to purchase more than 3,000 products online that are shipped to the exchange store of their choice.
- **Customer outreach events** include partnering with Army Wives Talk Radio, Military One Source and similar programs to communicate the benefit and value of AAFES. Additionally, AAFES launched and supported the DoD Interactive Customer Evaluation program at more than 175 installations worldwide.

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<sup>18</sup> The ACSI is used by major grocery stores nationwide to measure customer satisfaction. Meeting or exceeding the ACSI provides a good indication of how commissaries compare with their private sector counterparts.

- **Leadership Training-Succession Planning:** To develop a pool of highly qualified diverse candidates for management positions, AAFES has developed methods to achieve the strategy, which include: executive development, job rotations (lateral assignments) in critical jobs, emphasis on college education, and develop achievable diversity targets. Succession planning will co-exist with other organizational and HR strategies such as performance and career management. Special emphasis will be placed on General Managers and Main Store Managers.
- **Performance Management Systems:** AAFES launched a revised Performance Management Program in 2009. The program was designed with the help of Personnel Decision International (PDI) and a cross functional team of AAFES managers. Basic features of the program include goal setting, more focused competencies, mandatory reviews, calibration, and year-end evaluations. Additionally the readiness of an associate for promotional assignments has been separated from the year-end results and competency ratings. To date AAFES has trained 97% of the workforce on Phase I: Goal Setting and Readiness Ratings. Phase II has been launched with the first objective to train associates on: How to Measure Results, The Role of Calibration and Presenting Year-End Evaluations.

### *NEXCOM*

- NEXCOM remains committed to providing employment opportunities to Navy family members. Of NEXCOM's 14,000 associates, approximately 27 percent are Navy family members. NEXCOM also maintains a Continuity of Employment Program to support Navy family members when transferring to new duty stations with their spouses.
- As part of the focus on Navy families, NEXCOM completed the twelfth successful year of the Navy Exchange A-OK Student Reward Program. During the 2008-2009 school year, NEXCOM awarded \$44,000 in savings Bonds to qualified students of military families. The total value of savings bonds awarded to students since the inception of the program is now \$504,000. This program is fully funded by NEXCOM's business partners.
- In partnership with installation level activities, NEXCOM participates in a wide variety of family events such as health and wellness fairs, holiday celebration events, family appreciation events, fitness fairs and wedding fairs.
- **Customer centric initiatives:** NEXCOM analyzes store demographics by segmentation, allowing tailoring of merchandise to individual store's customer base. By utilizing customer input through annual satisfaction surveys and focus groups, NEXCOM provides key merchandise and services the military customer

desires. Examples include providing name-brand merchandise, including Macy's exclusive labels, offering food concepts that satisfy installation customers, and enhancing customer service training to improve the customer shopping experience.

### *MCX*

- **Develop Customer Service Culture:** Continue transformation of store management from merchandise buying to store operations, including implementation of corporate store staffing models and meeting brand standards. Focus on management and associate customer service training with emphasis on problem resolution.
- **Continue Aggressive Facility Capital Investments:** Main store re-capitalization is near completion. A Marine Mart Master Plan is now being implemented. Dual purpose of investments: Implement (1) specific MCX branding standards in (2) modern facilities.
- **Increase Information Technology Capital Investments:** MCCA has increased commitment to IT support and capitalization by one percent of sales.
- **Precision Assortments – MCCA uses a three tier method to:** (1) offer items customers want by utilizing CSI and analytics; (2) keep items in stock consistently through better utilization of technology; (3) source efficiently by streamlining methods of replenishment and increasing efficiencies of warehouses and transportation.

### **Morale, Welfare and Recreation (MWR) Programs**

MWR programs are strong contributors to the readiness, retention, and fitness of our military members and their families. MWR provides Service members and their families with a wide range of recreational programs both on- and off-installations such as fitness centers and sports, libraries, recreation centers, skills development programs, outdoor recreation, leisure travel, recreation lodging, and single Service member programs.

For Guard and Reserve members and their families, MWR programs are provided through "MWR Outreach." MWR Outreach is also available to Active Duty members who are not stationed at or near a military installation so they may maintain necessary fitness levels. MWR outreach includes opportunities such as YMCA memberships for eligible personnel, online library services 24/7 worldwide and military recreation 'one stop shopping' on the Military OneSource webpage.

In FY 2009, almost 25,000 eligible military members and 36,000 family members took advantage of free YMCA memberships. Respite child care is also offered at participating

YMCAs and provides free child care up to 16 hours per month, per child for families of deployed Guard and Reserve personnel along with children whose active duty parent(s) are assigned to an approved command which is remote from a military installation. Feedback from participants indicates access to YMCA programs and services not only provides great stress relief, but also a sense of community and belonging, which significantly helps ease the loneliness and isolation felt by spouses during their Service member's deployment.

The Internet has been a useful means of delivering MWR programs to Reserve Component families who are more likely to be geographically isolated than Active Duty families. In the past year, over six million users took advantage of online library services that offer recreation, lifelong learning, reference, and career information along with audio/eBooks for all ages and interests. The military recreation link on the Military OneSource website provides instant access to a myriad of information on each Service MWR program along with videos of the Armed Forces Recreation Centers, affordable vacation opportunities, and recreation facilities. Tickets and Tours offerings, lodging links, and other MWR program highlights are featured as well.

MWR also offers assistance at deployment-related meetings for Guard and Reserves in an innovative way. To encourage family participation at those meetings, MWR funded "Theater in a Box," "Electronic Games in a Box," "Recreation in a Box" and age appropriate "Crafts and Games in a Box" for National Guard State Family Readiness Offices, Family Assistance Centers, and the Air Force and Army Reserve Centers.

### Goals and Metrics

In 2009, MWR conducted a comprehensive customer satisfaction survey called the "DoD MWR Customer Satisfaction Index (CSI) Survey." The sample was drawn from active duty Service members worldwide. The survey provides CSI scores for the MWR program overall and for each of seven program areas. The survey also measured the impact of the overall MWR satisfaction on four selected key organizational outcomes: readiness, retention, unit cohesion, and organizational commitment. Impacts on these outcomes were measured within the MWR program, not relative to other military family readiness programs.

Program-level CSI scores indicate that Outdoor Recreation and Fitness contribute the most to the overall satisfaction with MWR than any other program areas. The overall MWR satisfaction score has the highest impact on "readiness" among the four organizational outcomes listed above. Taken together, these findings suggest that improvement in Outdoor Recreation and Fitness programs will have the highest impact on the overall satisfaction with MWR and consequently on the "readiness" outcome.

**Table 11.** Goals and Metrics for MWR Programs.

Outcome	Metric	FY09 data	FY10 goal	Remarks
Identify high impact program areas and levels of customer satisfaction	MWR Customer Satisfaction Index (CSI) <sup>19</sup>	69	N/A	MWR is establishing a self-benchmark for CSI score.

Although the survey provides comparable customer satisfaction data found in civilian industries, comparing MWR CSI scores with civilian benchmarks is not applicable in this case, because there is no single civilian industry offering the same level and scope of services as MWR. As an alternative, DoD is developing its own benchmark using the data from this first survey and subsequent surveys. Short and long term goals will be set after evaluating subsequent surveys against this benchmark.

Plans Contributing to These Goals

Results of the 2009 Survey are being used for developing MWR strategic plans, and as future funding justification for improvements to the MWR fitness and outdoor recreation programs. The second DoD MWR CSI Survey will be conducted in 2010.

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<sup>19</sup> Within the context of this study, scores in the 60s are interpreted as “fine but could use work,” the 70s as “good job but keep working on it,” and the 80s as “excellent – keep it up.” It is unlikely that any program will or should achieve a score higher than 85.

## **INTENDED DEVELOPMENTS IN MILITARY FAMILY READINESS GOALS AND METRICS**

This section briefly discusses program areas in which more evaluation and research efforts are needed in the next several years. In some program areas, it remains a work in progress to develop DoD-wide metrics to measure program effectiveness. Furthermore, the programs and their offerings should evolve as the needs of families change over time. To improve the accuracy of the assessment tools and keep them up-to-date, the metrics are subject to annual refinement and adjustment after being established. Newly created partnerships with land-grant universities will be a powerful vehicle leading the way ahead to enhance our assessment efforts.

- **The impact of deployments on families and children:** The significant increase in the frequency and length of deployments due to the current operations in Iraq and Afghanistan has raised serious concerns within and outside the military community about the impact of deployment on military families, particularly on children. In April 2010, DoD will launch the Military Family Life Project, a longitudinal survey study with military families. This study will invite 100,000 military spouses to participate in multiple surveys over two years. The research team will also subsample 30,000 Service members of the spouses who were selected for the study to participate in a separate survey. Survey data collected in this project will be a good data source for an assessment of the impact of military deployment on children, which was required in the FY 2010 National Defense Authorization Act. This project will help us better understand the impact of parental deployment affecting military children by age group, the number of deployments, and other family and community factors and address the current status and issues related to family readiness programs.
- **Effectiveness of non-medical counseling:** Non-medical counseling services offered by DoD programs are growing in use and popularity as American military involvement in Iraq and Afghanistan continues. While detailed usage data for these services are available, there is a need to develop measures of effectiveness that represent the objectives of non-medical counseling services. DoD is collaborating with a land grant university research team to develop assessment tools for non-medical counseling services.
- **The Quality of Fitness Centers:** DoD plans to increase the quality of its fitness centers worldwide, and is participating in an ongoing effort to establish national accreditation standards for MWR fitness centers. Methods for quality assessment have not been determined yet, but further updates will be included in the March 2011 report.

- **Personal Financial Readiness:** DoD collects the trend data on the self-assessment of Service members' personal financial readiness, using DMDC survey data. Further work is required to develop research methods and metrics linking financial readiness programs to personal financial conditions.
- **Wounded Warrior Care:** Our wounded warriors and their families made the great sacrifice for the nation and deserve continued support throughout the recovery process. In conjunction with WWCTP's efforts to ensure high quality care and seamless transition support for the wounded, ill, and injured warriors, measuring the quality of service for the wounded warrior and family is critical to improving the care, management, and transition process of recovering Service members.
- **Spouse employment:** Spouse employment is still a high-visibility issue, and obtaining meaningful outcome data remains difficult. Work to close this "feedback loop" continues.

## **CONCLUSIONS**

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Initial efforts in the strategic planning process that have taken place throughout 2009 have provided us an action plan, which will help us guide our assessment efforts and planning for family readiness programs in the next five years. The plans and assessment results presented in this report will continue driving the Departmental efforts to build a system that provides the right programs to the right people at the right time. Partnerships with the land-grant university system and the Cooperative Extension System, both of which are headquartered in USDA, will enhance the Departmental capacity to reach the geographically dispersed, and to develop improved measurements focused on linking the programs to family readiness and to build community capacities to support military families. These ongoing planning and assessment activities constitute an important initial step toward ensuring that all eligible military families have access to high-quality services, and identifying practices that are proven effective to help military families cope with unique life challenges in the military service.



## APPENDIX A

### Summary of Policies Providing Access to Programs and Activities

DoD provides a wide range of support programs and activities for Service members and their families, and it is often difficult to grasp the whole picture of the policies that set eligibility for DoD-sponsored programs and activities. Table A-1 on pp. 2 to 3 presents the matrix of DoD policies for access to those programs and activities, arranged by the category of military family populations. For family members of the Reservist or Guard, access policies applied to them vary by their Service member's current duty status. For family members of Reserve or Guard personnel who is serving on Active Duty under Title 10, access policies applied to them are listed under the "Active Duty or Activated/Title 10 Mobilized" section. Family members of Reserve or Guard personnel who are serving on Active Duty under Title 10 are entitled to all the benefits and services offered to families of the Active Component members. Access policies applied to family members of Reserve or Guard personnel who are not activated under Title 10 are listed under the "Reserve" and "Guard" sections respectively in Table A-1 on page 3. Access policies for caregivers, extended family members, and unofficial family members such as fiancée and unwed partner are also included in Table A-1.

**Table A-1. Military Family Readiness Program Access Policy Matrix**

PROGRAM / SERVICE	REFERENCE	Family Categories																CAVEATS / REMARKS		
		Active Duty or Activated / Title 10 Mobilized			Retirees from Active			Wounded Under VA			Reserve									
		Active Duty Sponsor	Active Dependents	Dependents of Fallen - Active	Retirees from Active	Dependents of Active Retirees	Wounded Medically Retired (V/A)	Wounded Discharged (V/V)	Reserve (NOT activated / mobilized)	Reserve Dependents (NOT activated/mobilized)	Dependents of Wounded - Reserve	Dependents of Fallen - Reserve	Retirees from Reserve	Dependents of Reserve Retirees						
Family Center Access (Services rendered vary by installation / service)	DODI 1342.22	Y	Y	Y	N	N	N(1)	N	N	N	N	N	N	N	N	N	N	N	N	(1) Retirees from Active Duty; eligibility until 180 days post-retirement
Relocation Assistance Program	NDAA 90/91 Sec661; DoDI 1338.19	Y	Y	Y	Y	Y	Y	Y	N	N	N	N	N	N	N	N	N	N	N	(2) Certain Transition Services provided to Service members and their families for up to 90 days after separation, space and work load permitting
Transition Assistance Program	NDAA 91/92/93 DODD 1332.35 DODI 1332.36	Y(2)	Y(2)	Y(2)	N	N	N	N	N	N	N	N	N	N	N	N	N	N	N	(2) Certain Transition Services provided to Service members and their families for up to 90 days after separation, space and work load permitting
Guard Family Asst Centers	DODI 1342.23 / Draft Family Asst Pgm Guidance	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y	
Military OneSource	MOS Stmt of Work	Y	Y	Y	N(1)	N(1)	Y(3)	Y(3)	Y	Y	Y	Y	Y	N(1)	N(1)					(3) MOS access for those leaving service - no defined limit. Svcs (less USMC) - 5 yrs post-discharge.
Wounded Warrior Resource Center	MOS Stmt of Work	Y	Y	Y	N(1)	N(1)	Y	Y	Y	Y	Y	Y	Y	Y	Y					
Joint Family Support Assistance Program (JFSAP)	NDAA 07 Sec 675	Y	Y	Y	N	N	N	N	N	N	N	N	N	N	N					
Yellow Ribbon Reintegration Program (YRRP)	NDAA 08 Sec 582	Y(4)	Y(4)	Y(4)	N	N	N	N	Y	Y	Y	Y	N	N						(4) Activated Reserve Component Only
Children and Youth Pgms	DODI 6060.2 DODI 6060.3 DODI 6060.4	Y	Y	Y(5)	Y(6)	N	Y(5)	N	N	N	Y(5)	Y(5)	N	N						(5) Limited access (6) Space available
MWR	DODI 1015.10	Y	Y	Y	Y	Y	Y	N	N	N	N	Y	Y							
Casualty Assistance	DODI 1300.18	Y	Y	Y	(7)	(7)	(8)	(8)	(7)	(7)	(7)	(7)	(7)	(7)						(7) Services vary based on status of deceased member (MCH recipient, GO, former POW) - All eligible veterans are entitled to funeral honors. (8) Scope of services dependent on whether death resulted from previous wounds & other factors. Eligible veterans entitled to funeral honors.
Education																				
DoD School Access	DODI 1342.26 (CONUS)	Y	Y(9)	Y(10)	N	N	N	N	N	N	(11)	N	N	N						(9) DOD schooling provided for active duty families living on installation; space-available for those who do not. (10) Must be enrolled in school at time of SVM's death. May remain through high school graduation. (11) Case-by-case basis. (12) May apply annually for space available.
	DoDEA Reg 1342.13 (overseas)	Y	Y	Y(12)	N	N	N	N	N	N	N	N	N	N						
Voluntary Education	DODI 1322.25	Y	Y(13)	Y(13)	Y(13)	Y(13)	Y(13)	Y(13)	Y(13)	Y(13)	Y(13)	Y(13)	Y(13)	Y(13)	Y(13)					(13) VOLED beyond servicemembers on space available basis
GI Bill	Title 38, Sections 3011, 3012, 3017, 3020	Y	Y(14)	Y(15)	Y	Y(14)	Y	Y(14)	Y(16)	Y(14,16)	Y(14,16)	Y(15,16)	Y(14,16)	Y(14,16)						(14) Can transfer to dependents if 6 yrs served (2 active + 4 drilling reserve) plus 4 years addl obligated, for specialties desig by Svc Sec. (15) Benefit transfers to beneficiaries if sm was eligible at time of death. (16) Aggregate of 6 years served (2 active + 4 drilling reserve) for full benefit (17) Active component: full benefit. Reserve/Guard: only when activated/ mobilized for OIF/OEF. (18) Spouse can complete current course if the service member dies on active duty.
Spouse Employment		Y	Y(17)	Y(18)	N	N	N	N	N	N	N	N	N	N						
Commissary access	DODI 1330.17	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y						
Exchange access	DODI 1330.21	Y	Y	Y	Y	Y	Y	N	Y	Y	Y	Y	Y	Y						
Family Advocacy Program	Various	Y	Y	Y	Y	Y	Y	N	Y(19)	Y(19)	Y(19)	Y(20)	Y	Y						(19) Must be in Transitional Assistance Management Program or enrolled in TRICARE Reserve Select.
TRICARE	Various	Y	Y	Y	Y	Y	Y	N	Y(19)	Y(19)	Y(19)	Y(20)	Y(21)	Y(22)						(20) Unremarried surviving spouse (of Reservist who died on active duty) and children until age 21 (23 if full-time students). (21) Upon reaching age 60. (22) Upon retired reserve sponsor reaching age 60.

