



DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(MANPOWER AND RESERVE AFFAIRS)
1000 NAVY PENTAGON
WASHINGTON DC 20350-1000

**MEMORANDUM FOR PRINCIPAL DEPUTY UNDER SECRETARY OF DEFENSE
(MILITARY COMMUNITY AND FAMILY POLICY)**

SUBJECT: 2009 Department of Navy Family Center Annual Report

The attached report contains the Department of Navy's information for all Family Centers on all Navy and Marine Corps installations. The format has complied with the Department of Defense Instruction 1342.22, Family Centers, requested information. My point of contact for this matter is LT Christina Evans, USN who may be reached at (703) 693-0481 or christina.evans@navy.mil.

A handwritten signature in black ink, appearing to read "Russell W. Beland".

Russell W. Beland
Deputy Assistant Secretary of the Navy
(Military Personnel Programs)

Attachments:
As stated

Navy Fleet & Family Support Programs 2009 Annual Program Report

1. Total programmed and executed funds:

Headquarters Programmed Funds: \$37,827,027
Headquarters Executed Funds: \$37,593,717 (99%)

Region/Installation Programmed Funds: \$80,719,867
Region/Installation Executed Funds: \$78,269,945 (97%)

Total Programmed Funds: \$118,546,894
Total Executed Funds: \$115,863,662 (98%)

Note: Totals above include Operation & Maintenance, Navy; Operation & Maintenance, Navy Reserve; and Operational & Maintenance, Defense Wide (FAP, RAP and TAMP) appropriations. Headquarters funds include a centrally administered contract providing 535 positions at Fleet and Family Support Centers (FFSCs) throughout the Navy.

2. Total personnel employed in Family Support Programs:

Authorized:

Government Services: 660
Military Personnel: 13
Contract Personnel: 720
Foreign Nationals: 31
Total: 1424

Filled Positions:

Government Services: 598 (91%)
Military Personnel: 11 (85%)
Contract Personnel: 650 (90%)
Foreign Nationals: 31 (100%)
Total: 1290 (91%)

Note: Filled positions were as of September 30, 2009.

3. Total customer service contacts:

Program Area	Customer Contacts
Deployment Readiness Sub-Function	
Deployment Support	333,587
Individual Augmentee Family Support	343,355
Ombudsman Coordination and Support	238,071
Life Skills Education	377,868
Mobilization and Repatriation support	36,476
Relocation Assistance Program	415,038
Total - Deployment Readiness Sub-Function	1,744,395
Crisis Response Sub-Function	
Clinical Counseling	197,647
Family Advocacy Program (Includes Victim Advocacy)	248,656
New Parent Support Program	59,554
Sexual Assault Victim Intervention	204,544
Crisis Response (Critical Incident & Mass Care/Disaster)	34,612
Exceptional Family Member Program	6,316
Total - Crisis Response Sub-Function	751,359
Career Support and Retention	
Personal Financial Management (PFM)	562,439
Family Employment Readiness Program (FERP)	308,266
Transition Assistance Program (TAP)	1,089,560
Total - Career Support and Retention Sub-function	1,960,265
Other	
Information and Referral	3,482,396
Outreach Services	449,062
Other (Website inquiries, Job Fairs, etc.)	551,826
Retired Activities	30,283
Grand Total	8,969,586

Note: Program area customer counts include customized (individual) consultation with individuals/families and classes/workshops. Information and referral customer counts are reported separately.

4. Navy Installations with 500 or more military members assigned, and the approximate number of eligible personnel and family members in the catchment area.

Region	FFSC Location	Navy Active Duty	Family Members
Europe, Africa, Southwest Asia	Naval Support Activity Bahrain	5,081	7,412
	Naval Support Activity Naples, Italy	1,102	1,553
	Naval Station Rota, Spain	893	1,241
	Naval Air Station Sigonella, Sicily	1,445	2,002
Hawaii	Naval Station Pearl Harbor, HI	13,619	17,547
Japan	Naval Air Facility, Atsugi, Japan	830	1,220
	Fleet Activities, Sasebo, Japan	4,509	4,803
	Fleet Activities Yokosuka, Japan	8,709	9,698
Mid-Atlantic	Naval Air Stations, Brunswick, ME	1,481	2,556
	Naval Submarine Base, New London, CT	7,173	9,411
	Naval Station, Newport, RI	1,965	3,354
	Portsmouth Naval Shipyard, Portsmouth, NH	558	788
	Naval Security Unit, Saratoga Springs, NY	1,394	1,011
	Naval Air Station Joint Reserve Base, Willow Grove, PA	144*	270
	Naval Weapon Station, Earle, NJ	288	404
	Naval Support Activity Norfolk, VA	60,474	80,351
	Naval Amphibious Base, Little Creek, VA	11,686	17,909
	Naval Air Station Oceana, VA	3,276	4,653
	Dam Neck Training Center, VA	3,066	4,616
	Portsmouth Naval Shipyard, Portsmouth, VA	3053	4,739
	Naval Weapon Station, Yorktown, VA	1,310	2,291
	Marianas	Naval Base Guam	3,110
Midwest	Naval Station Great Lakes, IL	17,436	8,586
	Navy Support Activity Mid-South, TN	623	1,386
Naval District Washington	Naval Support Activity Washington, DC	7,956	13,370
	Naval Support Activity Annapolis, MD	1,261	1,485
	Fort George G. Meade, MD	1,386	1,932
	Naval Air Station, Patuxent River, MD	2,181	4,237
Northwest	Naval Station Everett, WA	4,705	5,714
	Naval Base Kitsap, WA	11,248	15,994
	Naval Air Station, Whidbey Island, WA	3,140	4,818
Southeast	Naval Weapon Station, Charleston, SC	4,639	4,213
	Naval Air Station Corpus Christi, TX	1,557	2,223

