

Department of Defense

“Military Family Readiness Policy”

and

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

Report

to the Congressional Defense Committees

Section 581 of

The National Defense Authorization Act for Fiscal Year 2008

TABLE OF CONTENTS

	<u>Page</u>
TABLE OF CONTENTS	i
LIST OF TABLES	iv
LIST OF FIGURES	iv
BACKGROUND	1
INTRODUCTION	1
DEPARTMENT OF DEFENSE GOALS AND MEASUREMENT SYSTEMS FOR MILITARY FAMILY READINESS	2
Child Care Availability and Quality	3
Personal Financial Readiness	4
Outreach Counseling to Active Duty, National Guard, Reserve Members and Their Families	5
Health Care Satisfaction	6
Expansion of Unemployment Compensation Eligibility for Trailing Military Spouses	9
Minimizing Disruption for School Age Children of Military Families	9
DoD Schools: Pupil-to-Teacher Ratio and Academic Performance	10
The New Parent Support Program	11
Promoting Enforcement of the Predatory Lending Regulation	12
Military Commissary Benefits	13
Military Exchange Benefits	14

TABLE OF CONTENTS (continued)

	<u>Page</u>
Intended Developments in Family Readiness Goals and Metrics	15
SUMMARY OF POLICIES PROVIDING ACCESS TO PROGRAMS AND ACTIVITIES	16
PLANS FOR MILITARY FAMILY READINESS PROGRAMS	19
General Plans: Quality of Life Initiatives	19
Supporting the Families of the Wounded, Ill, Injured and Fallen	19
SUMMARY	20
APPENDIX: List of Military Family Readiness Programs and Activities for Each of the Military Services and the Office of the Secretary of Defense	
The Military Services	Appendix-1
The United States Army	Appendix-1
The National Guard	Appendix-6
The United States Marine Corps	Appendix-11
The United States Navy	Appendix-12
The United States Air Force	Appendix-16
Office of the Secretary of Defense	
Office of the Assistant Secretary of Defense for Reserve Affairs	Appendix-19
Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury	Appendix-22

Office of the Deputy Under Secretary of Defense for Transition Policy and Care Coordination (TPCC)	Appendix-23
Office of the Deputy Under Secretary of Defense for Military Community and Family Policy	Appendix-25
Uniformed Services University of the Health Sciences' School of Medicine	Appendix-32

Enclosure (1): *Report of the 2nd Quadrennial Quality of Life Review*

Enclosure (2): Directive-Type Memorandum 08-049, "Recovery Coordination Program: Improvements to the Care, Management, and Transition of Recovering Service Members (RSMs)"

LIST OF TABLES

	<u>Page</u>
Table 1. Goals and Metrics for Child Care Service for Military Families.	3
Table 2. Goals and Metrics for Expanding Unemployment Compensation Eligibility for Trailing Military Spouses	9
Table 3. Goals and Metrics for Minimizing Disruption for School Age Children of Military Families	10
Table 4. Goals and Metrics for DoD Schools	11
Table 5. Goals and Metrics for the New Parent Support Program	12
Table 6. Goals and Metrics for Promoting State Enforcement of the Predatory Lending Regulation	13
Table 7. Goals and Metrics for Military Commissaries	13
Table 8. Goals and Metrics for Military Exchanges	14
Table 9. Military Family Readiness Program Access Policy Matrix	17

LIST OF FIGURES

	<u>Page</u>
Figure 1. E1-E4 Self-Assessment of Financial Condition	4
Figure 2. E1-E4 Ability to Pay Bills on Time	5
Figure 3. Usage of Military OneSource and Military Family Life Consultant Face-to-Face Counseling in FY09	6
Figure 4. Satisfaction with Health Care	7
Figure 5. Satisfaction with Health Care Plan	8

BACKGROUND

This report responds to two subsections of Section 581 of the National Defense Authorization Act (NDAA) for Fiscal Year 2008, Public Law 110-181. Subsection (a) adds Section 1781b to Title 10, U.S.C., which requires an annual report on Plans for the Department of Defense for the Support of Military Family Readiness by 01 March. Subsection (b) required the Secretary of Defense to provide a one-time report on Military Family Readiness Policy no later than 01 February 2009. These two report requirements require data from many of the same sources. As submission has been delayed until July 2009, this document is a combined report addressing both requirements. The next annual report, per 10 USC 1781b, will be submitted by 01 March 2010.