Legend	
Y	Service provided w/o caveat.
Y(#)	Service provided with restrictions
N(#)	Service not available except as noted



## APPENDIX B

### Military Family Readiness Programs and Activities Provided by Each of the Military Services and the Office of the Secretary of Defense

#### 1. The Military Services

##### The United States Army

Resource	Description
Army One Source (AOS)	<p>Army One Source (AOS) is a support system that offers a diverse set of services to Soldiers and their families. Via telephonic, face-to-face, and Internet media AOS provides Service members with information and 24/7 support pertaining to child care, legal assistance, counseling, reintegration, and more. In addition, AOS provides a state of the art eArmy Family Messaging System to help Service members and their families stay in touch during deployments.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Army Family Action Plan (AFAP)	<p>The Army Family Action Plan (AFAP) provides Service members and their families with a protocol for raising general concerns about quality of life issues to appropriate authorities, and ensures that those issues are addressed and resolved.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Virtual Family Readiness Groups (vFRG)	<p>Similar to Family Readiness Groups, Virtual Family Readiness Groups (vFRG) help to maintain a free flow of information between Service members, their families, and the chain of command. vFRG's are essential to meeting the needs of a geographically dispersed force, and individualized, controlled access web portals greatly facilitate community building and information exchange.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Soldier and Family Assistance Center	<p>Partnering with Warrior in Transition Units (WTU), Soldier and Family Assistance Centers (SFAC) offer a one-stop service center for clinical and non-clinical Wounded Warrior support. SFAC's provide a safe haven for Warriors in Transition and their families to receive support and comradeship. Services provided include: military personnel services, employment and transition assistance, government entitlements and benefits assistance, education services, social services, and much more.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Operation Resources for Educating About Deployment and You	<p>Operation Resources for Educating About Deployment and You (Op READY) is a training program to help commanders prepare Soldiers and their families for the rigors and stresses of deployment by informing them about what services and support outlets are available to help them cope with the personal, family, and financial demands. Training modules include Children</p>

Resource	Description
	<p>and Deployment, Reintegration and Reunion, Trauma in the Unit, and Deployment Cycle Support.  Office POC: Army Community Service, Alexandria, VA  Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Family Readiness Groups	<p>Family Readiness Groups (FRG) provides support and assistance to families of Service members before, during, and after deployments by functioning as a line of communication between family members and command. Through FRGs, protocols are put in place to make issues and concerns known and have those matters addressed and resolved by command.  Office POC: Army Community Service, Alexandria, VA  Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Employment Readiness Program/Army Spouse Employment Partnership	<p>This program seeks to alleviate many of the difficulties military spouses face when trying to find and maintain a job or career by providing job search assistance, job skills training, and referral services. To get started, spouses complete a self-assessment test to determine skills and interests through the Employment Readiness Programs Career Assessment Tool.  Office POC: Army Community Service, Alexandria, VA  Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Exceptional Family Member Program – Respite Care	<p>This respite care program provides temporary rest periods for family members responsible for regular care of persons with disabilities. Increases in mobilizations and deployments have shifted responsibility of care heavily onto spouses and family members– this program seeks to alleviate some of that responsibility and stress.  Office POC: Army Community Service, Alexandria, VA  Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Army Operated On-Post Delivery System	<p>This On-Post delivery system provides Child, Youth, and School services to Soldiers and families living on or near military installations. Services include: Army Child Development Centers, Family Child Care Homes, Before and After School Programs, School Transition Services, Youth Outreach Programs, and many others.  Office POC: Army Child, Youth, and School Services, Alexandria, VA</p>
Family Child Care Online	<p>Family Child Care Online provides parents with information about home-based child care options. It also allows child care providers to showcase their services, which improves service quality through competition, and it allows Child, Youth and School Services to monitor and fill child vacancies, all from a web-based interface.  Office POC: Army Child, Youth, and School Services, Alexandria VA  Website: <a href="http://www.armyfcc.com">www.armyfcc.com</a></p>
Deployment Support Service – Active Component	<p>Child and youth related services are offered to Active Component Service members to help alleviate stress and responsibility. Extended Hours Child Care, Respite Child Care, Around the Clock Child Care, and support of initiatives to promote and foster child/youth communication with deployed parents are just a few of the services offered.  Office POC: Army Child, Youth, and School Services, Alexandria, VA</p>

Resource	Description
Deployment Support Services – National Guard and Army Reserve Component	<p>Child Care deployment support is provided to Army National Guard and Army Reserve through two main initiatives: Operation: Military Child Care, and Operation: Military Kids. These two programs provide community outreach services and child care and youth programs at reduced rates to the Army’s Guard and Reserve Component Service members.</p> <p>Office POC: Army Child, Youth, and School Services, Alexandria, VA</p>
School Transitioning and Restationing	<p>Child, Youth and School Services offers a number of support programs and initiatives to help students cope with the transition between schools and the changes that come about when a parent is deployed. The programs include Student2Student, and Junior Student2Student, School Liaison Officers and Transition Specialists, Transition Counselor Institutes, and Parent-to-Parent Cadre Teams. All programs focus on promoting and fostering a positive school experience by helping acclimate students to a change in circumstances or surroundings.</p> <p>Office POC: Army Child, Youth, and School Services, Alexandria, VA</p>
Youth Initiatives	<p>Youth Initiatives focus on the needs of Middle School and Teenage youth with the goal of providing age-specific support and programs to this particular demographic. One key goal is increased after-school, adult supervision since this age group is too old for child care, but too young to drive themselves or work. Youth Initiatives provides services oriented toward: Sports, Fitness and Health; Arts, Recreation and Leisure; Academic Support, Mentoring and Intervention; and Life Skills, Citizenship and Leadership.</p> <p>Office POC: Army Child, Youth, and School Services, Alexandria, VA</p>
Army National Guard Military Funeral Honors Program	<p>This program renders professional military funeral honors, in accordance with Service tradition, to all eligible veterans when requested by an authorized family member.</p>
Army Reserve Family Programs	<p>The Army Reserve Family Programs provide information, outreach, support, training, referral, and follow-up services. The goal is to provide coordinated, responsive service to Commanders in support of Soldiers, civilian employees, and their family members.</p> <p>Office POC: Patricia Centeno, Active Family Programs Director, Army Reserve</p>
Shaken Baby Avoidance Briefings	<p>The goal of this program is to reduce shaken baby syndrome by providing new parents with information on coping with inconsolable crying prior to an infant’s discharge from the hospital.</p> <p>Office POC: Dr. Rene J. Robichaux, Behavioral Health Division, HQs, US Army Medical Command</p>
Increased Depression Screenings for Spouses of Deployed Soldiers	<p>To ensure early identification of one important risk factor associated with increased risk for child neglect in families of deployed Soldiers.</p> <p>Office POC: Dr. Rene J. Robichaux, Behavioral Health Division, HQs, US Army Medical Command</p>
Quality of Life Well Being Surveys	<p>To provide the Office of the Secretary of Defense with key information from a number of Quality of Life/Well Being Surveys. These surveys include: <i>The Sample Survey of Military Personnel</i>, <i>The Survey of Army Families</i>, and the</p>

Resource	Description
	<i>Leisure Needs Survey.</i>
Army Evaluative Reviews	To provide information on the Army Family Program Evaluation Review Processes. Army Community Service, Army Recreation, and Army Child, Youth and School Services are the primary actions being evaluated. The Army seeks to provide true and accurate validation services provided within these three primary service categories.
4-H Army Youth Development Project	This alliance with the U.S. Department of Agriculture and fourteen land grant universities provides garrisons and geographically dispersed families with a wide range of support ranging from youth technology labs to helping deliver outreach services through <i>Operation: Military Kids</i> to individual 4-H Clubs on installations to professional development training of Child and Youth staff. Office POC: Army Child, Youth & School Services
Army Family Team Building	A Family training and readiness program that provides participants with an understanding of Army culture, and the skills and resources they need to become self-reliant, self-sufficient members of the military community. Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a>
Care Taker 101	All-inclusive workshops and toolkits define all aspects of caretaker roles and responsibilities through all phases of deployment. Office POC: Army Community Service
Child and Youth Services Transition Mobile Team	Teams support garrison child and youth staffing levels in high deployment periods and other contingencies. Qualified Army employees volunteer in advance to be assigned to installations lacking staff in order to meet existing child care and youth program demands. Office POC: Army Child, Youth & School Services
Operation Military Kids	This collaborative effort with America's communities offers support to children and youth impacted by deployment. Through a network of community organizations, the program provides youth program opportunities for school age, middle school and teenaged youth and connects them to support resources where they live. Office POC: Army Integrated Family Support Network or State 4-H Military Liaison
Sexual Assault Prevention and Response Program(SAPRP)	Comprehensive program focusing on prevention, training, and support to victims of sexual assault. The Family and Morale, Welfare and Recreation Command (FMWRC) is the lead to provide personnel and training to implement this commander's program on the garrison and to ensure Soldiers are trained to implement the SAPRP and provide services to victims in deployed environments. This program is merging with the Sexual Harassment/Assault Response and Prevention (SHARP) Program. Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a>
School Liaisons Program	School liaison positions have been created to work with school districts and Army families to ensure that the pressures facing military children are well understood by teachers and school officials. Office POC: Army Child, Youth & School Services

Resource	Description
<p>Army Affiliated Child Care &amp; Youth Programs – Active Component</p>	<p>Offers Child Care and Youth Programs at reduced rates for Army Families living off-post in garrison catchment areas. Includes: <i>Army Child Care in Your Neighborhood</i> for children 4 weeks-5 years, <i>Army School Age Programs in Your Neighborhood</i> for children ages 6-12 years, and <i>Army Youth Programs in Your Neighborhood</i> for youth ages 13-18 years. Participating programs are generally in communities surrounding garrisons highly impacted by Army Transformation. Supplements, not replaces, Army operated on-post Child and Youth Programs. Office POC: Army Child, Youth &amp; School Services</p>
<p>Army Sponsored Child Care &amp; Youth Programs – Active Component</p>	<p>Offers Child Care and Youth Outreach Services for geographically dispersed Families where they live – often beyond reasonable commuting distance of military bases. Offers child care at reduced rates where Families reside through Military Child Care in Your Neighborhood (MCCYN) initiative and connects youth with resources and support systems where they reside. Programs are available in 50 states. Supplements, not replaces, Army operated on-post Child and Youth Programs Office POC: Army Child, Youth &amp; School Services</p>
<p>Core Community Recreation Programs and Services</p>	<p>Community Recreation programs focus on the well-being of the military Service member and their families. Programs provide directed and self directed individual and group activities that contribute to unit readiness, alleviate stress, enhance skills, build social networks, and foster a sense of community. All programs are outlined in AR 215-1, 31 July 2007, Military Morale, Welfare, and Recreation Programs and Non-appropriated Fund Instrumentalities.</p> <ul style="list-style-type: none"> <li>• Aquatics Training: Provides swimming activities and water survival training to promote fitness, mission readiness and individual skill development.</li> <li>• Arts and Crafts Program: Provides arts and multi-craft activities to promote skill development and advances technical knowledge.</li> <li>• Automotive Skills Program: Provides equipment, technical instruction, and skilled assistance with auto repair and maintenance activities to promote skill development in maintaining personal vehicles.</li> <li>• Better Opportunities for Single Soldiers (BOSS): Provides opportunities for active duty Soldiers, with emphasis on the single (and unaccompanied) Soldier, to participate in physical, self-development, leisure, and educational activities.</li> <li>• Community Recreation Program: Provides community recreation facilities, program personnel and leisure activities to include BOSS for authorized patrons that provide opportunities for individual skill development and social interaction that contribute to an overall sense of community.</li> <li>• Entertainment Program: Provides diverse, demand-driven activities in the creative arts and organized for individuals or groups. Activities include plays, vocals and dance, concerts, and variety shows which may result in public performances and live commercial entertainment.</li> <li>• Intramural Sports: Provides authorized patrons opportunities to</li> </ul>



Resource	Description
	<p>participate in intramural sports that contribute to unit cohesion and esprit de corps and resiliency.</p> <ul style="list-style-type: none"> <li>• Leisure Travel Services: Provides discount ticketing services to authorized patrons for entertainment and leisure activities.</li> <li>• Library and Information Services: Provides and assists authorized patrons with access to information resources for education support and recreation purposes consistent with library standards and practices established by DoD, Department of the Army, and the American Library Association.</li> <li>• Outdoor Recreation Program: Provides structured and recreation activities and instruction offering diverse, healthful, vigorous, and comprehensive outdoor recreation programs to include high adventure which enhance unit cohesion, esprit de corps, individual coping skills and self/community well-being while conserving and protecting wildlife, forests, wetlands, and other natural resources.</li> <li>• Physical Fitness: Provides authorized patrons opportunities to enhance combat readiness, general physical fitness and contribute to overall wellness.</li> <li>• Swimming (recreational): Programs promote fitness and recreation and may include learn to swim, lifeguard training, fitness programs, competitive swimming, water safety, military survival training, and recreation.</li> <li>• Deployment Support: MWR professionals deploy to Iraq to provide a framework to advise military leaders on resource and logistical requirements for theater wide MWR activities, schedule live entertainment, develop sports &amp; fitness programs and operating requirements for base camp recreation programs.</li> <li>• Warrior Adventure Quest: (WAQ) combines existing outdoor recreation high adventure; high adrenaline activities with Battlemind debriefing techniques in a interactive training environment; introduces Soldiers to the combat operational stress control (COSC); assists Soldier re-integration, empowers small-unit leaders, maintains combat readiness, and increases unit cohesion.</li> <li>• "The Zone": Is a concept for high-energy entertainment/recreation facilities designed to provide Soldiers a convenient on-post venue to meet, relax and socialize. Includes high-energy state-of-the-art audio/visual capabilities and sound systems; integrated quality food and beverage service; high-tech Internet capabilities, Wi-Fi connectivity and video/arcade. Provides administrative work space for BOSS.</li> <li>• Partnership With CYSS: The CYSS Services Space Partnership Initiative provides an alternative delivery option of extracurricular enrichment opportunities in FMWR program settings for children and youth (Learn To Programs), on-site child care at physical fitness and recreation +facilities and job opportunities for local youth.</li> <li>• BOSS Partnership with I.A.M. STRONG: I.A.M. STRONG realized the viability of BOSS as the conduit of information to the Soldier, and has</li> </ul>