Region	FFSC Location	Navy Active Duty	Family Members
Southeast	Naval Air Station Joint Reserve Base Fort Worth, TX	183*	358
	Naval Station Guantanamo Bay, Cuba	541	680
	Construction Battalion Center Gulfport, MS	2,792	4,418
	Naval Air Station Jacksonville, FL	5,219	8,442
	Naval Air Station Key West, FL	664	1,028
	Naval Submarine Base Kings Bay, GA	4,009	6,667
	Naval Air Station Kingsville, TX	1,121	2,021
	Naval Station Mayport, FL	9,155	13,679
	Naval Air Station Meridian , MS	965	766
	Naval Air Station Joint Reserve Base New Orleans, LA	513*	983
	Naval Support Activity Panama City, FL	457	768
	Naval Air Station Pensacola, FL	8,348	7,921
	Naval Air Station Whiting Field, FL	910	1,262
Southwest	Naval Weapon Center China Lake, CA	548	859
	Naval Air Station Lemoore, CA	2,894	4,307
	Naval Support Activity Monterey, CA	894	1,643
	Naval Air Station Fallon, NV	895	1,501
	Metro San Diego (Includes Naval Bases San Diego, Coronado and Point Loma)	53,949	69,610
	Naval Base Ventura County, CA	1,911	3,370

* Navy active duty only. Population data for other services at Joint Reserve Bases is not available.

Note: Data obtained from Defense Manpower Data Center. Family member totals represent family members of the active duty assigned to commands in a specific catchment area and not necessarily the physical location of the family members.

5. Total number of active volunteers, volunteer hours supporting operations for each family support program and the value of the contribution.

Number of volunteers: 3,139

Number of volunteer hours: 216,370

Estimated value of contribution \$ 3,678,290

6. Results of triennial inspection of each Family Center.

As directed by the Secretary of the Navy, Fleet and Family Support Programs (FFSP) conduct a robust accreditation program, in lieu of inspection, that reviews each FFSC on a triennial basis, ensuring compliance with Department of Defense (DOD) and Department of Navy (DON) requirements. Accreditation consists of review of customer records, other written documentation, direct observation, staff and command interview and focus groups to determine compliance with 29 program, service delivery and management standards. The current accreditation status of each FFSC is reported below. .

Region	Location of FFSC	Date of Current Certificate	FY of Next Review
Europe Africa			
Southwest			
Asia	Bahrain	April 2009	2011
	Naples, Italy	April 2008	2010
	Rota, Spain	October 2009	2012
	Sigonella, Italy	October 2008	2011
Hawaii	Pearl Harbor, HI	August 2009	2012
Japan	Atsugi, Japan	December 2008	2011
	Sasebo, Japan	February 2007	2010
	Yokosuka, Japan	March 2008	2010
Mid-Atlantic	Brunswick, ME	October 2007	BRAC***
	Earle, NJ	April 2007	2010
	Little Creek, VA	May 2007*	2013
	New London, CT	December 2008	2012
	Newport, RI	June 2009	2012
	Norfolk, VA	May 2007*	2013
	Northwest, VA	May 2007*	2013
	Oceana, VA	May 2007*	2013
	Portsmouth, NH	New delivery site	2010
	Saratoga Springs, NY	May 2007	2010
	Willow Grove, PA	May 2009	BRAC***
	Yorktown, VA	December 2009	2010
Marianas	Guam	January 2010	2012
Midwest	Great Lakes, IL	April 2009	2012
	Millington, TN	June 2007**	2010
Naval District			
Washington	Anacostia, DC	September 2008	2011
	Annapolis, MD	May 2008	2010