Title 10, Section 1781b requires that policy developed by the Department of Defense (DoD) include:

- (1) A list of military family readiness programs and activities.
- (2) Department of Defense-wide goals for military family support, including joint programs, both for military families of members of the regular components and military families of members of the reserve components.
- (3) Policies on access to military family support programs and activities based on military family populations served and geographical location.
- (4) Metrics to measure the performance and effectiveness of the military family readiness programs and activities of the Department of Defense.

These elements will comprise the basis of annual reports hereafter on Plans for the Department of Defense for the Support of Military Family Readiness.

INTRODUCTION

Military family readiness requires that Service members and families have the tools to navigate the challenges of daily life in the context of military service. Ready individuals and 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 in managing such challenges.

This report is organized as follows:

- DoD-wide goals and measurement systems for key programs and activities affecting military family readiness;
- A summary of policies providing access to programs and activities based on categories of Service members and their families, and geographic location; and
- Plans for the support of military family readiness.
- A list of military family readiness programs and activities for each of the Military Services and the Office of the Secretary of Defense (OSD) are provided in the Appendix.

- The Report of the 2nd Quadrennial Quality of Life Review (QQLR), outlining the spectrum of DoD programs and initiatives, is provided as Enclosure 1.
- Directive-Type Memorandum 08-049, “Recovery Coordination Program: Improvements to the Care, Management, and Transition of Recovering Service Members (RSMs),” is provided as Enclosure 2.

DEPARTMENT OF DEFENSE GOALS AND MEASUREMENT SYSTEMS FOR MILITARY FAMILY READINESS

In recognition of the increased burden placed on Service members and families during the various Overseas Contingency Operations over the last several years, the Department has made family readiness a high priority and has redesigned and boosted family support. Usage of support programs has expanded as the programs respond to the needs of our military families. This report details, wherever possible, the outcome data on our programs. Collection and evaluation of outcome data continue to evolve as we build our programs to best serve military members and their families.

The following categories reflect programs and activities that contribute to military family readiness, and form the outline for this section of the report.

- Child Care Availability & Quality
- Personal Financial Readiness
- Outreach Counseling to National Guard and Reserve Members and Their Families
- 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 DoD Schools (under the DoD Education Activity, hereafter “DoDEA”)
- New Parent Support Program
- Promoting Enforcement of the Predatory Lending Regulation
- Military Commissary Benefits
- Military Exchange Benefits
- Intended Developments in Family Readiness Goals and Metrics

The various DoD-wide goals and measurements of military family readiness described herein are subject to annual refinement in subsequent reports. Adjustments reflect the Department’s continuing efforts to better link these programs and activities to measurable outcomes.

Developing outcome measures remains a work in progress due to the difficulties in applying meaningful measures to a military family’s readiness. In many areas, insufficient data exist to directly link program benefits to outcomes for military families. For example, outcome data on the various service programs that assist military spouses with employment goals have been difficult to systematically collect as the Services have different delivery systems and different data collection methods. Standardizing and collecting program outcome measures will be a priority of research in coming years.

Currently, the survey program conducted by the Defense Manpower Data Center (DMDC) allows for data analyses across the Services and over time. DMDC surveys provide valuable demographic data and a broad understanding on how families are weathering deployments and the demands of military life.

Child Care Availability & Quality

Changes in military family demographics and priorities continue to make the availability of child care a key enabler not only of military family readiness, but retention of Service members in the force. The percentage of military families in which both parents work outside the home continues to grow, and is now well over 40 percent.¹ The Office of the Secretary of Defense estimates a need of an 37,000 child care spaces based on demographic data. “Demand accommodation rate” is measured as the percentage met through military child care programs (Child Development Centers, School-Age Care, Family Child Care), or through partnerships with local providers.