Resource	Description
	<p>partnered with BOSS in an attempt to saturate the Army with their message. The primary target audiences are single Soldiers ages 18-25 years old; with the premise of focusing on sexual assault prevention and bystander intervention. This maximum exposure will reinforce I.A.M. STRONG's message, while adding credibility to the BOSS program.</p> <ul style="list-style-type: none"> <li>World Class Athlete Program: The program provides Soldier-athletes from all three components (Active, Guard &amp; Reserve) that are nationally ranked or show the potential to compete at the Olympic level the opportunity to participate in training for national and international sports competitions leading to their selection to U.S. National and Olympic teams.</li> </ul>
Information and Referral (I&R program)	<p>Strives to provide Soldiers and Families with timely, comprehensive information on both military and community resources that will assist in meeting basic needs and improve quality of life. This program is sometimes abbreviated as the "I &amp; R" program.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Mobilization and Deployment Readiness Program	<p>Includes program and support activities designed to assist leaders at all levels and Soldiers and their Families to successfully manage the challenges of mobilization and deployments before, during and after they occur. This program is referred to as the MOB/DEP program.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Family Advocacy Program (FAP)	<p>The Army FAP is committed to preventing domestic violence and child abuse and neglect by providing a variety of services to strengthen Army Families and enhance resiliency. The FAP includes prevention, identification, reporting, investigation, and treatment in support of Soldiers and Families.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
New Parent Support Program (NPSP)	<p>Provides professional social workers and nurses who offer supportive and caring services to military Families with children from birth to three years of age. Through a variety of programs including home visits and parenting classes, the NPSP provides opportunities to learn to cope with stress, isolation, post-deployment, reunions, and the everyday demands of parenthood. The program is committed to developing strong Army Families, and the prevention and treatment of Family violence. Its coordinated efforts are designed to prevent and intervene in cases of Family distress, and to promote healthy Family life.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Victim Advocacy	<p>Provides 24/7 services for victims of both sexual assault and domestic violence. Victims have access to emergency assistance, information, referrals, and ongoing support in accessing medical, behavioral health, legal, and law enforcement services on and off garrisons. Available for both restricted and unrestricted reports.</p> <p>Office POC: Army Community Service, Alexandria, VA,</p>

Resource	Description
	www.armyonesource.com
Transitional Compensation (TC) Program for Abused Dependents	<p>A congressionally mandated program for abused dependents of military personnel. Legislation authorizes temporary payments for Families in which the Active Duty Soldier has been separated administratively or by court-martial for a dependent-abuse offense. The TC Program offers benefits and entitlements for 12-36 months to eligible Family members. During this benefit period, beneficiaries are provided temporary financial compensation and are eligible to receive medical care, including behavioral health services as TRICARE beneficiaries. Recipients will also have commissary and exchange privileges during this period.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: www.armyonesource.com</p>
Outreach Services	<p>Center based services are supplemented with outreach to Families. The primary focus of outreach will be to deliver services to the following populations: geographically or socially isolated Families identified as needing specific outreach services; first-term Soldiers and Families; geographically separated Families; newly arrived Soldiers and Families in the community; single-parent Families, and other Soldiers and Families identified by a needs assessment. Additionally, unit service coordination will be established with commanders to provide the support needed by the units.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: www.armyonesource.com</p>
Relocation Readiness Program	<p>Relocation Readiness assistance provided to Soldiers and Families to help reduce or eliminate problems arising due to frequent moves. Specialized programs and services include: individual or group counseling; sponsorship and pre-arrival information; mandatory overseas briefings and post-move orientations; lending closet services; Military INSTALLATIONS web-pages on DoD website; Citizenship Immigration Services; multi-cultural programs; and "Hearts Apart" activities for waiting Families. Garrison commanders chair multi-disciplinary Relocation Assistance Coordinating Committees (RACC) to stay abreast of issues and remedy emerging concerns.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: www.armyonesource.com</p>
Financial Readiness	<p>Provides comprehensive educational and counseling programs in personal financial readiness. The program covers indebtedness, consumer advocacy and protection, money management, credit, financial planning, insurance and consumer issues. Other services offered are mandatory financial readiness training for first-termers, and financial counseling for deployed Soldiers and their Families. Soldiers receive promotion points for some classes.</p> <p>Office POC: Army Community Service, Alexandria, VA Website: www.armyonesource.com</p>
Army Emergency Relief (AER)	<p>Provides assistance for unexpected and financial stress to include: travel; housing; car repair; utilities; medical expenses; funeral costs and disaster relief. AER is offered as part of the continuum of services in Financial</p>

Resource	Description
	<p>Readiness. Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Army Volunteer Corps	<p>Unites all volunteers and organizations using volunteers, and strengthens volunteerism by enhancing the career mobility of volunteers, establishing partnerships, and promoting a life-long commitment to service. This, in turn, assists in maintaining readiness, sustaining communities, and enriching lives throughout the Army. Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Army Spouse Employment Partnership Program (ASEP)	<p>A self-sustaining and expanding partnership between the US Army and Corporate America. The partnership provides Army spouses the opportunity to attain financial security and achieve employment/career goals through mobility and enhanced employment options. ASEP is a core component of the Employment Readiness Program to enhance and develop employment opportunities for spouses. Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Survivor Outreach Services (SOS)	<p>A multi-agency approach which embraces and reassures survivors that they are continually linked to the Army Family for as long as they desire. SOS fosters resiliency and ensures access to all entitled benefits, financial counseling/planning and long term support. Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Family Assistance Center (FAC)	<p>Centers operating 24/7, established by garrison commanders under the auspices of ACS in response to deployments, natural disasters or catastrophic events to assist Soldiers and Family members with basic services. Other agencies may be asked to participate in the FAC as local needs dictate. The National Guard operates FACs for Families who are geographically dispersed and located in remote sites. Office POC: Army Community Service, Alexandria, VA Website: <a href="http://www.armyonesource.com">www.armyonesource.com</a></p>
Army Reserve (AR) Army Family Action Plan (AFAP)	<p>AFAP is an issue resolution program that gives all members of the Army Reserve Family the opportunity to voice concerns and prioritize issues affecting quality of life to Army leadership. The conference meets annually for five days with representatives of the entire Army Family. Additionally, the teen workgroup focuses on issues related to AR children and youth.</p>
Army Reserve Family Program Academy (FPA)	<p>FPA training is available to unit personnel and volunteers on Family Readiness Programs and other related resources available to establish and maintain viable Family Readiness Groups (FRGs). Classes are available on-line at <a href="http://www.arfp.org">www.arfp.org</a> and training is periodically hosted in a classroom environment that provides a forum for exchanging information and learning from the experiences of others.</p>

Resource	Description
Army Reserve Employer Partnership (AREP)	This AREP program helps Warrior-Citizens serve the country and provide for their Families. This initiative formalizes the relationships between the Army Reserve Soldier and private sector businesses, each sharing common goals of strengthening local communities, supporting Army Reserve Soldiers and growing a stronger economy. Through AREPs, Soldiers get two careers – one with the Army Reserve and the other with one of the Employer Partners. This dual opportunity provides stability to Families and gives Soldiers additional possibilities to achieve success in both their civilian and military career goals.
Army Reserve Family Readiness Education for Deployment (AR FRED)	AR FRED is training for personnel who have regular and direct contact with Families of mobilized Soldiers and address deployment-related concerns. AR FRED contacts are trained to offer assistance, answer questions and provide accurate, timely referrals to military and community resources. Training is conducted in a large group session for audiences of up to 100 individuals with 26 various topics addressed by subject matter experts over a 12-hour period, usually over a weekend.
Army Reserve Fort Family/Outreach Center	Fort Family is a virtual installation designed to facilitate services to geographically dispersed Citizen-Soldiers and Families of the Army Reserve. Fort Family services foster mutually supportive "Community Connection" relationships to proactively connect Families with available civic, faith, government, military, local and veteran organizations. Fort Family provides customer focused, team based support 24 hours a day, 7 days a week, 365 days a year, using innovation and technology to integrate community resources with Military Families. For more information call (704) 496-3933/1-866-345-8248 or visit <a href="http://www.fortfamily.org/">www.fortfamily.org/</a> or <a href="http://www.arfp.org/outreach">www.arfp.org/outreach</a> .
Army Reserve Warrior Transition Support Center	The Warrior Transition Support Center provides support to the Recovering Reserve Service Members and their Families with a synchronized family care management plan. It provides support and guidance to empower, enhance and educate individuals on integrated and comprehensive continuum of care and services to meet the unique needs of geographically dispersed Army Reserve Warriors in transition and their Families. Army Strong Community Center (ASCC)/Virtual Installation. The ASCC is an element of the Virtual Installation initiative created to fill in gaps in services and to support geographically dispersed Families. It provides flexible and responsive support to geographically dispersed Service members and their Families through trained, qualified and skilled staff available on a 24/7 basis. It combines resources to provide, virtually, the same level access of support that Soldiers and Families would expect from a military installation. ASCCs connect services that exist in the community with military services needed for Families and provide them directly via personal contact to obtain resolution. The ASCC builds community capacity and fosters effective Federal, State and Community Partnerships.
Chain of Command Orientation	Chain of Command orientation is conducted in small groups of 40 per session, to increase unit leadership's awareness of Army Reserve Family Programs and encourage command support of unit-level Family Readiness

Resource	Description
	Groups (FRGs). Designed for unit command teams -- consisting of the commander, Family Readiness Liaison (FRL), senior enlisted, full-time staff and the active FRG volunteer Leader – the outcome is an action plan consisting of the Family Readiness Plan, FRG Sanction Memorandum and a draft training schedule that includes Family Readiness activities.
Army Reserve Survivor Outreach Services (SOS)	SOS is a holistic, multi-agency approach which enhances the current Long Term Family Case Management Program by decentralizing services to installations and communities closest to where Families reside. SOS provides substantial support to the Casualty Assistance Officer (CAO) and surviving Families, to ensure Families receive the most current information on benefits and entitlements and have access to long-term financial and emotional support.
Yellow Ribbon Reintegration Program (YRRP)	The YRRP was established in 2008 for reserve component Soldiers on deployment orders for more than 90 days. The program's central core is to prepare Soldiers, Family members and employers for the scheduled mobilization, sustain Families during the mobilization and reintegrate Soldiers with their Families, communities and employers upon their release from active duty. The YRRP provides proactive outreach to promote understanding, help overcome stress and provide timely information about available services during the seven phases of deployment (alert, activation at home station, mobilization, deployment, sustainment, reunion and reintegration).
Army Reserve Family Programs Child, Youth & School Services (CYSS)	The AR CYSS mission is to support readiness and well-being of geographically dispersed Families by reducing the conflict between parental responsibilities and mission requirements.
Army Reserve Enrichment Camp (AREC)	In collaboration with community partners, including 4-H, Boys and Girls Clubs of America and YMCA; CYSS provides a week long residential camp for Army Reserve youth. The camp focuses on building resiliency in youth, connecting them to each other and caring professionals in their communities.
Army Reserve Teen Panel (ARTP)	The ARTP was modeled after the Active Army Teen Panel (ATP). They are the voice of Army Reserve Youth. Panel members are chosen through a selection process to represent Army Reserve youth world-wide. There are 27 Teen Panel members and three Junior Advisors who live in Europe, Puerto Rico and the Pacific Islands as well as throughout the United States.
Community Based Child Care – NACCRRRA/CCR&R	CYSS facilitates access to community based child care for children of geographically dispersed Army Reserve Families residing in local communities. CYSS staff work in conjunction with the National Association of Child Care Resource & Referral Agencies (NACCRRRA) and Child Care Resource and Referral (CCR&R) agencies to help those who serve in the military find affordable, quality child care that suits their unique needs.
Military Child Care In Your Neighborhood (MCCYN)	MCCYN is available for Army Reserve Soldiers on active duty status that are geographically dispersed and live beyond a reasonable commuting distance of a military installation. MCCYN child care options supplement, not replace, military operated on-post mission child care.

Resource	Description
Operation: Military Child Care (OMCC)	OMCC serves eligible children of mobilized and deployed Army Reserve Soldiers at reduced fees during the deployment period and up to 60 days after return of the military parent. Options for care are for children from 6 weeks – 12 years old and include full day, part day, respite and reunion care.
Respite Child Care	The Respite Child Care program, offered to Army Reserve Soldiers and their Families through their local YMCA, also provides health and wellness programs. The Respite Child Care program provides up to 16 hours of child care for Families of deployed Guard and Reserve personnel.
Teen Deployment Classes	CYSS coordinators offer monthly on-line teen deployment classes for youth 12 years of age and older. The purpose of the class is to familiarize teens with what deployment is and what it means to their Families.
Tween Leadership, Education and Development (TLEAD) Weekend Camp	The TLEAD weekend camp is an initiative created to enhance the life skills of Army Reserve Youth between the ages of 10 and 13 years to promote their leadership and personal development.
Youth Leadership Education and Development (YLEAD)	The objective of the YLEAD regional summit is to enhance the life skills of Army Reserve youth to promote their leadership and personal development. YLEADs, scheduled regionally and conducted annually, bring youth together to share experiences about coping with deployment.

### **The National Guard**

Resource	Description
Family Assistance Locations	Family Assistance is the “one call does all” for support, aid, information and referral for our National Guard families during long and short term deployments. Family assistance locations and/or personnel provide information and referral service to facilitate well-being while providing the necessary assistance to families in times of need and crisis. This is especially true for the geographically dispersed families that are unable to access services at local bases, posts or installations. Office POC: National Guard Family Program Division
State Family Program Directors (SFPDs)	There are 54 SFPDs operating in all States and the Territories of Guam, Puerto Rico and the Virgin Islands, and in Washington, DC. This position serves as the Family Program hub in all locations, and is key in enacting the Adjutant General’s vision for Family Programs. The SFPD works closely with OSD’s Joint Family Support Assistance Program (JFSAP) as well as with many other government and non-profit volunteer agencies. The SFPD has oversight of all National Guard Family Program activity within his or her State/Territory, works closely with the Wing Family Program Coordinators, and is the direct link back to the National Guard Family Program staff. Office POC: National Guard Family Program Division
Wing Family Program Coordinators (WFPCs)	WFPCs are located at the 88 Air National Guard (ANG) Wings and at 4 additional Air National Guard regional centers. The WFPCs assist the SFPDs to ensure that all units readily communicate so that no family goes without service. Coordinators and their volunteers are a versatile resource with competencies in deployment cycle preparation and support, family