Region	Location of FFSC	Date of Current Certificate	FY of Next Review	
Naval District Washington	Dahlgren, VA	June 2009	2012	
	Fort Meade, MD	February 2008	2010	
	Patuxent River, MD	July 2008	2011	
Northwest	Everett, WA	December 2008	2011	
	Kitsap, WA	December 2008	2011	
	Whidbey Island, WA	December 2008	2011	
Southeast	Atlanta, GA	June 2005	BRAC****	
			Joint Base - Supported Command	
	Charleston, SC	November 2007		
	Corpus Christi, TX	April 2008	2011	
	Fort Worth, TX	July 2009	2011	
	Guantanamo Bay, CU	May 2009	2012	
	Gulfport, MS	February 2009	2012	
	Ingleside, TX	June 2006	BRAC****	
	Jacksonville, FL	March 2007	2010	
	Key West, FL	June 2006*	2012	
	Kings Bay, GA	June 2007	2010	
	Kingsville, TX	January 2010	2013	
	Mayport, FL	October 2007	2010	
	Meridian, MS	October 2008	2010	
	New Orleans, LA	July 2008	2011	
	Panama City, FL	New delivery site	2010	
	Pensacola, FL	May 2009	2012	
	Whiting Field, FL	April 2009	2012	
	Southwest	China Lake, CA	November 2009	2012
		Fallon, NV	June 2007	2010
Lemoore, CA		October 2007**	2012	
Metro San Diego		October 2007	2010	
Monterey, CA		October 2008	2011	
Ventura County		June 2009	2012	

* Site visit complete. Site in process of documenting compliance with identified standards.

** Accreditation certificate pending flag signature.

*** Site to close 9/30/10

**** Site closed 9/30/09.

7. Summarize the results of the most current needs assessment and customer satisfaction evaluations.

Navy FFSP utilizes all available research, personnel surveys and assessment to ensure service delivery to standard and that customer needs are being met. These include performance surveys completed by each Fleet and Family Support Center (FFSC) on a quarterly basis to measure capability output and service delivery to published standard, annual Senior Level Customer Survey and review of scientific research and personnel surveys conducted by the Bureau of Naval Personnel. In FY09, FFSP hired a research analyst at headquarters who reviews and summarizes relevant survey and research information for program evaluation and development purposes, ensures greater reliability in data collection and metrics development, and educates personnel at all levels about factors affecting scientific rigor and how/when to apply research and survey data to improve daily practices and procedures.

Two relevant surveys conducted by Navy Personnel Research, Studies and Technology during FY09 were the Navy Spouse Personal and Family Readiness Survey and the 2009 Financial Quick Poll. The Navy Spouse survey provided information on family financial status, spouse employment, deployment support, childcare, and programs and services. Survey data indicated that the percentage of enlisted spouses who characterized their financial situation as "able to make ends meet without much difficulty" or better was greater in 2009 than in 2006, while officer spouses were less secure about their financial situation in 2009. However, spouses of all types were generally less secure about their financial situation than married active duty. Of junior enlisted spouses who received financial information or services in the past year, they were most likely to receive that information from the FFSC after consulting family or friends. On a positive note, significantly fewer junior enlisted spouses reported being pressured by debt collectors, bouncing checks and using payday loans in 2009 than in 2006. Similar to 2006, half of Navy spouses are employed and of those, two-thirds are employed full-time. Of those who are unemployed, approximately 60% of enlisted spouses and 75% of officer spouses are unemployed by choice, although significantly more unemployed junior enlisted and junior officer spouses in 2009 reported that they were unable to find work than in 2006. Although a majority of all spouses characterized the family as adequately prepared or better for deployment, a substantial percentage of junior enlisted spouses reported anxiety or depression, marital communication, child's fear and adjustment as problems during their spouse's deployment. At least half of the spouse respondents reported the Command Ombudsmen program to be important during deployment. While spouses are generally satisfied with the FFSC and specific services provided by FFSC personnel, effective marketing of available resources and services, especially to junior enlisted spouses, remains an ongoing challenge.

In addition to Navy wide surveys, FFSC personnel utilize all available local information and feedback, to include customer survey, to adapt services and meet emerging needs. For example, FFSC Sigonella adapted Intercultural Relations services to better acclimate newcomers to living in the Italian economy in response to feedback that more newcomers are being assigned housing on the economy. More generally, FFSC personnel continue to adapt workshop and program formats, schedules and facilities in response to feedback to better accommodate customers, such

as offering services at times and locations that are more conducive to family participation and providing child care to increase participation.

Results of FFSC customer satisfaction evaluations are as follows:

Number of satisfactory evaluations: 208,949 (99.5%)

Number of unsatisfactory evaluations: 1,030 (<.5%)

8. Contingency planning to provide augmentation of family center staff during local or national emergency, large-scale activation or mobilization of reserve personnel, large-scale deployment or evacuation.

During FY09, there was increased focus on mass casualty exercises involving terrorist attacks, shootings, and explosions. Natural disaster preparedness remained a high priority for installations and FFSCs with hurricane, flood, and wildfire exercises conducted. FFSCs are critical responders in many of the installation and community exercises. For example, FFSC Charleston participated in a regional mass casualty drill involving an explosion in which they were called to set up a Family Assistance Center.

Increasing family preparedness remained a focus for Navy FFSCs in FY09. For example, FFSC Kitsap coordinated "Race to Prepare" through the month of September. Inspired by a popular television show, there were a series of weekly clues designed to increase community and personal preparedness around the themes of Being Informed, Having a Plan and Making an Emergency Kit. The answers to clues coincided with the weekly theme on display at various locations such as recreation and fitness centers, NEX/commissary and the FFSC. Race to Prepare winners were randomly selected from completed entries.