Achieving and maintaining quality standards of child care for military children is of equal importance. The National Association of Child Care Resource and Referral Agencies (NACCRRRA) has rated child development centers on DoD installations as the best in the country in standards and oversight for the last two years. Accreditation by a nationally recognized body, independent of DoD, is one measure of quality of service. Certification based on inspection requirements by each Military Service is another.

Metric	Goal	Goal Date	Remarks
Demand Accommodation Rate	80%	30 Sep 2010	constant goal in out years
Accreditation Rate	95%	30 Sep 2010	constant goal in out years
Certification Rate	100%	30 Sep 2010	constant goal in out years

Table 1. Goals and Metrics for Child Care Service for Military Families.

Personal Financial Readiness

¹ 2007 Demographics Report, pp. 48-49

Personal financial readiness means that Service members have the tools and information they need to maintain good credit, meet their financial goals and avoid the stress inherent in financial instability. Personal financial readiness metrics are focused on young Service members and families most at-risk for financial problems, the junior enlisted in paygrades E1-E4. A Service member's self-assessment of his or her family's financial standing and their report of risky financial behaviors are two metrics which illustrate how military members have fared since the start of Overseas Contingency Operations.

The Service member's self-assessment is based on two DMDC Survey questions, detailed in the graphics below. Figure 1 shows the overall trend towards fewer Service members finding it "tough to make ends meet" or "in over their heads."

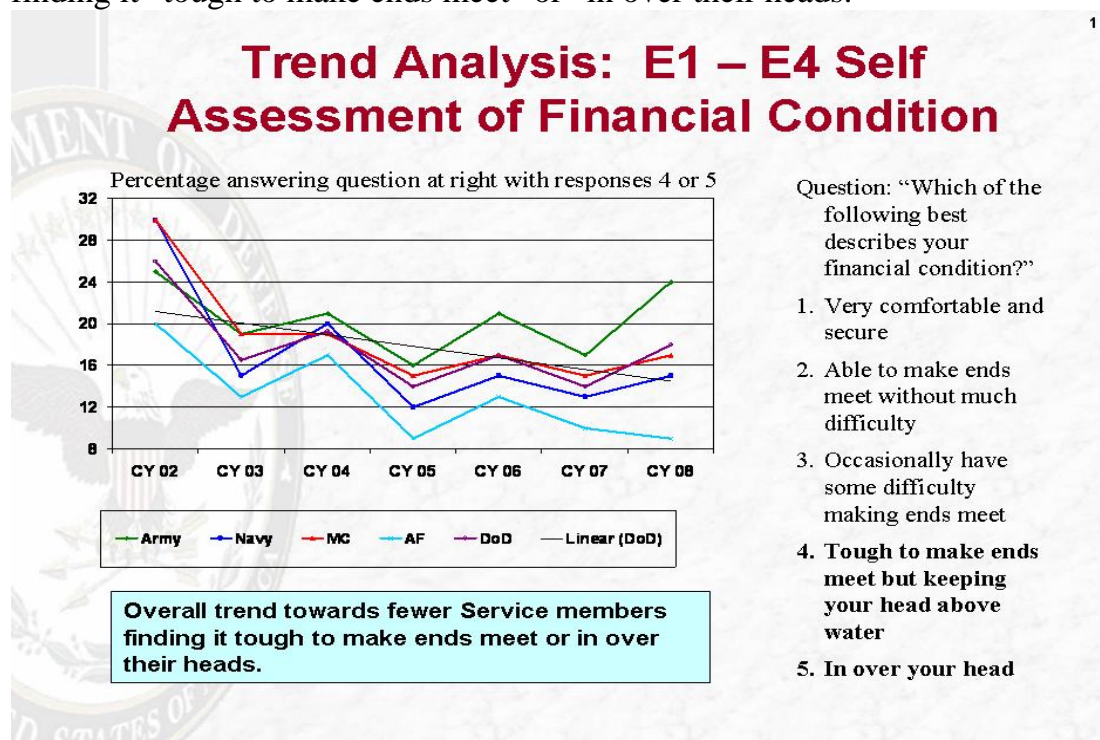
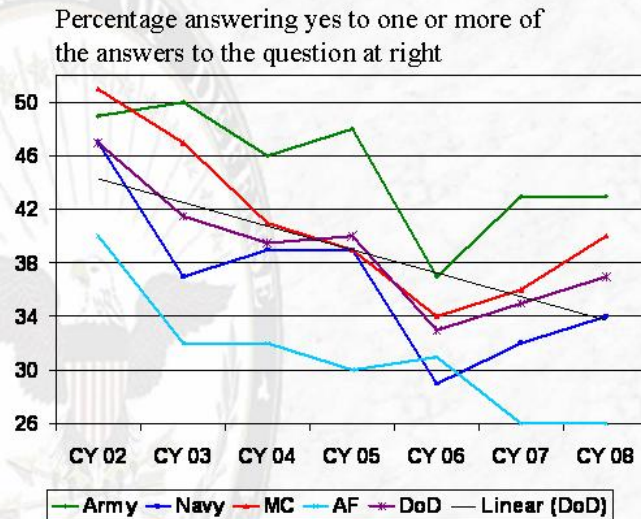