Resource	Description
	<p>readiness education, information and referral, collaboration with Wing agencies, and the ability to create and maintain community alliances and outreach to support Airmen and families. Office POC: National Guard Family Program Division</p>
Landstuhl Wounded Warrior Liaison	<p>The Landstuhl Regional Medical Center (LRMC) National Guard Bureau Family Liaison Officer provides information, advice and assistance to the Wounded Warriors, State Family Program Directors, Wing Family Program Coordinators, Family Assistance Centers, Rear Detachment Commanders, and Family Readiness Groups/Key Volunteer Programs. The LRMC National Guard Bureau Family Liaison Officer is the subject matter expert on LRMC policies and procedures and provides this information to families plus refers families of Wounded Warriors to appropriate agencies. Office POC: National Guard Family Program Division</p>
Air Force Family Readiness EDGE	<p>The Air Force Readiness EDGE is a guide for managing deployment-related stress during all phases of deployment, reunion, and reintegration with the services of the Integrated Delivery System (IDS). It targets combat stress reactions, the deployment environment, and deployment-related stressors. Office POC: National Guard Family Program Division</p>
National Guard Child and Youth Program	<p>Supports the mission of improving Family Readiness by ensuring excellence in youth services. It is the objective of the Child and Youth Program to meet the social, emotional, and academic needs of National Guard children and youth in accordance with statutory requirements, Department of Defense (DoD) policy, and Army and Air Force baseline standards. Office POC: National Guard Family Program Division</p>
STARBASE	<p>Partnership between the military, local school systems and communities. STARBASE is a premier educational program, sponsored by the Office of the Assistant Secretary of Defense for Reserve Affairs. STARBASE students participate in challenging "hands-on, mind-on" activities in aviation, science, technology, engineering, math, and space exploration. They interact with military personnel to explore careers and make connections with the "real world." Students also learn teamwork, goal setting, and the importance of staying off drugs. The program provides students with 20-25 hours of stimulating experiences at National Guard, Navy, Marine, Air Force Reserve and Air Force bases across the nation. Office POC: National Guard Athletic and Youth Development Division</p>
Our Military Kids	<p>Provides tangible support to children of deployed National Guard and Reserve personnel as well as to children of severely injured Service members through grants for enrichment activities and tutoring. Such activities help these children cope with the stress of having a parent in a war zone or recovering from injury at home. Our Military Kids grants are made to honor the sacrifices that military families make and to ensure that their children have access to sports, fine arts, or academic tutoring programs. Office POC: National Guard Family Program Division</p>
Communities In Schools (CIS)	<p>Champions the connection of needed community resources with schools to help young people successfully learn, stay in school and prepare for life. By bringing caring adults into the schools to address children's unmet needs,</p>



Resource	Description
	<p>CIS provides the link between educators and the community. Office POC: National Guard Family Program Division</p>
<p>The National Guard Youth Symposium</p>	<p>State/Territory Youth Coordinators and selected State/Territory Youth Representatives attend this annual event.. The purpose of the Youth Symposium is to address the challenges of being a child/youth that has a family member in the National Guard; present techniques in dealing with those challenges and to capitalize on the benefits of being a child/youth that has a family member in the National Guard. Office POC: National Guard Family Program Division</p>
<p>Guard Teen Panels</p>	<p>Established at the National and State level to educate and empower National Guard Youth locally, regionally, and nationally to become ambassadors of patriotism, diversity, moral character, intellectual achievement, and service to others. Office POC: National Guard Family Program Division</p>
<p>State Youth Camps</p>	<p>Many states conduct either weekend or week long camps to educate and expose the youth on what their Service member goes through while attending various military trainings. Each state camp is specifically tailored to meet the needs of their child and youth population. Office POC: National Guard Family Program Division</p>
<p>Child Care Subsidies</p>	<p>The Military Services have made child care funding available for members of the armed forces on Title 10 Orders in support of the Global War on Terrorism. This supplement is paid directly to state endorsed service providers and continues through the length of the deployment. The amount of the supplement received is based on family income, the number of children receiving care, and the type of care needed. Office POC: National Guard Family Program Division</p>
<p>Employer Support Program</p>	<p>The National Guard Bureau(NGB) in partnership with the National Committee for Employer Support of the Guard and Reserve (ESGR) has placed an employee in each State, Territory, and the District of Columbia to provide Employer Support. This individual serves as The Adjutant Generals subject matter expert regarding employer issues. The National Guard Bureau has executed a Memorandum of Understanding with the National Committee for ESGR to formalize the relationship and support. The basic ESGR mission continues to be gaining and maintaining the support of public and private employers for the men and women of the National Guard and Reserve. Today, over 4,500 volunteers serve on local ESGR committees. With resources and support provided by the National ESGR Office and the NGB, these 55 ESGR committees conduct Employer Support and Outreach programs. These include information opportunities for employers, ombudsman services, and recognition of employers who support and encourage participation in the National Guard and Reserve. In addition the volunteers support mobilization and demobilization activities with information briefings. Office POC: National Guard Employer Support Division</p>
<p>Transition Assistance Advisor Program</p>	<p>Provides for at each National Guard US State and Territory Joint Forces Headquarters a professional Transitional Assistance Advisor (TAA)</p>

Resource	Description
	<p>experienced in Department of Veterans Affairs programs, specifically Veterans Health Administration and Veterans Benefits Administration. The TAA also possess knowledge and experience on TRICARE benefits and policies, pre and post mobilization entitlements/requirements, and Army and Air National Guard statuses, policies, and entitlements. TAAs assist Guard members and their families in understanding the benefits they have earned and acquiring the services available to them through VA, TRICARE, Military Health System, and DoD. The TAAs provide non-medical case management of wounded and injured Guard members returning from contingency operations by coordinating benefits application through the federal, state, local, and community support organizations to optimize the soldier's smooth transition home . The TAAs work with VA centers to assist law enforcement, court systems, state mental health authorities, and fire departments with awareness training concerning service members and veterans that may need crisis intervention. The TAAs provide the link for the National Guard service member and family when they transition from DoD benefits and entitlements to veteran's benefits and entitlements. Office POC: National Guard Joint Forces Headquarters Office of Warrior Support</p>
Directors of Psychological Health (DPH)	<p>Program supports the second goal of the Department of Defense Task Force on Mental Health: "ensuring a full continuum of excellent care for Service members and their families" and addresses the requirements of Section 5.4 of the Task Force report "to place a Director of Psychological Health (DPH) at each of the 54 Joint Force Headquarters (JFHQ), and Army National Guard (ARNG) and Air National Guard (ANG) Headquarters to act as the focal point for coordinating the psychological support for Guard members and their families. The program mitigates the National Guard's unique challenges including the fact that armories and wings are community-based, locations are seldom near a military treatment facility, and some Guardsmen faced non-provision of health care treatment. DPHs assist the JFHQ in suicide prevention measures. Office POC: National Guard Director of Psychological Health Division</p>
Sexual Assault and Response Program (SAPR)	<p>Reinforces the NGB commitment to eliminate incidents of sexual assault through a comprehensive policy that centers on awareness, prevention education, victim advocacy, NGB policy promotes sensitive care and confidential reporting options for victims of sexual assault and accountability for those who commit these crimes. Restricted reporting is defined as allowing a Service member to report a sexual assault to specified individuals without initiating an investigation. This reporting option gives the Service member access to a person who can refer them to civilian or military medical care, counseling, and victim advocacy, without initiating the investigative process allowing the Service member to maintain their anonymity. Office POC: National Guard Sexual Assault and Response Division</p>

## The United States Marine Corps

Resource	Description
Marine Corps Family Team Building Program	<p>Provides family readiness and deployment support to Marines and their families. MCFTB functions include Readiness and Deployment Support (RDS), Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.), LifeSkills Training and Education, Family Readiness Program Training, Prevention and Relationship Enhancement Program (PREP), and Chaplains Religious Enrichment Development Operation (CREDO).</p> <p>Office POC: Personal and Family Readiness Division, HQMC, Quantico VA.  <a href="http://www.usmc-mces.org">www.usmc-mces.org</a>, 703-784-9501</p>
Unit Personal and Family Readiness Program	<p>Commanding Officer's program to ensure individual Marines and their families are in a state of readiness. The Commanding Officer is supported by the unit Family Readiness Officer who provides support through proactive outreach and intervention in the form of Official Communication; Information and Referral; and Marine and Family Readiness and Deployment Support.</p> <p>Office POC: Personal and Family Readiness Division, HQMC, Quantico VA.  <a href="http://www.usmc-mccs.org">www.usmc-mccs.org</a>, 703-784-9501</p>
Behavioral Health Programs	<p><b>-Combat Operational Stress Control.</b> A full spectrum of care is provided to strengthen the military warfighter during deployment through prevention and intervention by providing mental health care to the warfighter in many ways and locations. Deployed mental health providers perform prevention and outreach services; provide outpatient behavioral health services, either in a typical outpatient behavioral health clinic or in other medical settings as dictated by the deployment; and provide combat stress support services with the option of operating a 24 hour Combat Stress Facility. The Marine Corps is also conducting Post Deployment Health Assessments and Reassessments to screen members for deployment-related health problems that can occur days or months following their return for combat deployment. To further assist leaders with prevention, rapid identification, and early treatment of combat operational stress, we are expanding our program of embedding mental health professionals in operational units — the Operational Stress Control and Readiness (OSCAR) program — to directly support all active and reserve ground combat elements. This will be achieved over the next three years through realignment of existing Navy structure supporting the operating forces, and increases in Navy mental health provider inventory. OSCAR capability is being extended down to infantry battalions and companies by providing additional training to OSCAR Extenders (existing medical providers, corpsmen, chaplains, and religious program specialists) to make OSCAR expertise more immediately available to more Marines.</p> <p>Office POC: Personal and Family Readiness Division, HQMC, Quantico VA.  <a href="http://www.usmc-mccs.org">www.usmc-mccs.org</a>, 703-784-9501</p> <p><b>-Suicide Prevention Program.</b> Provides suicide awareness and prevention training. Initiatives to prevent suicides, include reevaluating existing programs designed to reduce the stressors most correlated with suicidal behavior; developing and distributing new prevention programs; and</p>

Resource	Description
	<p>refreshing and expanding training materials. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p> <p><b>-Sexual Assault Prevention and Response Program.</b> Address the specific needs of victims of sexual assault and related issues. Sexual assault prevention and response includes establishing procedures to protect the victim’s dignity and privacy; developing a Sexual Assault Incident Reporting Database (SAIRD) to track certain sexual assault trends, and formalizing a sexual assault prevention program throughout the Marine Corps. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p> <p><b>-Substance Abuse Prevention Program.</b> Provides policy and programs in order to improve the capability of commanders and Marines in preventing and treating alcohol and drug abuse problems that detract from unit performance and mission readiness. Services include drug testing, prevention education and training, timely identification, early intervention, effective treatment, and rehabilitation. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p> <p><b>-Family Advocacy Program.</b> A command program designed to assist families experiencing abuse. Counselors are trained in the dynamics of abuse in order to assist in protecting victims and supporting families in need of assistance. This program also includes the New Parent Support Program and Victim Advocacy Program.  Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p>
Personal and Professional Readiness Program	<p><b>-Transition Assistance Program.</b> Provides resources and assistance to enable all separating/retiring Service members and their families to make a smooth transition from military to civilian life. Assistance includes one-on-one coaching and workshops on career exploration, resume writing, employment, education and training opportunities, financial matters, relocations, and Veterans benefits and entitlements. Modification to program delivery will address first term USMC culture and be built around three tiers of education, training, and employment. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p> <p><b>-Relocation Assistance Program.</b> Provides assistance to Marines and their family members as they prepare for a Permanent Change of Station move. Pre-departure and pre-arrival services and assistance include information on the new duty station, welcome aboard packages, installation and community videotapes, welcome aboard orientations, cross-cultural adaptation programs, lending lockers, one-on-one counseling, and various</p>

Resource	Description
	<p>workshops to reduce the stress related to frequent relocations. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p> <p><b>-Personal Financial Management Program.</b> Provides financial education, training, counseling, and referral to military personnel and their family members. Seminars include money management, financial/retirement planning, and investment planning. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p> <p><b>-Family Member Employment Assistance Program.</b> Provides career development support to family members. Spouses and family members (over the age of 16) are guided in acquiring basic job-hunting skills to fully prepare them for their job search. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p>
Lifelong Learning Programs	<p><b>- Tuition Assistance Program.</b> Provides funding for active duty Marines to attend educational institutions on their off-duty time. TA finds 100% of tuition costs for high school completion, vocational, undergraduate and graduate courses. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p> <p><b>-Education Center Programs.</b> Provides Marines and their family members the opportunity to reach their educational goals. They can complete their high school education, earn an equivalency diploma, improve their academic skills, complete an apprenticeship in a trade, and enroll in vocational and technical schools, post secondary education programs. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p> <p><b>-Marine Corps Community Services Library Program.</b> Offers the military community effective, professionally directed programs and services including multimedia materials in all subject fields. Education, training needs, and recreational reading are offered through a vast network of library resources. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p>
Family Care Programs	<p><b>-Child Development Program (Child Care; School Age Care. Family Child Care, Resource and Referral).</b> Provide quality, affordable care for ages 6 weeks to 18 years in a variety of settings on and off the installation, including Child Development Centers, Family Child Care, School Age Care, and Youth and Teen activities. We also participate in numerous partnerships to provide services to children, youth and teens with agencies such as: as Military Child Care in Your Neighborhood, Child Care for Families of Severely Injured Military Members, Operation Parenting Edge, Boys and</p>

Resource	Description
	<p>Girls Clubs of America, Mission Youth Outreach, Parents as Teachers-Heroes at Home, and Coming Together Around Military Families. In addition to offering Enhanced Extended Child Care options for Marines who work shift work or long hours due to deployments, we offer 16 hours per month of reimbursed respite care to families of deployed Marines. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. <a href="http://www.usmc-mccs.org">www.usmc-mccs.org</a>, 703-784-9501</p> <p><b>-Youth Program and Teen Program.</b> Provides a variety of age appropriate sports, fitness, recreation, arts, education and career development, health and life skills, character and leadership development activities that supports the needs of our youth and teens. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. <a href="http://www.usmc-mccs.org">www.usmc-mccs.org</a>, 703-784-9501</p> <p><b>- Exceptional Family Member Program.</b> Provides a continuum of care for enrolled families that include assignment coordination, assistance in obtaining needed medical and educational services, and consideration for priority housing and respite care. Over the past two years significant improvements have been made to EFMP processes including increased funding and staffing; deployment of a Family Case Worker capability, and development of a new “Continuation on Location” policy to ensure a steady continuum of care at the current location while allowing the Marine to meet career obligations. EFMP Respite Care now also provides up to 40 hours of care per exceptional family member per month at no charge to families. In some areas, we have contracted with the National Association of Child Care Resource and Referral Agencies to provide respite care program for children with severe special needs. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. <a href="http://www.usmc-mccs.org">www.usmc-mccs.org</a> , 703-784-9501</p> <p><b>- School Liaison Program.</b> School Liaison billets have been established to help parents and commanders interact with local schools, districts, State, and Federal legislative and educative authorities. They advocate for our school-aged children and form partnerships to improve access and availability to quality education as well as to mitigate education transition issues. Complimenting these efforts, the Marine Corps is working with the Departments of Defense and Education to develop an “Interstate Compact on Educational Opportunity for Military Children” and on the “DODEA K-12 Initiative.” The Interstate Compact with states will enable reciprocal acceptance of entrance, subject, testing, and graduation requirements and replaces widely varying treatment of transitioning military students. The Marine Corps is an active member of the “DODEA K-12 Partnership” which is seeking ways to share information and resources aimed at providing quality education and meeting the special challenges of military families. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA.</p>

Resource	Description
	www.usmc-mccs.org, 703-784-9501
Casualty Affairs and Long Term Care	The Casualty Affairs program provides notification to next of kin in the case of death or injury, and assistance with funeral arrangements and applying for benefits and entitlements. The Long Term Care Program assists with issues related to death benefits or entitlements, obtaining investigative reports, and connecting families to benevolent and philanthropic agencies. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501
Semper Fit and Community Support Programs	Semper Fit Programs include Health Promotion, Fitness, Sports and Athletics, Basic Social Recreation (to include the Single Marine Program and recreation centers/rooms), Recreational Aquatics, Parks and Recreation, and Outdoor Recreation, that encourage and support healthy lifestyles and result in increased productivity, reduced medical costs, and greater military readiness. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org
Marine Corps Exchange Program	Provides valued goods and services via retail stores, Marine Marts, service stations, catalog sales, military clothing sales stores, packaged alcoholic beverage stores, retail concessionaires, and tactical field exchanges. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501
Food and Hospitality	Provides permanent change of station lodging facilities, recreational lodging, clubs, snack bars and name brand and indirectly operated fast food operations. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501
Yellow Ribbon Reintegration Program	Congressionally mandated program that provides information, services, benefits, and proactive outreach opportunities for Service members and their Families throughout the deployment cycle. Services may include financial counseling, mental or behavioral health, marriage or relationship counseling, access to medical or dental screening and care, spiritual counseling, jobs and employment assistance, vocational and educational resources, and Veterans benefits programs. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501
Deployment Support and Communications	We have expanded and enhanced our pre, during, and post-deployment training to address the increased demands and potential impact of multiple, sustained deployments on Marines and their families, including the Reserve Component through the Yellow Ribbon Reintegration Program. To enhance our morale and recreation capability on installations, as well as to better connect Marines and their families, we have begun to install free wireless networks and access points at over 230 facilities. Mount Out Kits provide a variety of fitness and recreation options for deployed Marines. We have also developed a Morale-Portable Satellite Communications Suite that provides an internet and web-cam capability to Forward Operating Bases in Afghanistan where traditional "Internet Cafes" are unavailable. This not only