Fortunately, it was a relatively quiet year in terms of large-scale emergency response. FFSC Hawaii responded to an earthquake and tsunami alert in American Samoa, joining other regional agencies and activating their crisis response plan. FFSCs Pensacola and Whiting Field responded to Hurricane Ida evacuation by contacting families of Individual Augmentees to verify their safety and ensure they had evacuation plans in place. FFSCs Charleston and Fort Worth responded to wildfires, providing additional outreach and support to the families of Individual Augmentees.

A number of FFSCs were also called upon during FY09 to provide critical incident response to family members, commands, schools, first responders and the community in response child abuse or domestic violence related homicides, suicide and accidents such as plane crash. In the case of suicide, critical incident response led to later requests for prevention education.

9. Inform DOD personnel and their families of Family Center programs and services.

FFSCs leverage all available technology (websites, email, base Newspapers, installation marquees, etc.) to inform active duty and family members of available programs and services. FY09 was marked by a new trend in utilization of social networking sites like Facebook, Twitter,

Yahoo, Google Groups and radio spots to better market services and reach reserve component and junior enlisted millennial generation customers. Navy FFSP Facebook was launched in July 2009, with over 4600 fans to date. Social networking sites are being used to target marketing information to spouses and family members. Likewise, FFSP staff at National Naval Medical Center started a Facebook page to link spouses Individual Augmentee together to give them an additional support system and keep them up to date on command related issues, events, and workshops.

Continuing trends noted over the past several years, FFSCs in FY09 adapted service delivery methods, to include use of distance learning workshops, to provide expanded outreach and service delivery in housing areas and extended hours of operation for remote sites to better meet the needs of customers. For example, FFSC Annapolis provided their first distance learning workshop in personal finance. FFSP Yokosuka provided outreach, marketing and information and referral visits on a monthly basis to the remote housing site at Negishi, Yokohama FFSC Gulfport also provides regular outreach and service delivery to family members residing in Lakeside housing, as has Metro San Diego FFSC staff at Murphy Canyon.

Additionally, FFSC staff met routinely met with Family Readiness Groups, Command Ombudsman, command leadership spouses, and other Senior Leadership to market programs and services. Building on trends over the past several years, FFSCs in FY09 moved from offering traditional classroom education to family members of Individual Augmentees to monthly activities involving the whole family before, during and after deployment. Providers formed groups, roundtables and committees to bring together various support organizations for the purpose of better collaboration. FFSC staff also traveled significant distances on a routine basis to provide a presence at remotely located Individual Augmentee Support Groups.

10. Family support initiatives for providing service delivery to those installations with less than 500 Active Duty and Reserve personnel assigned .

Navy FFSP resources and staffs focused service delivery sites on Navy installations with less than 500 active or reserve component personnel. These include Chinhae, Korea; Djibouti, Africa; Semawang, Singapore; and Sugar Grove, WV. Navy FFSP are also provided at two Army installations, specifically Fort Gordan, GA and Fort Meade, MD, under agreement with our sister service. Outreach service delivery is also provided on an as needed or recurring basis to a number of places including the NATO bases in Spain, Portugal and Greece and Navy Operational Support Commands (NOSC) throughout CONUS. Participation in reserve Family Days was also noted by a number of FFSCs (e.g., FFSC Kingsville, FFSC Everett, and FFSC Key West).

11. Collaborative program efforts with other federal, state and civilian agencies for family support.

FFSCs continued in FY09 to collaborate with local organizations and agencies to increase mutual awareness and better meet customer needs. Several FFSCs reported collaboration with local and county law enforcement agencies to increase awareness of military family support

resources and provide training on military crisis response. FFSC New Orleans participated at a conference hosted by the Audrey Hepburn New Orleans Children's Advocacy Center, disseminating information regarding Navy family support services to a large audience of community child-centered service agencies. Activities and programs to increase cultural competency at locations outside CONUS were also noted. For example, FFSC Guam collaborated with the Mayor's offices from the villages of Agat and Santa Rita to develop activities and programs that enhance understanding of and appreciation for the Chamorro culture. In response to local needs assessment, FFSC Hawaii collaborated with financial experts from the Veteran's Administration, Housing and Urban Development and the Bank of Hawaii to develop evening financial awareness workshops. FFSCs also joined with the United Services Organization (USO) as well as sister services' family support centers to host Deployed Family Fun Day. Successful collaboration with Public-Private Venture (PPV) Housing companies, schools and other military quality of life organizations increased services and activities for children. For example, FFSC Sasebo, in collaboration with MWR, developed "Girl Power," a 10-week program for girls age 8 to 12 that was designed to foster positive self-esteem, peer interaction, social inclusion, and healthy problem solving. FFSC Great Lakes developed "Military Kids Corner" held weekly at the base school which provided a venue for children to discuss their fears and concerns about their deployed parents while participating in art projects that were later made by FFSC staff into cards to be used for writing to their deployed parents. Collaborative efforts to better serve Exceptional Family Members (EFM) were noted by several FFSCs during FY09. For example, FFSC Norfolk participated in the "End of the Summer Smash Fun Day" for special needs children hosted by PPV housing management. While the children enjoyed a variety of treats, attractions, games, rides, and activities, the parents received information regarding the EFM Program, Tricare ECHO, available respite care resources, and the variety of services available from the FFSC. Finally, FFSC Key West collaborate with the Dolphin Research Center to provide the "Dolfriend Program," an annual event that offers Individual Augmentees and their families a fun-filled time away swimming with the dolphins to reduce the stress of medical, physical or emotional concerns.