Figure 1. E1-E4 Self-Assessment of Financial Condition

Figure 2, on page 5, shows that fewer Service members are reporting difficulty with maintaining finances as a general trend since 2002, but all Services with the exception of the Air Force are showing a recent upturn. The short-term goal for personal financial readiness is to reverse these increased financial stresses. Establishing a long-term, quantitative goal has been identified as a subject of research.

All of the Military Services, as well as OSD, have implemented aggressive programs to enhance the financial readiness of Service members. For more details, attention is invited to the Appendix, and pp. 58-60, 75, and 79 of Enclosure (1), the *Report of the 2nd Quadrennial Quality of Life Review (2nd QQLR)*

Trend Analysis: E1 – E4 Ability to Pay Bills on Time



Fewer Service members reporting difficulty with maintaining finances as a general trend since 2002, but all Services with exception of Air Force showing upturn between 2006 and 2007

Question: “In the past 12 months, did any of the following happen to you (and your spouse)? Mark yes or no for each item.”

- Bounced 2 or more checks
- Failed to make a monthly/ minimum payment on credit card, AAFES, NECOM account, or Military Star card
- Fell behind in rent or mortgage
- Was pressured to pay bills by stores, creditors, or bill collectors
- Had telephone, cable or internet shut off
- Had water, heat or electricity shut off
- Had a car, household appliance or furniture repossessed
- Failed to make car payment
- Obtained payday loan

Figure 2. E1-E4 Ability to Pay Bills on Time.

Outreach Counseling to Active Duty, National Guard, Reserve Members and Their Families

In recent years DoD has conducted a massive expansion of family support services provided to National Guard and Reserve members and their families. Particular focus has been given to those “geographically dispersed”—those who live a significant distance from major military installations. The bulk of this outreach could be described as two elements:

- 1) events tied to pre-deployment preparation and post-deployment reintegration (attention is invited to a summary of the “DoD Yellow Ribbon Reintegration Program on p. 19 of the Appendix), and
- 2) outreach counseling in all 54 states and territories that may or may not be tied to these events.

Outreach counseling usage rates, while not necessarily providing a rating of “effectiveness,” show there is a strong demand for these services. This counseling is

aimed at preventing the development or exacerbation of psychological challenges that may detract from military and family readiness. The success of the program is in large part due to the confidential nature of the counseling. DoD has tracked the dramatic increase in usage of confidential counseling. Figure 3 shows one component of the counseling program – the increase in face-to-face counseling in FY09.

These short-term, situational, problem-solving counseling services help Service members and their families cope with the normal reactions to the stressful/ adverse situations created by deployments, reintegration and the military lifestyle. Non-medical counseling is available through Military OneSource (MOS) and the Military and Family Life Consultant (MFLC) program. Military OneSource Counseling offers non-medical counseling face-to-face, telephonically at (800) 342-9647, and on-line at www.militaryonesource.com, 24/7. Military Family Life Consultants offer rotational assignments of 30, 45, 60, and 90 days on military installations. They also provide on-demand service for the National Guard and Reserve component to support pre-deployment, deployment, and reintegration events for Service members and their families, in addition to their work with the DoD Yellow Ribbon Reintegration Program.