Resource	Description
	<p>provides Marines with an opportunity to connect with their families, but also provides a recreation outlet at these austere and remote locations. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. <a href="http://www.usmc-mccs.org">www.usmc-mccs.org</a>, 703-784-9501</p>
<p>Information and Referral Program</p>	<p>Information for both on and off base community resources, eligibility requirements, points of contact, and current telephone numbers and addresses. Office POC: Personal and Family Readiness Division, HQMC, Quantico VA. <a href="http://www.usmc-mccs.org">www.usmc-mccs.org</a>, 703-784-9501</p>
<p>The Marine Corps Wounded Warrior Regiment (WWR)</p>	<p>provides facilitates and assistance to Wounded, Ill, and Injured (WIT) Marines and their family members throughout the phases of their recovery. The WWR is a single command with a strategic reach that provides non-medical care to Marines and families at geographically dispersed locations — whether Marines and families are healing at major Military Treatment Facilities or at home away from bases and stations. The WWR provides non-medical care assistance to Marines and families via the following programs and assets:</p> <p><b>-Recovery Coordination Program (RCP)/Recovery Care Coordinators (RCCs).</b> The Marine Corps has a fully operational RCP to help WII Marines and their families as they transition through the recovery phases. The RCP is available to WII Marines and their families- whether they are assigned to the WWR or remain with their operational units. A fundamental component of the RCP is the WWRs RCCs. RCCs serve as the primary point of contact for WTI Marines and families to help them: define their goals for recovery, rehabilitation, and reintegration; identify and understand the services and resources needed to achieve these defined goals; and develop and successfully execute their Comprehensive Transition Plan, their individual roadmap to reach their recovery and transition goals. Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p><b>-Family Readiness Support Staff.</b> The WWR Family Support Staff; consisting of Family Readiness Officers and Family Support Coordinators, provides continuity of care to the families of WIT Marines throughout recovery phases and at geographically dispersed locations. The staff communicates with families through various means including a quarterly newsletter, which provides information on resources and issues ranging from recovery to transition; regularly scheduled town hall meetings that serve as a mechanism for two-way discussion and feedback; and the Mass Communication Tool designed to rapidly disseminate information to Marine sand their families. Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p><b>-Wounded Warrior Battalion Detachments.</b> Wounded Warrior Battalion East and West have Marine detachments in place at Military Treatment</p>



Resource	Description
	<p>Facilities (MTF) and VA Polytrauma Centers (Center) throughout the United States and at certain overseas locations. Critical to the success of the Battalion efforts is face-to-face contact with WIT Marines and their families. Through ongoing proactive and personal interactions, Marines at the detachment sites are the primary interface with WII Marines and their families and assist them with non-medical issues (i.e. pay, entitlements, travel and transportation, temporary lodging, etc.) This assistance allows families to focus on their Marines' recovery and can help alleviate some of stressors families experience when traveling to bedside. Additionally they coordinate care and resources provided by governmental agencies and non-governmental benevolent organizations including the scheduling of special events and educational opportunities.</p> <p>Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p><b>-WWR's Sergeant Merlin German Wounded Warrior Call Center.</b> The WWR Call Center extends support to Marines and families through advocacy, resource identification and referral, information distribution, and care coordination. Also located at the Call Center are Clinical Services Staff to provide immediate psychological assessments for Marines and families in need. In addition to receiving calls from active duty and veteran Marines and families, the Call Center also conducts outreach calls to offer assistance on a wide variety of issues, such as service disability ratings, medical care, employment, counseling, and benevolent organizations.</p> <p>Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p><b>-FOCUS (Families OverComing Under Stress).</b> FOCUS is a resiliency training program designed to assist and promote strong Marine Corps families so that they are better equipped to contend with the stress associated with multiple deployments, combat stress, and physical injuries. In collaboration with the Marine Corps Wounded Warrior Regiment, FOCUS has developed a program to address the specific needs of the Regiment's WIT Marines and theft families. FOCUS resiliency trainers are available to provide on-site and home visits for families located on installations or to those families in remote and isolated regions. Additionally, trainers are available to assist geographically dispersed families via phone and webcam communication and support.</p> <p>Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p><b>-Military Family Link.</b> The Wounded Warrior Regiment adopted Military Family Link as the community networking resource for the Regiment. Military Family Link enhances communication and interactivity, while also bringing remote and dispersed families together online. Available free of charge to military family members, Military Family Link provides relevant resources and assistance to help families with solutions and promote family</p>

Resource	Description
	<p>resilience. Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p><b>-Navy Marine Corps Relief Society Visiting Nurse Combat Casualty Assistance (CCA) Program.</b> The Visiting Nurse Combat Casualty Assistance (CCA) Program works with family members as well as service members, to identify needs and concerns that affect the entire family. Registered nurses are available at no cost to the service member or family members and are available to explain and offer available Navy-MarineCorps Relief Society services to WIT Marines and their family members. The WV.TR staff requests nurse assistance for remote and isolated families. NMCRS nurses visit Marines and family members, regardless of their location, in order to understand their needs, provide an ongoing resource for them, listen to the family's concerns and provide emotional support. Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p><b>-Keeping It All Together (KIAT) Resource Notebook.</b> The WWR has added supplemental information to the notebook providing Marines and families with information on local resources, medical facility maps, and immediate contacts. Additionally, family readiness support staff at each detachment provides a one-on-one orientation on the benefits of utilizing the notebook and resources provided. Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p><b>-Disability Evaluation System Pilot Pocket Guide.</b> The WWR published a pocket guide(via the web and hard copy) to help Marines and families understand the Disability Evaluation System Pilot. The guide is intended to give a quick-reference overview of the DES Pilot program and help users understand the basic components of the Pilot and where to go for help. Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p>

## The United States Navy

Resource	Description
Family Advocacy Program	<p>Addresses child abuse and neglect and domestic abuse in military families. FAP seeks to prevent such abuse; promote early identification and coordinated, comprehensive intervention, assessment, and support to victims; provide assessment, rehabilitation, and treatment to alleged abusers; and cooperate with responsible civilian authorities and organizations to address such abuse. Military personnel and civilian personnel are trained to recognize and report suspected abuse. After reporting, cases are evaluated, intervening steps are taken, and routine follow-up is performed, especially with regards to victim advocacy to include liaison with military and civilian agencies, as needed.</p> <p>Office POC: Navy Fleet and Family Support Program</p>
Sexual Assault Prevention and Response (SAPR) Program	<p>Reinforces Navy's commitment to eliminate incidents of sexual assault through a comprehensive policy that centers on awareness, prevention education, and victim advocacy. The Navy policy promotes sensitive care and confidential reporting options for victims of sexual assault and accountability for those who commit these crimes. Restricted reporting is defined as allowing a Service member to report a sexual assault to specified individuals without initiating an investigation. This reporting option gives the Service member access to a person who can refer them to civilian or military medical care, counseling, and victim advocacy, without initiating the investigative process allowing the Service member to maintain their anonymity.</p> <p>Office POC: Navy Fleet and Family Support Program</p>
Clinical Counseling	<p>The Navy's clinical counseling program is a short-term, non-medical service to help Service members address daily problems such as military life adjustment issues, grief, personal crises at home, and parenting situations. Individual, couples, and group counseling sessions are available. The program is preventative in nature, attempting to prevent minor issues from becoming more serious.</p> <p>Office POC: Navy Fleet and Family Support Program</p>
Fleet and Family Support Program Emergency Response Program	<p>This program manages the development and implementation of command response to natural and man-made disasters. The program provides analysis and evaluation of effectiveness of family support, disaster response, and emergency preparedness.</p> <p>Office POC: Navy Fleet and Family Support Program</p>
Navy Exceptional Family Member Program	<p>Navy's Exceptional Family Member Program (EFMP) is a multidisciplinary assignment program that interfaces with other military and civilian agencies to provide comprehensive and coordinated medical, educational, community support to military families with special needs. Navy EFMP ensures optimum use of permanent change of station money by considering the Navy's requirements, the Service member's career, and the special needs of family members.</p> <p>Office POC: Office of the Chief of Naval Operations (N135)</p>
Navy Family Accountability and	<p>A standardized method for the Navy to account, assess, monitor, and manage the well being and recovery process for personnel and their families</p>

Resource	Description
Assessment System	when affected by man-made or natural disasters. Office POC: Navy Fleet and Family Support Program
Family Readiness Groups	Family Readiness Groups assist with care-taking and morale building activities that enhance family preparedness. This program provides a less structured way for military families to meet and enjoy camaraderie and companionship on a regular basis. Office POC: Navy Fleet and Family Support Program
Personal Financial Readiness	Individualized assistance that fosters financial responsibility and accountability with emphasis on financial independence, debt avoidance, and long-term financial security. Education forums specifically stimulating a change in personal financial behavior. A network of financial educators, counselors, and specialists. Office POC: Navy Fleet and Family Support Program
Navy Military Saves Campaign	A social marketing campaign to educate, motivate, and encourage Service members and their families to reduce debt, save money, and develop long-term financial plans. Various financial health classes, forums, and sessions are offered on military installations. Office POC: Navy Fleet and Family Support Program
Family Employment Readiness Program	Addresses the challenges of frequent relocations associated with a military lifestyle in workshops and through individualized assistance programs. Focuses on employment search, resume writing, interview techniques, federal employment opportunities, and personal skills assessment. Office POC: Navy Fleet and Family Support Program
Navy Relocation Assistance Program	The Relocation Assistance Program (RAP) offers “smooth move” workshops to help Service members and their families with the often difficult transitions associated with relocation. Services inform families about housing availability, cost of living, medical care treatment facilities, schools and military spouse employment opportunities. Office POC: Navy Fleet and Family Support Program
Career Options and Navy Skills Evaluation Program	This program offers Service members behavioral change education and career coaching services free of charge. Education and career development assistance are offered through a network of civilian industry professionals who assist Service members in exploring career options upon leaving the Navy, as well as financial planning strategy. Office POC: Navy Fleet and Family Support Program
Naval Special Warfare Resiliency Enterprise	This is a resiliency building program that targets both individuals and their families who are at high risk through algorithmic assessments of family environments and clinical situations. This project conducts several family oriented initiatives such as, assessments, interventions, trainings, and family retreats. Office POC: Naval Special Warfare Command
New Parent Home Visitation Program	A secondary child abuse and neglect prevention program using an intensive, voluntary, home visitation model for at-risk parents to reduce risk for child maltreatment and strengthen protective factors. Designed to strengthen parents’ knowledge and skills, the program enables them to provide environments where their children can thrive. The program also seeks to

Resource	Description
	<p>reduce stressors that can increase the risk of child abuse and neglect. Home visiting services provide the opportunity for new parents to receive extra support in child development, infant care and social support. This support can help parents have a good start in their relationship with their baby.</p> <p>Office POC: Fleet and Family Support Center: Navy New Parent Support Programs</p>
Nurturing America's Military Families	<p>Specifically designed to improve the nurturing parenting skills of parents in the military with children ages birth to eleven years old. Parents and parent educators work cooperatively in tailor making parenting programs that meet the assessed needs of the families.</p> <p>Office POC: Fleet and Family Support Center: Navy New Parent Support Programs</p>
Ombudsman and Deployment Support Program	<p>It is a command-operated program designed to keep Sailors and their families informed about command policy, ensure commands are aware of family concerns, and serve as a referral service for families.</p> <p>Office POC: Navy Fleet and Family Support Program</p>
Project FOCUS (Families Over Coming Under Stress)	<p>FOCUS is a psycho-educational training program implemented at select Marine and Navy installations to teach families how to deal with the stresses of multiple deployments and injuries.</p> <p>Office POC: Navy's Bureau of Medicine and Office of the Secretary of Defense Health Affairs</p>
Return and Reunion Program	<p>Classes are offered to Service members on ships returning from deployment. They focus on reunion and reintegration with families, finances, parenting, relationships, and support resources.</p> <p>Office POC: Navy Fleet and Family Support Program</p>
Returning Warrior Workshop	<p>As a part of the Deployment Support Program, the workshop supports reintegration efforts of the deployed member and their family by using a weekend-formatted program. The program assisting families in identifying issues during post-deployment; providing resources for issue resolution; sharing common experiences in a comfortable setting; honoring sacrifices; and engaging Service members and their families with process improvement.</p> <p>Office POC: Navy Fleet and Family Support Program: Deployment Support Program</p>
School Liaisons Program	<p>Positions have been created to work with school districts and Army, Marine Corps, and Navy families to ensure that the pressures facing military children are well understood by teachers and school officials.</p> <p>Office POC: Navy Fleet and Family Support Program: Child and Youth Programs</p>
Warrior Transition Program	<p>An alliance of chaplains, medical personnel, and Fleet and Family Support Centers, the program is the single location to provide Individual Augmentee Sailors with education, programs, and tools that strengthen them through the mental and logistical transition into and out of their assignments in places like Iraq, Afghanistan, and other locations while serving in support of the Global War on Terror.</p>

Resource	Description
	Office POC: Naval Expeditionary Combat Command

**The United States Air Force**

Resource	Description
Emergency Family Assistance Control Centers (E-FACC) and Crisis Response	At the request of the commander, Airman and Family Readiness Centers set up and serve as a staging area where families can obtain disaster relief/contingency information and services. Office POC: Airman and Family Readiness Center
Personal Financial Management Program	Financial readiness services are delivered through one-on-one counseling, classes, and media; current focus includes assisting with bankruptcy and foreclosure. Office POC: Airman and Family Readiness Center
The Air Force Aid Society (AFAS) Partnership	Assists Airmen and families as financial emergencies occur; in addition, Community Enhancement Programs supplement child care, educational needs, and deployment support of family members. Office POC Airman and Family Readiness Center
Air Force Spouse Employment Program	Spouse employment and career development opportunities are crucial to recruitment and retention. Services at all Airman & Family Readiness Centers (A&FRC) include classes and individual consultation on career planning and personal development, resume writing, interviewing skills and all other phases of the job search process. A&FRC staff constantly network with local employers and human resource managers to promote the military spouse as a prime candidate for employment and partner with colleges, school districts and other community organizations offer career fairs and other employment opportunities. POC: Air Force Services
Airman and Family Readiness Center Services	Center services at all active duty installations are available to Air Guard and Air Reserve regardless of activated status. Services include financial consultation, spouse employment, transition assistance, personal and family life education, and crisis assistance. Office POC: Airman and Family Readiness Center
Air Force Family Child Care Subsidy Program	The program enables parents to use Family Child Care homes and pay the same weekly fee they would be charged for child care through installation center based programs. Office POC: Air Force Services
Air Force Home Community Care	This expanded child care initiative, offered at twenty-two stateside locations, provides free in-home quality child care services to Air National Guard and Air Force Reserve members during their scheduled drill weekends. Office POC: Air Force Services
Air Force Returning Home Care Program	The Air Force returning Home Care program was specifically designed to support Airmen returning from 30 days or more deployment in support of contingency operations and R&R leave; provides 16 hours of free child care to eligible members. Office POC: Air Force Services