Marine and Family Support Programs 2009 Annual Program Report

1. Total Programmed and Executed Funds

Programmed Funds (Warfighter & Family Services as Category A Programs): \$69,238

Executed Funds (Warfighter & Family Services as Category A Programs): \$106,406

Note: Totals above include Operation & Maintenance, Marine Corps; Operation & Maintenance, Marine Corps Reserve; and Operational & Maintenance, Defense Wide (FAP, RAP and TAMP) appropriations. Executed funds include \$7,301 of OCO Supplemental funds.

In addition to the Family Centers programs identified in DoDI 1312.22, the Marine Corps has established other Family Support programs; such as, Unit Personnel and Family Readiness, School Liaisons, Marine Corps Family Team Building, MCCS Coordinators, and Deployment Support. Permanent funding for these programs is budgeted beginning in FY10. Programmed and executed funds for these programs were as follows:

Programmed Funds (Other Family Support Programs): \$4,903

Executed Funds (Other Family Support Programs): \$42,917

Note: Totals above include Operation & Maintenance, Marine Corps; and Operation & Maintenance, Marine Corps Reserve appropriations. Executed funds include \$34,740 of OCO Supplemental funds. Permanent funding for these programs is budgeted beginning in FY10.

2. Total Personnel employed in Family Support Programs

Warfighter and Family Services Programs	Authorized	Filled	Percent Filled
TAMP/FMEAP	82	77	94%
Relocation Assistance	31	30	97%
Personal Financial Management Program	19	19	100%
Information and Referral	7	7	100%
Family Advocacy Program	188.5	178	94%
New Parent Support Program	64	62	97%
Substance Abuse	107	106	100%
General Counseling	48.5	46.5	96%
Prevention Program	15	15	100%
Drug Demand Reduction	20	16	80%
Exceptional Family Member Program	62	52	84%
Sexual Assault Prevention and Response	18	17	94%
Suicide Prevention	4	4	100%
Combat Operational Stress Control	4	4	100%
Administration	81	81	100%
Total	716	680	95%

Other Family Support Programs	Authorized	Filled	Percent Filled
Family Readiness Officers	424	401	95%
Marine Corps Family Team Building	38	37	97%
Family Readiness Program	25	22	88%
Lifestyle Insights, Networking, Knowledge, and Skills	27	27	100%
Readiness and Deployment Support	25	25	100%
Lifeskills	17	17	100%
Total	556	529	95%

3. Total Customer Service Contacts

Program Area	Customer Contacts
TAMP/FMEAP	93,472
Relocation Assistance Program	168,364
Personal Financial Management Program	10,795
Information and Referral	585,755
Family Advocacy Program	71,209
New Parent Support Program	21,513
Substance Abuse	93,932
Prevention Program	102,825
General Counseling	71,423
Prevention Program	102,825
Exceptional Family Member Program	28,800
Total	1,350,913

Other Family Support Programs	
Readiness and Deployment Support	80,874
LifeSkills Education	12,897
Family Readiness	7,450
Lifestyle Insights, Networking, Knowledge, and Skills	11,967
Total	113,188

4. Installations with 500 or more Marines assigned

Base	Marines	Spouses	Total Child	Other Dep	Total Personnel
MCAS YUMA	2,980	1,531	2,156	3	6,670
MCB CAMP PENDLETON	35,407	14,962	17,933	55	68,357
MCAS MIRAMAR	8,051	4,011	5,066	28	17,156
MCAGCC 29 PALMS	12,394	4,727	5,338	16	22,475
8TH AND I	986	382	486	0	1,854
MCB HAWAII	5183	2218	3087	16	10504
MCB CAMP LEJEUNE	32,587	13,666	16,450	30	62,733
MCAS CHERRY POINT	6,999	3,557	5,000	8	15,564
MCAS NEW RIVER	5,279	2,548	3,577	7	11,411
MCAS BEAUFORT	2,507	1,337	1,957	4	5,805
MCRD PARRIS ISLAND	6,868	1,111	1,781	12	9,772
HENDERSON HALL	1,218	870	1,727	9	3,824
MCB QUANTICO	7,261	3,944	6,171	24	17,400
MCAS IWAKUNI	524	188	343	1	1,056
MCB CAMP BUTLER	14,191	4,655	7,682	29	26,557
Total	142,435	59,707	78,754	242	281,138