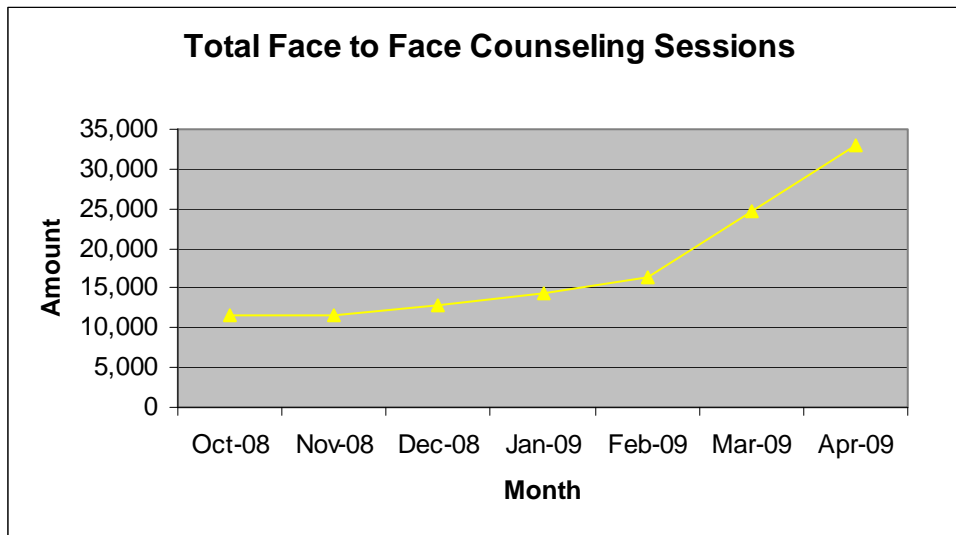


Figure 3. Usage of Military OneSource and Military Family Life Consultant Face-to-Face Counseling in FY09.

Health Care Satisfaction

Satisfaction with the military health care system continues to be a high-visibility issue. DoD remains committed to building and sustaining a world-class health care system that fosters, protects, sustains and restores health for personnel from both the Active and Reserve components, retirees, and their families. Measuring satisfaction with this system

is based on two questions posed to beneficiaries from the Consumer Assessment of Healthcare Providers and Systems (CAHPS).

Overall Satisfaction with Health Care

The question used for this metric comes from CAHPS: “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 included in Figure 4. Patients are asked to rate their care over the past year.

The question is important, because this is a population-based survey of overall satisfaction with care. It takes into account beneficiaries who may not have been able to get into the military health system, as well as those who have been treated. It is an overall indicator of success in meeting the needs of patients over a year, not just at their last visit. Since DoD intends to operate as an integrated system of care, knowledge of our beneficiaries’ perceptions over an extended period is critical.

In comparison to over 400 healthcare systems, DoD health care system patients consistently rate Medical Treatment Facility providers approximately 10-15% below the mean. However, private sector providers are rated 1-2% below the mean. DoD assesses that improving access to a medical team with an identified provider and improving provider communication will raise the level of overall satisfaction.