Resource	Description
Behavioral Health Optimization Project	<p>The project provides a model for integrating behavioral health providers into primary care clinics to deliver consultative behavioral health care services. Providers work on behalf of the primary care managers, delivering both curbside consultation and direct patient care when indicated. They also deliver brief, empirically supported interventions, primarily targeting self-management, and behavioral prescriptions.</p> <p>Office POC: Air Force Medical Services</p>
Deployment Support Process	<p>Continuous, integrated support is provided to deploying and reintegrating Airmen, including pre-deployment education; redeployment education in theater within 30 days of return; 100 percent commander contact with all returning Airmen; Post-Deployment Health Assessment within five days of return; redeployment education within seven days of return; Post-Deployment Health Reassessment within 90-180 days of return; and continuous timely attention to needs of Airmen in deployment and at home stations.</p> <p>Office POC: Manpower and Reserve Affairs</p>
Extended Duty Child Care	<p>Free child care during mandatory deployment meetings, medical appointments and meetings with Airman &amp; Family Readiness Center personnel as well as unlimited free hourly care for medical appointments for Wounded Warriors. The program provides 16,000 hours of extended child care each month in Family Child Care homes at no cost to military members. It also provides quality care when parental workloads increase due to longer duty hours and non-traditional hours, such as weekends and evenings. Child care is provided for spouses of deployed or temporary duty members and is available for active duty, National Guard and Reserve members.</p> <p>Office POC: Air Force Services</p>
Family Advocacy Program	<p>A comprehensive range of services is offered to strengthen military families prior to, during, and after deployment through preventing, intervening, and targeting domestic abuse and child maltreatment. Programs generally include services such as early childhood development education; interactive playgroups; parenting education; communication skills training; family violence treatment; family violence prevention training for leaders; and consultation with leaders and service providers.</p> <p>Office POC: Air Force Family Advocacy Program</p>
Family Advocacy Strengths-Based Therapy	<p>This prevention counseling program targets couples and families who are at risk for domestic abuse or child maltreatment. The program provides a range of treatment options for including group, individual, couple and family therapy.</p> <p>Office POC: Air Force Family Advocacy Program</p>
New Parent Support Program	<p>This prevention program targets military families with an expectant mother and/or children from birth to age 3. Support is provided to strengthen parents' knowledge and skills and reduce stressors that can increase the risk of child abuse and neglect. Registered nurses and medical social workers provide home visits tailored to each family's unique situation, concerns and needs. Pregnancy, newborn through toddler care and safety, growth and development, parenting and family relationships are addressed. Emphasis is</p>



Resource	Description
	<p>placed on support during pregnancy, the post delivery period and with parenting, especially during deployment. Informational briefings, classes and referrals to military and community resources are also provided to expectant and new parents. Office POC: Air Force Family Advocacy Program</p>
Family Liaison Officer	<p>When a death occurs, the family is assigned an officer from the unit to assist the family. This person is trained to assist families to navigate through the system to make things as easy for the family as possible. Office POC: Air Force Services</p>
Give Parents a Break	<p>The program provides child care at no cost to parents who are subject to unique stresses due to military deployments, remote tours of duty, and extended working hours. Air Force Child Development Programs have joined with Air Force Aid Society to provide this service for parents referred by base agencies. Office POC: Air Force Aid Society</p>
Heart Link Spouse Orientation Program	<p>Targeting young spouses who have “married” the Air Force, this full day of interactive experiences assists in understanding Air Force culture and the contributions each Airman and their family make to the mission. Office POC: Air Force Aid Society</p>
Key Family Member Groups	<p>These groups take care of reintegration and reunion support as well as providing crisis assistance for short-term support needs to members returning from deployment. Office POC: Airman and Family Readiness Center</p>
Key Spouse Program	<p>A partnership between Key Spouse volunteers in a unit, organizational leadership, and the Airman and Family Readiness Center, the program provides a framework for stability and support, especially for the families of deployed Airmen. Key Spouses inform, support and refer family members to the appropriate base agencies, provide follow-up, and encourage connectivity and communication. Office POC: Airman and Family Readiness Center</p>
Landing Gear Program	<p>The program provides education and information on pre- and post-deployment bases. It offers the opportunity to increase the identification of Airmen suffering from traumatic stress symptoms and connect them with appropriate helping resources through a standardized approach to mental health requirements for pre-exposure preparation training for deploying Airmen and reintegration education for redeploying Airmen. Office POC: Air Force Medical Service</p>
The Air Force Wounded Warrior Program (AFW2)	<p>AFW2 supports Airmen who have been injured or wounded in the AOR and who are or will be medically separated or retired. Airmen and families receive complete, personalized information on resources, entitlements, financial counseling and job assistance as well as individual case management from the time of injury for at least 5 years. POC: Air Force Services</p>
Air Force Exceptional Family Member Program (EFMP)	<p>The Air Force's Exceptional Family Member Program (EFMP) is designed to provide support to military family members with special needs. EFMP Services include a variety of personnel, medical, and family support</p>



Resource	Description
	<p>functions. The Exceptional Family Member Program - Family Support (EFMP-FS) is the community support function provided by the Airman and Family Readiness Centers (A&amp;FRCs) that includes, but is not limited to: community education on EFMP; information and referral services; support groups; targeted relocation assistance; financial management; and schools/educational options information. This integration of family support capabilities that support and educate AF members, their families and leadership on how best to take care of individuals with special needs will result in strengthening overall family resiliency.</p> <p>POC: Air Force Services</p>
<p>Military Child Education/School Liaison Officer Services</p>	<p>In the last few years, Air Force has re-emphasized its commitment to advancing the interests of military connected students. In addition to appointing a senior leader at each installation to provide advocacy; by Fall 2011, all Air Force installations will have civilian schools liaison officers to provide information and referral to parents on local educational options including public school, charter schools, private schools, and home schooling. In addition, these professional staff members will assist in advocating for the educational needs of military children, insure school staff are aware of deployment and school transition issues, and provide liaison services between installation leadership and local educational agencies.</p> <p>POC: Air Force Services</p>
<p>Personal and Work Life Education Services</p>	<p>Personal and Work Life Education Services include prevention/enrichment education and consultation for individuals, couples, and families; offerings focus on assisting development or improvement of interpersonal competencies, including communication, especially during deployment and other separations and social relationship skills.</p> <p>POC Air Force Services</p>
<p>Caring for People Forum</p>	<p>The Caring for People Forum brings together over 200 helping professionals from across the Air Force to explore and discuss known or perceived gaps in service and develop initiatives to address those gaps. Participants divide into working groups to examine topics cultivated from Air Force focus groups, surveys and/or installation or customer feedback. At the conclusion of the Forum, Air Force senior leaders are briefed on developed initiatives which are then fast-tracked for functional review and implementation into support structure for Airmen and their families. POC : Air Force Services</p>
<p>Family Readiness and Resiliency programs</p>	<p>Family Readiness and Resiliency programs support the families of Airmen, including spouses, children, parents, and siblings, throughout the deployment process. This process has been defined as having four interrelated stages: pre-deployment, deployment (sustainment), re-deployment (return and reintegration) and post-deployment. Services offered range from information and referral to education and consultation and are targeted at helping families develop the skills to maintain resiliency throughout the deployment cycle as well as throughout their Air Force career.</p> <p>POC Air Force Services</p>
<p>Air Force Supplemental</p>	<p>The Air Force SCC augments a member's existing child care arrangement by</p>

Resource	Description
Child Care Program (SCC)	<p>providing care during the official duty hours that fall “outside” of the primary care arrangement for children 6 weeks to 12 years of age. The goal of the SCC program is to reduce out-of-pocket child care expenses for those working shifts for 12-plus consecutive hours.</p> <p>Office POC: Air Force Services</p>
Live, Work, and Play	<p>This deployment program provides families of deployed members free child /youth classes, sports programs and hourly childcare during the parent’s deployment. It also provides for free family recreation programs for either the family left at home during deployment or upon return of the member.</p> <p>Office POC: Air Force Services</p>
Year of the Air Force Family	<p>This is a 12 month long initiative that recognizes and celebrates the contributions of Airmen and their families by highlighting programs and services that support the Air Force family.</p> <p>Office POC : The Deputy Chief of Staff for Manpower, Personnel and Services</p>
Child Care Support for Fallen Warriors	<p>Child Care Support for Fallen Warriors offers 40 hours of child care for each child for immediate family of deceased members and additional funding towards hourly care for regularly scheduled Full or Part Day Programs.</p> <p>Office POC: Air Force Services</p>
Hearts Apart Program	<p>The Hearts Apart Program is offered through the Airman &amp; Family Readiness Center and focuses on services to aid families in feeling connected to the Air Force community during the member’s deployment. Highlights include: Morale Calls through base operators allowing Airmen and their family members to communicate on a regular basis, Discovery Resource Centers that provide computer access with webcams for family members to uplink with Airmen at deployed locations, websites and Electronic Newsletters to families with localized information to link families to activities and resources available on and off base and regular dinner and other get-togethers. In addition, Hearts Apart Jr. activities focus on children and youth who share their common experiences and are often offered in conjunction with Family Member Programs and other helping agencies.</p> <p>Office POC: Airman &amp; Family Readiness Centers</p>
Car Care Because We Care Program	<p>The Car Care Because We Care Program is designed to keep the primary family vehicle of deployed active duty Air Force members in top running condition by providing preventive vehicle maintenance. This maintenance includes oil/filter change, lubrication, and vehicle safety checks on a grant basis. Due to extreme winter weather at some northern bases, winterization requirements may also be included with services. When performing this routine maintenance additional repairs or services may be identified by the mechanic as urgent safety issues. In these cases, families are encouraged to return to the Airman &amp; Family Readiness Center (A&amp;FRC) to discuss an interest free loan from the Air Force Aid Society. The goals are to identify and repair problems before they become serious and more costly to repair and to introduce the recipient of the certificate to the A&amp;FRC and its programs.</p> <p>Office POC: Air Force Aid Society and Airman &amp; Family Readiness Centers</p>
Phone Home Programs	<p>Phone Home Programs allow Active Duty Air Force members of all ranks,</p>

Resource	Description
	<p>single and married, who will be deployed for over 30 days are eligible to receive a pre-paid \$20 phone card for use while deployed. Guard and Reserve members who are activated under Title 10 orders for over 30 days are also eligible to participate in this program. This program makes it possible for the service member to "phone home" to family or friends during deployment and to make emergency contacts when necessary, without added expense to the service member. Additionally, family members at the home base with unique problems may be eligible to receive a card.</p> <p>Office POC: Air Force Aid Society and Airman &amp; Family Readiness Centers</p>
<p>Child Care for PCS Program</p>	<p>The Child Care for PCS Program is intended to help relieve some of the stress felt by Air Force families in the process of a PCS move. AFAS will pay for 20 hours of child care (per child) in AF certified Family Child Care homes on base or in AF affiliated homes off base. Families with PCS orders are able to receive a Child Care for PCS Certificate at the base from which they are departing and at their new base. Certificates, which must be used at the base at which they are issued, are good 60 days before the family's departure from their base, and within 60 days after arriving at the new base.</p> <p>Office POC: Air Force Aid Society and Air Force Services</p>
<p>Air Force Services Child and Youth</p>	<p>Air Force Services Child and Youth partners with National 4-H headquarters and other Services to fund grants to states and territories establishing 4-H clubs on military installations and support for youth ages 6-18 years who are geographically dispersed. Programs are located in every county in the US.</p> <p>Office POC: Air Force Services</p>
<p>Air Force Mission Youth Outreach</p>	<p>Air Force Mission Youth Outreach is a partnership between Air Force Services and the Boys and Girls Clubs of America the provides support to you inactive duty and Reserve Component families who do not live near a military installation; Includes those who move to office base locations away from installations during the deployment of the parent(s).</p> <p>Office POC: Air Force Services</p>
<p>FITFAMILY</p>	<p>The Air Force FitFamily website includes health and fitness articles, recipes, resources, and tips for families to be active together. Families can register as a team on My Goal Tracker, earn points and achieve levels for participating in family fun activities, sports and fitness events and making healthy cooking/eating selections. FitFamily will help families and children develop lifelong healthy habits. POC Office is Air Force Services</p>
<p>FITFACTOR</p>	<p>Air Force FitFactor encourages physical activity and healthy eating selections for youth between the ages of 6-18 years old. The FitFactor program stimulates interest and awareness of the importance of healthy lifestyle choices and encourages youth to Get Up, Get Out and Get Fit! POC Office: AF Services</p>
<p>AIR FORCE CAMPS</p>	<p>Air Force Space Camp is hosted by the US Space and Rocket Center, Huntsville AL. Space Academy and Advanced Space Academy are available for youth, ages 12–18, to participate in the AF Space Camp Program.</p> <p>Air Force Aviation Camps hosted by the USAF Academy. Teen Aviation Camp is designed to give all attendees a leadership experience that will help them</p>

Resource	Description
	<p>determine if aviation or the Air Force Academy is their career choice.</p> <p>Air Force Specialty Camps: A variety of day camp experiences are provided to youth and families at bases throughout the Air Force. Specialty camps have included: Missoula Children's Theatre, Science Camp, Sideline Sports, Creative Cooking, Technology, Dance, and other interest areas.</p> <p>Destination Imagination Camps: More than 50 Air Force bases will receive a DI youth camp that includes a family and staff development component. DI specializes in providing the highest-quality educational events, activities, competitions, and customized programming with the primary focus of teaching creativity, teamwork, and problem solving skills.</p> <p>Office POC: Air Force Services</p>
Air Force Youth of the Year	<p>Air Force Youth of the Year in conjunction with the Boys and Girls Clubs of America program recognizes the youth's outstanding contributions to members' family, school, community and youth center as well as personal challenges and obstacles overcome. Youth of the Year attend a teen leadership camp such as the General Shelton Leadership Challenge or Presidential Classroom. Office POC: Air Force Services</p>

## 2. Office of the Secretary of Defense

### Office of the Assistant Secretary of Defense (Health Affairs)

#### Office of the Deputy Assistant Secretary of Defense for Health Affairs for Force Health Protection and Readiness

Resource	Description
Military Pathways	<p>The Department of Defense launched Military Pathways, available online, over the phone, and at special events held at installations worldwide to provide free, anonymous mental health and alcohol self-assessments for family members and Service members in all branches including the National Guard and Reserve. The self-assessments are a series of questions that, when linked together, help create a picture of how an individual is feeling and whether they could benefit from talking to a health professional.</p> <p>The primary goals of the program are to reduce stigma, to raise awareness about mental health, and to connect those in need to available resources. The self-assessments address depression, post-traumatic stress disorder (PTSD), generalized anxiety disorder, alcohol use and bipolar disorder. After an individual completes a self assessment, referral information is given about services provided through the Department of Defense and Department of Veterans Affairs.</p> <p>Website: <a href="http://www.militarymentalhealth.org/Welcome.aspx">http://www.militarymentalhealth.org/Welcome.aspx</a></p>
Deployment Health Library	<p>Force Health Protection and Readiness has created this resource to provide Service members, families, leaders, health care providers, and veterans an easy way to find deployment health and family readiness information. Fact sheets, guides, and other products on a wide variety of topics published by the Services and organizations are available, as well as web links to other organizations and resources devoted to the health and well-being of Service members and their families.</p> <p>Website: <a href="http://deploymenthealthlibrary.fhpr.osd.mil/home.jsp">http://deploymenthealthlibrary.fhpr.osd.mil/home.jsp</a></p>

#### TRICARE Management Agency

Resource	Description
TRICARE Assistance Program (TRIAP) Demonstration	<p>This demonstration project tests the use of web-based technologies to get information and behavioral services to our beneficiaries more effectively and efficiently. TRIAP services consist of private, confidential counseling services, using online video chat to address current and emerging needs. These services are provided to active duty service members, their spouses, and family members who are 18 years or older, and those who are enrolled in TRICARE Reserve Select and Transition Assistance Program.</p>

**Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE; Website: [www.dcoe.health.mil](http://www.dcoe.health.mil))**

The DCoE promotes resilience, recovery, and reintegration of Service members, to build psychological health (PH) and address traumatic brain injuries (TBIs), by advancing research, education, diagnosis, and treatment. Current web-based initiatives include the Real Warriors Campaign, the [afterdeployment.org](http://afterdeployment.org) website, and various blogs and podcasts of interest to families.