5. Results of inspections of each Family Center programs

The Marine Corps Command Inspection Program conducts inspections biannually at the unit/command level. Family Programs that are inspected or have AIRS checklists include: Transition Assistance Management Program/Family Member Employment Assistance Program, Relocation, Substance Abuse, Family Advocacy Program, Marine Corps Family Team Building, Sexual Assault Prevention & Reporting (SAPR), and Suicide Prevention. The Headquarters Inspector General (IG) Office conducts follow up inspections to ensure that the Command IGs are in compliance with the Marine Corps Order. Out of the six IGs conducted during FY09, all family support programs were designated as mission capable except for Henderson Hall's SAPR program, which is listed as non-mission capable. In addition to the Command Inspection Program, we have additional inspections that are conducted by MR staff. The current accreditation status of each of the Family Advocacy Programs is reported below.

Location	Accreditation Decision	Date of Current Certificate	FY of Next Review
Albany, GA	Commendation	Jan 2008	2011
Barstow, CA	Commendation	Mar 2009	2012
Butler, Japan	Highest Honors	July 2009	2012
Beaufort/Parris Island, SC	Honors	Nov 2009	2012
Cherry Pt, NC	Honors	Sept 2008	2011
Hawaii	Highest Honors	May 2007	2010

Henderson Hall	Honors	April 2007	2010
Iwakuni, Japan	Satisfactory	Oct 2007	2010
Kansas City	Commendation	Aug 2008	2011
Lejeune, NC	Satisfactory	Oct 2007	2010
Miramar, CA	Highest Honors	July 2007	2010
New River, NC	Commendation	Oct 2007	2010
Pendleton, CA	Honors	Jun 2008	2011
San Diego, CA	Honors	May 2008	2011
29 Palms, CA	Pending	Oct 2009	2012
Quantico, VA	Commendation	Dec 2008	2011
Yuma, AZ	Commendation	Oct 2009	2012

6. Current needs assessment and customer satisfaction evaluations.

The Commandant of the Marine Corps has challenged our family support program management team to consider the needs of families in view of wartime requirements and future sustainment. To identify the needs of our Marines and families, the Marine Corps has conducted extensive program assessments and customer research, and implemented improvements to refresh program support. We developed extensive transition plans and received the Commandant's support for funding and immediate execution. During FY09, the Marine Corps has continued to implement program improvements. The following provides a brief summary of our progress to date:

- Unit Personal and Family Readiness Program (UPFRP)
 - The Marine Corps has established over 400 full-time primary duty civilian Family Readiness Officers (FROs). The FRO, as a special staff officer, makes direct contact with unit Marines and families to convey official command communication, arrange required deployment or readiness training, and conduct information and referral services.
 - Three tools to improve communications have been developed and implemented: (1) The Mass Communication Tool enables simultaneous broadcast of official communication via email, text messaging, or phone; (2) The Volunteer Tracking Tool is a web-based tool that allows Marines and families to track their volunteer hours and search for volunteer opportunities anywhere in the world; and (3) The Family Readiness Assessment Tool enables a commander to take a pulse on the health of his or her personal and family readiness program.
- Marine Corps Family Team Building (MCFTB)
 - MCFTB supports the UPFRP by providing high-quality training to support the life cycle of the Marine and family through mission, career and life events. Training has been expanded and enhanced to include deployment training to address the increased demands and potential impact of multiple, sustained

- deployments; and LifeSkills training courses that specifically address challenges of military life, as well as personal and family life.
- Exceptional Family Member Program (EFMP)
 - The Marine Corps has increased the number of full-time EFMP staff to help over 7,200 families gain access to medical, educational, and financial services.
 - A case management system and capability has been procured to electronically process enrollments.
 - 40 hours of Marine Corps-funded respite care per month is available to all enrolled families.

In keeping with the Commandant's Guidance to improve quality of life for Marines and families, the "Quality of Life in the Marine Corps Study" is used to evaluate perceptions and satisfaction, and identify investments to enhance the lives of Marines and families. It further isolates emerging trends that bear monitoring or specific corrective action. The study was most recently conducted in 2007, and is scheduled for re-administration in 2010.

To help assess the financial condition of our Marines during 2008, the Secretary of the Navy tasked the Inspector General of the Marine Corps (IGMC) to conduct a Financial Health Quick Poll (FHQP). The FHQP was re-administered in 2009 and was expanded to include a separate survey for reserve Marines. This effort resulted in participation from over 14,000 active duty Marines and 4,000 reserve Marines.