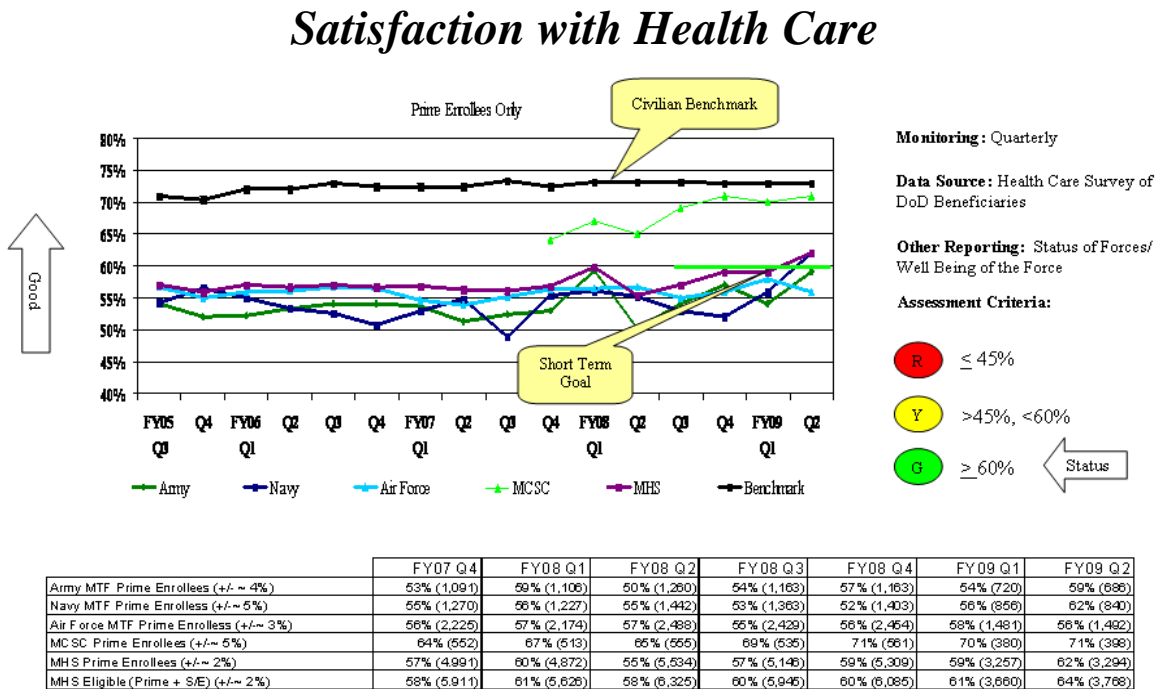


Figure 4. Satisfaction with Health Care

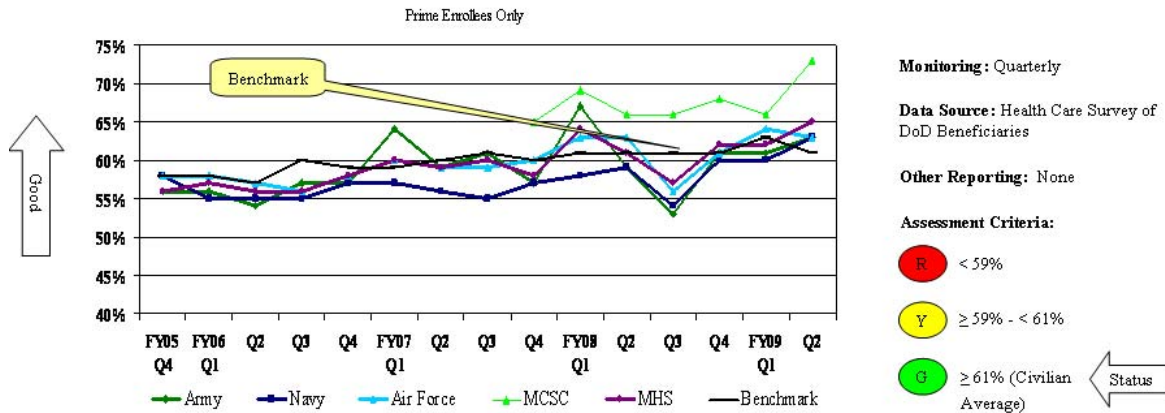
Satisfaction with the DoD Health Care Plan

This metric also comes from CAHPS: “If 0 is the worst possible and 10 is the best, how would you rate your health plan?” Patients are asked to rate their care over the past year and responses of 8, 9, or 10 are included in Figure 5.

The question indicates how much DoD’s beneficiaries value their TRICARE health benefit. The quality of the health benefit is a strong determinant of military retention. In many cases satisfaction with the plan is related to how well problems are resolved once identified.

Satisfaction with DoD’s health care system has improved steadily over the last three years, and has now achieved the mean performance of systems participating in the CAHPS survey. 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.