Resource	Description
Building Bridges to Support the PH/TBI Needs of Military and Veteran Families ("Building Bridges")	The DCoE facilitates "Building Bridges" a multi-agency, multi-disciplinary collaborative group to support the PH and TBI needs of military and veteran families. The group has developed two resource guides: the "Marriage and Relationship Enhancement Focus Guide" and "Outreach and the Prevention Staff Focus Guide."
The DCoE Outreach Center	<p>The Outreach Center answers questions about psychological health and traumatic brain injury 24/7 from members of all the military services (including the National Guard and Reserve), veterans, families, healthcare providers, military leaders, and employers. Service members may call the Outreach Center at 866-966-1020 toll-free or send an e-mail inquiry to <a href="mailto:resources@dcoeoutreach.org">resources@dcoeoutreach.org</a>. The Outreach Center provides valuable tools, tips, and resources. It is staffed by health consultants and nurses with advanced degrees and expertise in both psychological health and TBI. In addition to answering questions, consultants refer callers to centers in other parts of the Department of Defense and to other federal agencies and outside organizations when appropriate.</p> <p>The Outreach Center answers questions about PH and TBI around the clock and every day of the year from members of all the military services (including the National Guard and Reserve), veterans, families, healthcare providers, military leaders, and employers. Service members may call in questions to the Outreach Center at 866-966-1020 toll-free or send an e-mail inquiry to <a href="mailto:resources@dcoeoutreach.org">resources@dcoeoutreach.org</a>. The Outreach Center provides valuable tools, tips, and resources. It is staffed by health consultants and nurses with advanced degrees and expertise in PH and TBI issues. In addition to answering questions, consultants refer callers to centers in other parts of the Department of Defense, other federal agencies and outside organizations when appropriate.</p>
<b>DCoE Component Centers of Excellence</b>	
Defense and Veterans Brain Injury Center (DVBIC) ( <a href="http://www.dvbic.org">www.dvbic.org</a> )	<p>DVBIC prevents, treats, and provides education on TBI for US military members who are currently on active duty, in the National Guard, or on Reserve duty, who were recently injured in the line of duty. Services are also available for their dependents and retired military personnel.</p> <ul style="list-style-type: none"> <li>• Develops and provides advanced TBI-specific evaluation, treatment and follow-up care for all military personnel, their dependents and veterans with brain injury.</li> <li>• Conducts clinical research that defines optimal care and treatment for individuals with TBI.</li> <li>• Develops and delivers effective educational materials for the</li> </ul>

Resource	Description
	prevention, treatment of TBI and management of its long-term effects
Deployment Health Clinical Center (DHCC) (www.pdhealth.mil)	DHCC has a core mission to improve deployment-related health by providing caring assistance and medical advocacy for military personnel and their families with deployment-related health concerns. DHCC serves as a catalyst and resource center for the continuous improvement of deployment-related healthcare across the military healthcare system and has established <a href="http://www.pdhealth.mil/family.asp">http://www.pdhealth.mil/family.asp</a> , which provides a list of resources that are available to Service members and their families. Many of these services are available online, as well as by phone, with call centers available 24/7.
Center for the Study of Traumatic Stress (www.centerforthestudyoftraumaticstress.org)	The Center conducts research, education, consultation and training on preparing for and responding to the psychological effects and health consequences of traumatic events. These events include natural (e.g., hurricanes, floods and tsunami) and human-made disasters (e.g., motor vehicle and plane crashes, war, terrorism and bioterrorism). The Center's work spans studies of genetic vulnerability to stress, individual and community responses to terrorism, and policy recommendations to help our nation and its military and civilian populations. Courage to Care is an electronic education program that educates military and civilian professionals serving the military community, as well as Service members and families about behavioral health elements of medical illness. It is distributed electronically to all medical centers and available at the Uniformed Services University of Health Sciences (USUHS) website above.
National Center for Telehealth and Technology (www.t2health.org) (T2)	T2 researches, develops, evaluates, and deploys new and existing technologies for PH and TBI across DoD. The T2 Center coordinates efforts in such areas as innovative technology applications, suicide surveillance and prevention, online behavioral health tools, and telepsychological health.

### **Uniformed Services University of the Health Sciences' School of Medicine (USUHS)**

Resource	Description
Center for Deployment Psychology	<p>The Center for Deployment Psychology (CDP) is a Department of Defense training consortium established to better prepare military and civilian professionals to provide high quality, deployment-related behavioral health services to military personnel and their families. The CDP is headquartered at USUHS in Bethesda, Maryland and has a network of supporting psychologists who are located at 10 military treatment facilities across the country.</p> <p>The CDP offers various courses and workshops ranging in length from one day to two weeks. Its hallmark two-week course called, "Topics in Deployment Psychology," was launched in January 2007 and is currently offered five times a year. This course is held on USUHS campus and is geared for uniformed behavioral health providers.</p>

Resource	Description
Topics in Deployment Psychology Course	<p>This two-week course offered by the CDP covers four areas identified by military behavioral health professionals and experts in the field as particularly key to the care of Service members and their families. These areas are: 1) the deployment experience; 2) trauma and resilience; 3) care to severely injured Service members and 4) the impact of deployment on families.</p> <ul style="list-style-type: none"> <li>• <b>The Deployment Experience</b> Speakers address the unique demands that Service members and military behavioral health providers may experience while deployed in combat settings such as Iraq and Afghanistan. Students learn current approaches to deployment medicine and behavioral health care, as well as skills to consult with command when down range. Military health professionals who have recently deployed give firsthand accounts of their experiences by discussing challenges and rewards of providing care in forward operating areas. They also share insights about preparing for deployment, maintaining personal relationships back home while deployed, and returning home.</li> <li>• <b>Trauma and Resilience</b> Students learn evidence-based approaches to assess and treat combat operational stress, post-traumatic stress disorder (PTSD), suicidal behavior, sleep problems, and other deployment-related emotional difficulties. Presentations address military efforts to build resilience in the forces and to provide self-care strategies to prevent compassion fatigue in behavioral health providers.</li> <li>• <b>Care for Severely Injured Service Members</b> Principles of care for combat injured Service members are examined particularly with respect to the identification and treatment of TBI. Students not only gain knowledge about mechanisms of blast injuries and protocols used to assess them, but also learn about the neuropsychological consequences of TBI, interdisciplinary rehabilitation strategies, and implications for the family. Furthermore, experts in the field review military services and resources to assist wounded soldiers and Marines and their families, and students are given the opportunity to visit a state-of-the art rehabilitation center.</li> <li>• <b>Families and Deployment</b> Presentations examine topics related to the impact of deployment, reintegration, and combat stress injuries on the Service member and family, with an emphasis on family function and resilience. Speakers share resources and strategies for assisting family members to meet their needs at different stages of the deployment cycle. Also, Service members who have recently deployed to Iraq and Afghanistan share firsthand accounts about the impact of deployment on their lives and family relationships.</li> </ul>



## Office of the Assistant Secretary of Defense for Reserve Affairs

Resource	Description
<p>Department of Defense Yellow Ribbon Reintegration Program (DoD YRRP)</p>	<p>The DoD YRRP and a Center of Excellence (CoE) were established in accordance with section 582 of the National Defense Authorization Act (NDAA) for Fiscal Year 2008 with the goal to provide Reserve Component (RC) members and their families with sufficient information, services, referral and proactive outreach opportunities through the entire deployment cycle.</p> <p>Reintegration is a process that requires support, information, education and training of Service members, families and employers before, during and after a deployment. Reintegration support is most successful when accomplished locally during the transition from warrior back to citizen.</p> <p>Key to the YRRP approach is bringing military members and their families together at approximately 30-, 60-, and 90-days following deployment to learn about resources, benefits, warning flags for post-deployment issues, to participate in assessments and to build connections of support and smooth transition processes.</p> <p>The YRRP program is organized with a CoE that serves as a clearing house of information and best practices. The CoE is supported by an Advisory Board that analyzes the YRRP and reports on areas of success and directs program improvement. The CoE's leadership works through Service liaisons to provide outreach to all RC services ensuring the relevance and implementation of the program. In addition, the YRRP and CoE are enhanced through State Deployment Cycle Support Teams who act in the field for program implementation.</p> <p>Each of the Service's RCs, (Army National Guard, Army Reserve, Navy Reserve, Marine Corps Reserve, Air National Guard, and Air Force Reserve), currently utilize Service programs held in each state and territory to meet the intent and requirement of the legislation. The DoD YRRP facilitates access to support services for commanders, Service members and their families as close as possible to the Service member's residence.</p> <p>The YRRP includes a specific plan of action designed to offer support to RC members and their families. Currently the YRRP program includes the following phases and support strategies:</p> <p>A. Pre-deployment Phase - This constitutes the time from first notification of mobilization until deployment of the mobilized RC unit.</p> <p>Events provided during the pre-deployment phase include activities focused on educating and ensuring that members of the unit, their families and the affected communities are ready for the rigors of a combat deployment.</p>

Resource	Description
	<p>B. Deployment Phase – This constitutes the time from deployment of the mobilized RC unit or member until the RC unit/member arrives at a mobilization station inside the continental U.S.</p> <p>Events provided during deployment phase include:</p> <ul style="list-style-type: none"> <li>• Information briefings provided by state RC resources (State Family Program Director, Family Readiness Groups), ESGR, Veteran’s Affairs Transition Assistance Advisors, state and local resource agencies.</li> <li>• Activities focused on the challenges and stress of separation and having a member in a combat zone, topics/activities including: Youth/Family activities and counseling, child care, TRICARE, Military OneSource, legal counseling, and employer support.</li> </ul> <p>C. Demobilization and Post-Deployment/Reconstitution Phase – Demobilization is the period from arrival of the RC unit or member at the demobilization station until the departure of the unit or member for home station. Initial reintegration activities begin here as members are provided education about resources available to them as well as connecting them with service providers who can assist them with challenges of reintegration. Post deployment/reconstitution phase is the period from arrival at home station until 180 days following demobilization. Activities and services provided focus on reconnecting members with their families and communities and providing resources and information necessary for successful reintegration. Reintegration events begin with elements of the Initial Reintegration Activity program that were not completed during the demobilization.</p> <p>Events provided during Post-Deployment/Reconstitution include:</p> <ul style="list-style-type: none"> <li>• Welcome home activities, as well as 30-day, 60-day and 90-day reintegration activities as mandated by the 2008 NDAA.</li> <li>• A key objective of post-deployment events is for members and their families to understand their benefits and what resources are available to help them overcome the challenges of reintegration. These events may include information on the following (among many other topics): marriage enhancement, education and health benefits, financial management, chaplain support, legal matters, single member workshop.</li> </ul> <p>Family members are encouraged to attend the 30-day and 60-day events and may attend the 90-day event if appropriate.</p> <p>Commanders or their representatives can contact the DoD YRRP staff by e-mail at <a href="mailto:YRRP@osd.mil">YRRP@osd.mil</a> or by calling 866-504-7092 or 703-571-3183. Service members and their families should contact their respective unit commander's representative for YRRP.</p>

**Office of the Deputy Under Secretary of Defense for Military Community and Family Policy**

Resource	Description
<p>Military OneSource (Call Center and Interactive Web Site)</p>	<p>Military OneSource offers free, convenient access to confidential resource and referral support for Service members and their families. The program is especially beneficial to those geographically separated from installation services, or to those who are unable to seek assistance during traditional working hours. Military OneSource is available 24/7 – 365 days a year, and all services are confidential and offered at no cost to the individual.</p> <p>Services by phone (1-800-342-9647) include personalized consultations on issues such as couples' concerns, parenting issues, grief and loss, stress management and adjustment to deployment. Face-to-face counseling and telephonic counseling sessions are available for 12 sessions for short-term problems.</p> <p>An interactive website (<a href="http://www.militaryonesource.com">www.militaryonesource.com</a>) offers locators for education, child care, and elder care; financial calculators; webinars; and relocation tools. It also provides online access to consultants and educational materials on subjects ranging from finances to parenting to combat stress.</p> <p>POC: Military OneSource at 1-800-342-9647 Website: <a href="http://www.militaryonesource.com">www.militaryonesource.com</a></p>
<p>Casualty Assistance</p>	<p>A commitment to provide authorized and necessary assistance to eligible family members of deceased, missing, ill, or injured personnel. Assistance may include, but is not limited to: transportation assistance; applying for and receiving benefits and entitlements; obtaining copies of records, reports and investigations; legal assistance; receipt of personal effects; mortuary and funeral honors assistance; relocation assistance, including shipment of household goods; liaison with other Federal agencies; information and referral, including emotional and spiritual support, and other assistance as requested.</p> <p>Office POC: Military Community and Family Policy</p>
<p>Exceptional Family Member Program (EFMP)</p>	<p>The Exceptional Family Member Program (EFMP) serves two functions: personnel function and the family support function. The personnel function identifies family members with special medical or educational needs and documents the services they require so that their needs can be considered when issuing travel orders. The family support function provides families with special needs assistance to access services.</p> <p>Office POC: Office of Communications</p>
<p>Military HOMEFRONT</p>	<p>Provides current information on benefits, entitlements and resources/support services. Topics addressed directly on the website database include: adoption, casualty assistance, child abuse, stress management, counseling, deployment, DoD impact aid, education for family members, education for Service members, and others. This is a sister site to Military OneSource and provides official information to assist Service members and their families.</p>

Resource	Description
	Office POC: Office of Communications
Military INSTALLATIONS/Plan My Move	<p>These programs are, available through Military HOMEFRONT. MilitaryINSTALLATIONS provides information on all military installations including contact information for service providers. Plan My Move provides an automated relocation organizational system. Plan My Move greatly aids in organizing for a permanent change of station, and offers information (through MilitaryINSTALLATIONS) on more than 360 large and small installations. New locations are constantly being added to the site. Information is offered relating to housing availability, employment opportunities, financial assistance, and child care. There are also checklists, phone lists, a customizable calendar, and key contact information for offices at the new location.</p> <p>Office POC: Office of Communications</p>
Relocation Assistance Program	<p>Program elements include automated relocation information system, sponsorship training, loan closets, one-on-one counseling performed on location by trained counselors, workshops and briefings on how to buy and sell a home, settling into a new location, moving with children, and spouse employment.</p> <p>Office POC: Office of Communications</p>
Enforcement of the Predatory Lending Regulation	<p>Protects active duty members of the armed forces, as well as children, or individuals for whom the Service members provide more than 50% financial support for. This program restricts the annual percentage rate to 36% and requires all charges be included in the cap. Precludes use of checks, electronic funds transfers, and the use of vehicle titles to secure these loans.</p> <p>Office POC: Defense State Liaison Office</p>
Interstate Compact on Educational Opportunity for Military Children	<p>This program was developed to address some of the educational issues facing military families. The Compact reflects input from policy experts and stakeholders from different organizations, including representatives of parents, school administrators, military families, and federal and state officials. The Compact addresses enrollment, eligibility, placement, and graduation requirements for children moving from one school to another.</p> <p>Officer POC: Defense State Liaison Office</p>
Baby Signs	<p>This is a research-based program that teaches infant and toddlers to use simple, easy-to-do gestures to communicate wants and needs and how they feel to parents and caregivers. This program has been incorporated into the DoD's child development curricula at approximately 80 installations.</p> <p>Office POC: Family Policy/Children and Youth</p>
Child Development Programs	<p>Child Development Centers provide child care for children up to 12 years of age. Family Child Care Programs offer in-home care by certified providers living in government-owned or leased housing. School-Age Care Programs provide child care for children up to 12 years of age before and after school, during holidays, and over summer vacation. Resource and Referral Programs connect families to child care programs at most military installations and in local communities. Respite Care provides a temporary break to parents or caregivers responsible for children up to 12 years of</p>