The Marine Corps conducts Functionality Assessments as our internal review process to maximize efficiencies and effectiveness, and ensure we are providing a consistent level of support Marine Corps-wide. Functionality Assessments (FA) utilize an assessment of current programs and benchmarking from Sister Services and select public and private organizations to develop standardization through staffing models, best practices, and policy revisions. They are also supported by customer surveys that capture invaluable data from a representative sample of the Marine Corps' demographic. In FY09, the Marine Corps conducted the following Functionality Assessments:

- The Personal Financial Management Program (PFMP) FA was conducted in Oct 08. Results of the FA include the following:
 - Develop a standardized staffing model
 - Formalization of the Command Financial Specialists (CFS) requirements and their connection to the PFMs
 - Establish standard processes and/or formats for the financial assessments, the intake process, and the professional development of the PFM staff
 - Develop an interactive Marine Corps website available 24/7 with links to other agencies, and Financial Management Tools to include (i.e., worksheets to determine debt to income ratio).
 - Procurement of a standardized client relationship management system and program information system would help with the continuity of services from installation to installation.
- The Transition Assistance Management Program and Family Member Employment Assistance Program FA was conducted in Jan 2009. Recognizing

the first term culture of the Marine Corps, the FA recommended developing plans to revamp TAMP services. A summary of initiatives include:

- Initiating the transition process approximately two years prior to EAS/EOS. This will require command support to ensure an appropriate balance between work life, and requirements to attend transition-related services. Program restructuring will also require a revalidation of resources to ensure proper funding levels. Currently, TAMP requirements within the Marine Corps are resourced through OSD funds and O&MMC.
- Implementing job placement services, such as one-one career coaching, national and local level outreach, and partnerships with supporting agencies; (i.e., Department of Labor and Veterans Affairs)
- Developing an acculturation program that provides equal support to those transitioning to civilian life.
- Ensuring Marines and families maximize the use of educational benefits to better prepare for transition.

In addition to National Research efforts and Functionality Assessments, local installations utilize the ICE customer service evaluation tool to facilitate the immediate feedback related to programming matters.

7. Contingency planning to provide augmentation of family center staff during local or national emergency, large-scale activation or mobilization of reserve personnel, large-scale deployment or evacuation

In the event of an emergency, HS Managed Health Network (MHN) is an OSD-contracted support resource that provides surge augmentation counselors for our base counseling centers and primary support at sites around the country to address catastrophic requirements. This unique program is designed to bring counselors on-site at Reserve Training Centers to support all phases of the deployment cycle. Marine Forces Reserve has incorporated this resource into post-demobilization drill periods, Family Days, Pre-Deployment Briefs, and Return & Reunion Briefs. Follow-up services are scheduled after Marines return from combat at various intervals to facilitate on-site individual and group counseling. We are utilizing these counselors to conduct post-demobilization telephonic contact with IRR Marines in order to assess their needs and connect them to services. Marine Corps installations also offer Military Family Life Consultants (MFLC's) that are temporarily placed at installations for a period up to 90 days to provide short-term non-medical counseling services.

For large-scale activation or mobilization of reserve personnel, Marine Forces Reserve is fully engaged with OSD to conduct the Yellow Ribbon Reintegration Program. These programs begin in the pre-deployment phase and culminate with large scale Returning Warrior Weekends where reunion and reintegration with families and communities are highlighted and strengthened. Additionally, the Peacetime/Wartime Support Team and the support structure within the Inspector-Instructor staffs at our Reserve sites provides families of activated and deployed Marines with assistance in developing proactive, prevention-oriented steps such as family care plans, powers of attorney, family financial planning, and enrollment in the Dependent Eligibility and Enrollment Reporting System.

8. Inform DOD personnel and their families of Family Center programs and services.

Marine Corps Community Services (MCCS) is proactive in their efforts to keep active duty and reserve Marines, their families, and DoD civilians informed of the broad array of programs and services available to them at every location. MCCS operates in a decentralized environment allowing each Marine Corps Installation the advantage of aligning marketing needs of MCCS programs to better target the communication needs within their local populations.

MCCS exploits all available modes of technology (web, social networking, email, base Newspapers, installation marquees, radio spots, etc.) to continually reinforce and reinvigorate programs and service offerings. To further assist in the outreach and delivery of information to spouses and family members, Family Readiness Officers provide a vital link of communication utilizing multiple web-based tools.

The Marine Corps Family Team Building Functionality Assessment identified the requirement for an effective family readiness marketing strategy, and J Walter Thompson was contracted to develop a comprehensive MCFTB marketing campaign. In FY09, extensive focus groups were conducted to gather qualitative data from the target audience (Junior Enlisted/Officers Marines and families). Research resulted in a recommendation for an online Organizational Communication Tool (OCT) to supplement the suite of tools already being used to support unit, personal and family readiness. The OCT will facilitate a multi-way communication between Marines, their families, Family Readiness Officers, and other Marine Corps constituents; and allow Marines and their families to pull accurate up to date information. The tool will be a comprehensive resource housing all family readiness tools in a single, user-friendly location.

9. Community-based family support initiatives

Marine and Family Support programs are available at all Marine Corps Installations serving active duty Service members, their families, and authorized DoD employees within a 100-mile radius surrounding the installation. The Marines Corps also shapes family programming to address activated Reserves and Independent Duty Marines that do not live on or around Marine Corps or other military installations.