Satisfaction with Health Plan



	FY07 Q4	FY08 Q1	FY08 Q2	FY08 Q3	FY08 Q4	FY09 Q1	FY09 Q2
Army MTF Prime Enrollees (+/- 4%)	57% (1,248)	67% (1,276)	59% (1,412)	53% (1,297)	61% (1,323)	61% (817)	63% (774)
Navy MTF Prime Enrollees (+/- 5%)	57% (1,491)	58% (1,435)	59% (1,621)	54% (1,552)	60% (1,613)	60% (991)	63% (999)
Air Force MTF Prime Enrollees (+/- 3%)	60% (2,495)	63% (2,527)	63% (2,781)	56% (2,706)	61% (2,765)	64% (1,698)	63% (1,739)
MCSC Prime Enrollees (+/- 5%)	65% (598)	69% (552)	66% (610)	66% (581)	68% (591)	66% (401)	73% (426)
MHS Prime Enrollees (+/- 2%)	58% (5,677)	64% (5,621)	61% (6,195)	57% (5,764)	62% (5,977)	62% (3,694)	65% (3,811)
MHS Eligible (Prime + S/E) (+/- 2%)	58% (6,770)	62% (6,541)	60% (7,142)	57% (6,733)	60% (6,895)	63% (4,177)	64% (4,386)

Figure 5. Satisfaction with Health Care Plan.

Expansion of Unemployment Compensation Eligibility for Trailing Military Spouses

Of the 650,000 spouses of active duty members stationed in the U.S., 66 percent are in the work force. Frequent moves required of military families add financial pressures as spouses routinely lose income during such moves. Statutes and/or policies in many states view a spouse leaving a job due to a military move as “voluntary,” when, in fact, they have no 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.

Expansion of unemployment compensation is one of the ten issues driven by the DoD State Liaison Office. DoD’s goal is to have 100% of trailing military spouses eligible for unemployment compensation by 2015. 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% of military spouses. Today, 28 states now provide unemployment compensation to spouses who leave employment because of a military move, more than doubling the 2004 number of spouses covered under legislation to 76%. Eleven states were added in 2007 and 2008, and three so far in 2009.

Metric	Goal	Goal Date	Remarks
Percentage of Military Spouses Eligible for Unemployment Compensation During Mandatory Relocation ... in FY 2009	70%	30 Sep 2009	Goal met for 2009.
... in FY 2011	80%	30 Sep 2011	Percentage is number of spouses, not number of states; some states have a proportionally larger number of military spouses than others.
... in FY 2012	85%	30 Sep 2012	
... in FY 2013	90%	30 Sep 2013	
... in FY 2014	95%	30 Sep 2014	
... in FY 2015	100%	30 Sep 2015	

Table 2. Goals and Metrics for Expanding Unemployment Compensation Eligibility for Trailing Military Spouses

Minimizing Disruption for School Age Children of Military Families

The mobile military lifestyle creates tough challenges for children who attend, on average, six to nine different school systems from kindergarten to twelfth grade. In

addition, these children often endure the anxiety caused by parental separation during deployments.

To help overcome these educational transition issues, the Department, in collaboration with the Council of State Governments, developed the Interstate Compact on Educational Opportunity for Military Children (hereafter called the Compact). This is another of 10 “Key Issues” on which DoD’s State Liaison Office is engaged (a full list is provided on p. 47 of Enclosure (1)). A variety of federal, state and local officials as well as national stakeholder organizations representing education groups and military families helped create this interstate agreement. The goal of the Compact is to create a comprehensive approach that provides a uniform policy in every school district in every state. The Compact addresses the key transition issues encountered by military families in four broad categories: eligibility, enrollment, placement and graduation. Examples of these issues include class placement, records transfer, immunization requirements, course placement, graduation requirements, exit testing, and extra-curricular opportunities.

Measurement of progress is based on the percentage of military children covered by the provisions of the Compact. This percentage is based on the military family demographics of each state, not just the number of states covered. Zero percent were covered in 2007, when the initiative began. Presently, in 3QFY09, with 25 states having adopted the Compact, 71% of military children are covered by its provisions.