Resource	Description
	age. Finally, Operation Military Child Care “buys down” the cost of child care for Reserve Component Families and geographically dispersed Service members and military families while a Service member is deployed. Office POC: Family Policy/Children and Youth
Coming Together Around Military Families	This program provides technical assistance and on-site personnel support to help deal with issues related to infants and toddlers. Resources and materials provide updated information related to healthy development in very young children. Materials include flyers and posters, books about the connection between parent and child, and kits with these items and other articles with tips for supporting military families with infants and toddlers. Office POC: Family Policy/Children and Youth
Mission Youth Outreach	This is a Services-sponsored youth outreach program partnering with Boys & Girls Clubs of America. The program allows dispersed active, guard, and reserve youth to attend a local Boys & Girls Club chapter at no cost to the family. Program highlights include: Character and Education, Education and Career, Health and Life Skills, Arts, and Sports Fitness and Recreation. Office POC: Family Youth/Children and Youth
Operation Military Kids	This is a collaborative support effort through National 4-H Headquarters with America’s communities to support military children impacted by deployment and military members geographically dispersed from military installations. Primary focus is on the National Guard and Reserve Components. Office POC: Family Policy/Children and Youth
Parents as Teachers	This is a parent education and family support program to enhance child development and school readiness through accessible parent education. Personal/home visits, annual development and health screenings, group meetings, and professional development and training are offered. Office POC: Family Policy/Children and Youth
Sesame Workshop Partnership	This partnership with Sesame Workshop’s <i>Talk, Listen, Connect</i> initiative, provides support and significant resources to military families with youth children experiencing the effects of deployment, multiple deployments, or changes to a parent due to combat-related injury. Office POC: Family Policy/Children and Youth
Outreach Counseling: Military Family Life Consultants (MFLCs)	Short-term situational, problem-solving counseling services by Military Family Life Consultants (MFLCs) help military members and their families cope with the normal reactions to stressful, adverse situations created by deployments, reintegration and the military lifestyle in general. MFLC’s provide flexible service delivery to meet the ongoing and emerging needs of the Total Force by providing installation-based rotational assignments of 30, 45, 60 or 90 days, as well as on demand counseling support for the National Guard and Reserve Component and their families. POC: Office of Family Policy / Children and Youth (Joint Family Resource Center), 1-888-256-9920
TroopTube	TroopTube is the new online social networking site to provide Service members with a sense of community and belonging. It is designed to help military members and families network and build morale, fostering

Resource	Description
	<p>connections with family and friends. TroopTube also serves as a source of emotional support. Office POC: Office of Family Policy / Children and Youth</p>
<p>Outreach to Active Duty, Guard, and Reserve</p>	<p>This outreach initiative expands the services of the Morale, Welfare, and Recreation division to military members who do not have access to the programs normally. The goal is to promote a healthy lifestyle and create a sense of community for our military members who do not have the infrastructure of support an installation offers. Current services offered include YMCA memberships and online library resources. Affordable vacations and online gaming will be offered very soon. Office POC: Morale, Welfare &amp; Recreation Policy Office</p>
<p>Voluntary Education</p>	<p>The Department of Defense, off-duty Voluntary Education program provides assistance to Service members in planning and paying for their continued education. This program constitutes one of the largest continuing education services in the world. Specific services offered include: military tuition assistance, post-secondary degree programs, independent study and distance learning programs, examination programs, and academic skills programs. Office POC: Military Community and Family Policy</p>
<p>Armed Services Exchange Program</p>	<p>This program forms an integral part of the military compensation and benefit package. It has the dual mission of providing authorized military patrons with merchandise and services, and of generating appropriated earnings as a source of funding for Morale, Welfare and Recreation programs. In addition these programs support military mission activities around the globe. Office POC: Resale Activities &amp; NAF Policy</p>
<p>Commissary Program</p>	<p>This program is part of the military benefits and compensation package. The world-wide system of commissary stores provides Service members and their families with the opportunity to save on purchases of food, household products, and services. Office POC: Resale Activities &amp; NAF Policy</p>
<p>Adaptive Sports and Recreation Program</p>	<p>This program allows injured Service members to engage in recreational activities, an important component of recovery. Severely injured members have opportunities to participate in adaptive sports programs, including skiing, running, hiking, horseback riding, rafting, and kayaking. Office POC: Morale, Welfare and Recreation Policy</p>
<p>Crisis Intervention Team Program</p>	<p>Teams coordinate with communities' medical, mental, and spiritual health care providers, assessing community needs and providing an appropriate response, which meet individual, family or community needs. They then assist with casualty assistance, as appropriate, and to implement a School Action Plan for crisis intervention. Office POC: Department of Defense Education Activity</p>
<p>Department of Defense Education Activity Summer Counseling Program</p>	<p>Counselors serve to provide supplemental support to military families, especially during deployments. Counseling services are provided during the summer school hours, and services are also available in the military communities after school hours.</p>

Resource	Description
	Office POC: Department of Defense Education Activity
Department of Defense Education Activity Summer Enrichment Program	In response to the extended deployment of many military personnel, the Department of Defense offers a special four-week, half-day summer enrichment program for students in kindergarten to eighth grade. Office POC: Department of Defense Education Activity
Grade Speed Program	This program, for grades four through twelve, includes a parent portal which allows parents the option of monitoring their student’s academic progress from anywhere in the world. Parents have the ability to view assignments, the student’s grades, attendance, and reasons for absences, message teachers, and view events on the school calendar. Office POC: Department of Defense Education Activity
Healthy Parenting Initiative	The Initiative includes the following resources: <i>Step Into Your Children’s World</i> , a parenting toolkit designed to help parents take advantage of “teachable moments” and better understand parenting in the context of deployment, relocation, and dangerous work. <i>Stay Connected</i> parent-teen resources and activities designed to improve parent-teen communication and relationships, and command briefing resources, which can be used to help military commanders understand the relationship between healthy families and mission readiness. Office POC: Family Advocacy Program Office
Heroes to Hometowns Program	Alliances of corporate and non-profit resources bring together community support for returning Service members and their families. Support includes help with paying bills, adapting homes, finding jobs, arranging welcome home celebrations, mentoring, and most importantly, garnering hometown support. Office POC: Morale, Welfare and Recreation Policy
Joint Family Support Assistance Program	Mobile, high-quality family services are provided to augment the capacity of current family programs to meet the needs of active duty, National Guard, and Reserve family members. The primary focus of the program is to bring these high-quality family services to families who are geographically dispersed from a military installation. Office POC: Joint Family Resource Center
Personal Financial Counselors	Service members can call Military OneSource (1-800-342-9647) and be connected by phone to a financial counselor, or have an appointment made with a financial counselor close to the caller's location. Personal Financial Counselors are also available on-demand through the Joint Family Resource Center to provide financial counseling in support of events such as Family Days, Deployment Readiness Workshops, drill weekends, etc. Office POC: Office of Personal Finance Resource: Office of Family Policy / Children and Youth (Joint Family Resource Center), 1-888-256-9920
Learning Resources Centers	The online library portal provides continuous access to recreation and academic materials, regardless of location. The Department of Defense funded a joint purchase of library materials, recommended by the Military Service librarians, to make available more library materials to deployed troops and families. These materials can be downloaded through Military



Resource	Description
	<p>OneSource and from the Services' library portals. Office POC: Morale, Welfare and Recreation</p>
<p>Military Child Education Coalition (MCEC) Training</p>	<p>DoD-sponsored MCEC training provides research-based tools, practical professional development trainings, and partnership support on behalf of military children. MCEC training opportunities directly address the challenges faced by the military child, increase awareness of and response to these challenges in the military and supporting communities, and initiate quality, sustainable programs to meet these challenges. MCEC Programs serve Active and Reserve Component members and their families.</p> <p><i>Supporting Children of the Guard &amp; Reserves Institute (GRI)</i> is a professional development program for educators and professionals that provide resources and information on ways that communities can support children and families of the activated National Guard and Reserve. The purpose of the GRI is to help participants understand the unique challenges faced by children of members of the National Guard and Reserve, who may be geographically separated due to mobilization, deployment, and transition of family members. GRI uses a train-the-trainer model to enable participants to train others in their community.</p>
<p>Military Spouse My Career Advancement Account (MyCAA) Program</p>	<p>Provide self-managed education funding accounts that enable spouses of Service members on active duty to gain the skills needed to successfully enter, navigate, and advance in portable careers. Office POC: Office of Family Policy / Children and Youth</p>
<p>Family Advocacy Program (FAP)</p>	<p>Addresses child abuse and neglect and domestic abuse in military families. FAP seeks to prevent such abuse; promote early identification and coordinated, comprehensive intervention, assessment, and support to victims; provide assessment, rehabilitation, and treatment to alleged abusers; and cooperate with responsible civilian authorities and organizations to address such abuse. The MC&amp;FP FAP office provides oversight and funding for the Services' FAPs to conduct public awareness campaigns and other special prevention initiatives; training for military personnel and civilian employees in recognizing and reporting family violence; domestic abuse victim advocates who provide confidential information, safety planning, and other assistance to victims; liaison with military and civilian agencies to protect victims of family violence; support to victims and appropriate rehabilitative treatment to alleged abusers; and to maintain Service central registries of reports for use in conducting background checks of personnel who will provide services to children. Office POC: Family Advocacy Program Office</p>
<p>New Parent Support Program (NPSP)</p>	<p>A secondary child abuse and neglect prevention program using an intensive, voluntary, home visitation model for at-risk parents to reduce risk for child maltreatment and strengthen protective factors. The MC&amp;FP FAP office provides oversight and funding for the Services' FAPs to conduct their New Parent Support Programs. Office POC: Family Advocacy Program Office</p>
<p>Shaken Baby Syndrome</p>	<p>Toolkits include educational and prevention materials that inform parents</p>



Resource	Description
Prevention Initiative	<p>about the danger of shaking a baby and offer strategies for coping with the frustrations of caring for an infant. The toolkit addresses Shaken Baby Syndrome through a variety of media, including: Prevention training curriculum for educating military fathers of infants, which addresses topics such as deployment that are geared toward Service members and their unique family circumstances; brochures for mothers and fathers on parenting issues such as staying connected during deployment and common myths about crying; and posters, diaper bag tags and wallet tip cards designed to remind caregivers about remaining calm during challenging moments.</p> <p>Office POC: Family Advocacy Program Office</p>
Wounded Warrior Resource Center	<p>In concert with the Services' efforts to provide overall support to the wounded, ill and injured of the various combat operations. DoD opened the Wounded Warrior Resource Call Center (WWRCC) in September 2008. The WWRCC helps Service members and Veterans, as well as their primary caregivers and immediate families, with any difficulties encountered by wounded warriors – including reporting deficiencies in covered military facilities, obtaining health care service and receiving benefits.</p> <p>POC: Military OneSource, 1-800-342-9647</p>

**Office of the Deputy Under Secretary of Defense for Wounded Warrior Care and Transition Policy (WWCTP)**

Resource	Description
Transition Assistance Program (TAP)	<p>The Transition Assistance Program (TAP) was designed to prepare Service members and their families to make a successful transition to civilian life. In response to changing world conditions, the Department of Defense remains steadfast in our commitment to the educational, economic, and healthy well being of the patriotic men and women who have volunteered to serve our country. TAP is a multi-component program, consisting of coordinated efforts among the Departments of Defense, Labor, Veterans Affairs, Homeland Security and the Small Business Administration. Separating and retiring Service members are advised about the availability of these programs at their last duty assignments prior to leaving the military. TAP is provided to wounded, ill and injured Service members as well as eligible National Guard and Reservists. Reserve Component Service members are informed about TAP at their demobilization site.</p> <p>All wounded, ill and injured (WII) Service members are provided the full array of TAP benefits and services through the program elements below. In addition to the core TAP, there are other special programs offered by DoD, the Military Services and VA and the Department of Labor to support WII Service members and their families. They include the Recovery Care Coordinators, available within each Military Service; the Federal Recovery Coordinators available through the Department of Veterans Affairs at Military Treatment Facilities (MTFs); the Army Wounded Warrior Program</p>

Resource	Description
	<p>and Warrior Transition Units; the Marine Corps Wounded Warrior Regiments; the Navy's Safe Harbor Program; the Air Force Wounded Warrior Program; and the Department of Labor REALifelines Program.</p> <p>Program elements consist of four standardized components as indicated below.</p> <ul style="list-style-type: none"> <li>• Mandatory Pre-separation Counseling - Counseling introduces information on a variety of subjects such as employment assistance, how to conduct a job search, education, healthcare and life insurance, and finances. Pre-separation counseling is delivered by the Military Services. The DoD official TAP web site is: <a href="http://www.TurboTAP.org">http://www.TurboTAP.org</a>.</li> <li>• Department of Veterans Affairs (VA) Veterans Benefits Briefings – These address education and training, VA healthcare, home loans, life insurance, vocational rehabilitation and employment, disability benefits, burial benefits, and dependents' and survivors' benefits responsibility.</li> <li>• Disabled Transition Assistance Program (DTAP) -- This program, managed by VA, is for Service members and veterans who have a service-connected disability, or an injury or illness that was aggravated by military service. The program addresses reemployment and independent living services.</li> <li>• Department of Labor TAP Employment Workshops. Service members and spouses receive information about labor market conditions, and the skills needed for a successful job search. They are trained on resume writing, cover letters, salary negotiations, networking and dressing for success.</li> </ul>

## **APPENDIX C**

### **List of Abbreviations**

AAFES – Army and Air Force Exchange Services  
ACSI – American Customer Satisfaction Index  
BRAC – Base Realignment And Closure  
CCSS – Commissary Customer Service Survey  
CFR – Code of Federal Regulations  
CONUS – Continental United States  
CSI – Customer Satisfaction Index  
DeCA – Defense Commissary Agency  
DMDC – Defense Manpower Data Center  
DDES – Domestic Dependent Elementary and Secondary Schools  
DEPSECDEF – Deputy Secretary of Defense  
DoD – Department of Defense  
DoDEA – Department of Defense Education Activity  
DODI – Department of Defense Instruction  
DoDSS – Department of Defense Dependents Schools  
DSLO – Defense State Liaison Office  
FAP – Family Advocacy Program  
FRC – Federal Recovery Coordinators  
FY – Fiscal Year  
GO – General Officer  
JFSAP – Joint Family Support Assistance Program  
SVM – Service Member  
TPCC – Transition Policy and Care Coordination  
McREL – Mid-continent Regional Educational Laboratory  
MCX – Marine Corps Exchange  
MFLC – Military and Family Life Consultant  
MOS – Military OneSource  
MTF – Military Treatment Facility  
MWR – Morale, Welfare, and Recreation  
MyCAA – My Career Advancement Account  
NDAA – National Defense Authorization Act  
NEXCOM – Navy Exchange Services Command  
NGO – Non-Governmental Organization  
NPSP – New Parent Support Program  
OASD RA – Office of the Assistant Secretary of Defense for Reserve Affairs  
ODUSD MC&FP – Office of the Deputy Under Secretary of Defense for Military Community and Family Policy  
OIF – Operation Iraqi Freedom  
OEF – Operation Enduring Freedom  
PCS – Permanent Change of Station

PTR – Pupil-to-Teacher  
RCC – Recovery Care Coordinators  
RCP – Recovery Care Program  
SAT – Scholastic Aptitude Test  
SJFHQ – State Joint Force Headquarters  
USC – United States Code  
USDA – United States Department of Agriculture  
VA – Department of Veteran Affairs  
VOLED – Voluntary Education  
WWCTP – Wounded Warrior Care and Transition Policy  
YRRP – Yellow Ribbon Reintegration Program  
YMCA – Armed Serviced YMCA