Family Readiness planning expands to communities such as the Reserves to ensure we are providing an appropriate level of support. Primary efforts are focused on outreach and partnership opportunities due to their locations away from DoD installation support structures. We are also engaged with both MARFORRES and MCRC to conduct a study on expanding services through greater community based partnerships.

The Marine Corps conducts outreach through various forms of communication, including live sessions conducted on or near the Reserve Training Facility, telephonic contact, email, USMC websites, links to on-line support services, newsletters, and marketing of national military resources to include the Joint Family Services Assistance Program

(JFSAP). We provide educational opportunities at unit Family Days, Pre-Deployment Briefs, Return and Reunion Briefs, and Post-Deployment Briefs to prepare our families for day-to-day military life and the deployment cycle (Pre-Deployment, Deployment, Post-Deployment, and Follow-On). Additional Marines and families can access resources, such as Military OneSource, VA, TRICARE, legal, financial counseling, Chaplain, Employer Support of the Guard and Reserve (ESGR), Combat Operational Stress Control (COSC), which provides an around-the-clock information and referral service, via toll-free telephone and Internet access, on a variety of subjects such as parenting, childcare, education, finances, legal issues, elder care, health, wellness, deployment, crisis support, and relocation.

The Marine Corps appreciates the on-going efforts of DoD to explore and implement various initiatives to improve outreach support and partnerships, such as the key quality of life (QOL) initiatives developed through the State Liaison Office, and OSDs constant pursuit of enhancements to child and respite care and other vital warfighter and family services functions. In this regard, we support additional DoD-wide efforts to explore community-based programming that utilizes and maximizes Sister Service partnerships and other Federal and State service platforms. We also appreciate the Department's effort to identify resource solutions to help meet the growing demands of the extended military family.

10. Collaborative program efforts with other federal, state and civilian agencies for family support.

In order to be effective, the Marine Corps continues to partner with federal, state and civilian agencies to enhance outreach capabilities and overall family support. Marine Corps Community Services leverages all capabilities at the installation level to include the Red Cross, the Navy-Marine Corps Relief Society, base housing, religious programs, spouse organizations, and medical treatment facilities to meet the mission of improving the quality of life for Marines and their families.

The DDR Program and Substance Abuse Counseling Centers continue to collaborate with schools in the local community and on Marine Corps Installations, and other internal and external agencies to increase awareness of illicit drug use, alcohol misuse, and available resources. Installations throughout the Marine Corps collaborate with law enforcement and other surrounding agencies during Red Ribbon Week and community/military events (e.g., Alcohol Screening Day, Drug Awareness Week, Health Promotion Fairs, Air Shows, etc) to increase awareness of prevention and treatment resources.

The Sexual Assault Prevention and Response Office collaborated with our sister Services' counterparts in developing, testing and producing a social marketing campaign in consultation with Men Can Stop Rape, a nationally-recognized non-profit public service organization. Research on behavioral health and cultural modification in support of this effort was carried out by members of the Interdisciplinary Center for Research on Violence at the University of Illinois-Chicago.

The Family Advocacy Program continually collaborates with state agencies such as Child Protective Services to help ensure the appropriate assessments of families at risk for child abuse. The FAP also engages in relationship building with private non-profit agencies to support victims of domestic violence including local shelters and resource based agencies.

HQMC Combat Operational Stress Control (COSC) branch is providing Marine Corps liaison on a contract for \$3.9M, awarded by the Navy Bureau of Medicine and Surgery (BUMED) to UCLA's Child and Family Trauma Psychiatry Service, to provide family training services at several Marine Corps installations called Families Overcoming Under Stress (FOCUS). FOCUS was originally implemented in 2008 on a large scale at four major Marine Corps installations (Pendleton, Lejeune, Hawaii, and Okinawa). This program has since expanded to serve families at Twentynine Palms, Quantico, and the Wounded Warrior Regiment. FOCUS is an eight-week, skills-based, trainer-led resiliency-building training program designed for military families and children facing the challenges of multiple deployment and combat operational stress problems during wartime. Current FOCUS sites continue services to include: Command Group Briefings, Educational Workshops, and Family Consultations. To date, over 50,000 Marine Corps service members, spouses, children, and community providers have received information and services on FOCUS.

The National Council on Disabilities (NCD) is an independent federal agency with expertise about disability policies, practices and procedures nationwide. In FY09, NCD representatives learned significant details about the challenges faced by Marine Corps families who have children with disabilities (or special needs), and other family members who also have disabilities. Subsequently, a proposal to cooperate with the Marine Corps on a project to learn more about this situation and develop recommendations for improvement was brought to the relevant committees of NCD and voted upon during a meeting in Washington, DC on April 1, 2009. At that time, the full Council approved placing this proposed project at the top of our priority list for current year research, pending the results of additional meetings with you and/or your organization yet to be scheduled. An SOW was finalized in September 09 and ICF contracted to complete the research.

These partnerships will bring awareness and knowledge to the different programs within the Marine Corps. Marine and Family Support Programs continue to look for additional federal, state and civilian agencies to collaborate with that will enable them to give comprehensive support to the Marines and their families.