Metric	Goal	Goal Date	Remarks
Percentage of Military Children Covered by Interstate Compact Provisions ... in FY 2009	50%	30 Sep 2009	Goal met for 2009 (71% at time of this report)
... in FY 2010	75%	30 Sep 2010	Percentage is number of children, not number of states.
... in FY 2011	85%	30 Sep 2011	
... in FY 2012	95%	30 Sep 2012	
... in FY 2013	100%	30 Sep 2013	

Table 3. Goals and Metrics for Minimizing Disruption for School Age Children of Military Families

DoD Schools: Pupil-to-Teacher Ratio and Academic Performance

DoD schools continue to serve as a standard of excellence for the nation. Goals and metrics for the Department of Defense Education Activity (DoDEA) focus on two areas:

- Pupil-to-Teacher ratio: each goal is set as a range designed to balance optimal instruction with available resources.
- Student Academic Performance is measured by various test scores. Goals in Table 2 are based on students’ performance relative to the wider body of U. S.

students. These 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.

Long- Term Goal	Metric	Present²	2009 Goal²	
By 2011, 75% or More of the Students At or Above the Standard in each Category (51%-99% Qtr)	Student Achievement TerraNova Standardized Test	R 70 LA 69 M 66 S 63 SS 67	R 71 M 68 SS 69	LA 71 S 66
By 2011, 7% or Fewer of the Students Below the Standard Category (1-25% Qtr)	Student Achievement TerraNova Standardized Test	R 9 LA 9 M 11 S 11 SS 9	R 9 M 10 SS 9	LA 9 S 10
Meet or surpass the national scores	SAT Scores Math	DoDEA 497 Nation 516	Meets or exceeds Nation	
Meet or surpass the national scores	SAT Scores Verbal	DoDEA 504 Nation 504	Meets or exceeds Nation	
Ratio not less than 18 or greater than 24	DDESS ³ Pupil-Teacher Ratio	19.5:1	No less than 18.0:1 nor greater than 24.0:1	
Ratio not less than 18 or greater than 24	DoDDS ⁴ Pupil-Teacher Ratio	20.4:1	No less than 18.0:1 nor greater than 24.0:1	

Table 4. Goals and Metrics for DoD Schools.

The New Parent Support Program

Progress in the arena of domestic violence is difficult to measure. Outcomes are subject to multiple factors and influences outside of DoD Family Advocacy programs. Further, overall rates of domestic violence are measured differently between the military and civilian communities.

² Abbreviations: R = Reading; LA = Language Arts; M = Math; S = Science; SS = Social Studies

³ DDESS: Domestic Dependent Elementary and Secondary Schools (DoD schools in the Continental United States)

⁴ DoDDS: Department of Defense Dependents Schools (DoD schools at overseas installations)

The New Parent Support Program (NPSP) is an intensive, voluntary home visitation model, developed specifically for at-risk parents, in an effort to reduce risk and to strengthen protective factors. Services are offered to expecting parents, as well as to parents with children three years of age or younger. 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 on or off the installation.

NPSP has been effectively tied to improved outcomes. Since measurements began in 2005, DoD continues to meet its goal that 85% of families who received NPSP-Plus services for six months are not substantiated for child abuse within one year after NPSP-Plus services are completed.

Metric	Goal	Goal Date	Remarks
Percentage of families who received NPSP (New Parent Support Program)-Plus services for 6 months are not substantiated for child abuse within 1 year after NPSP-Plus services are completed.	85%	30 Sep 2009	constant goal in out years

Table 5. Goals and Metrics for the New Parent Support Program.

Further research is required to better measure the effectiveness of Family Advocacy Programs relative to desired outcomes. The rate of recidivism after intervention and treatment under Family Advocacy Programs is one potential measure that may provide greater insight.

Promoting Enforcement of the Predatory Lending Regulation

Some lending practices can create a cycle of debt for Service members and their families, impacting quality of life and military preparedness. Congress established DoD authority to regulate predatory products and practices resulting in 32 CFR Part 232, which went into effect October 1, 2007 and placed limits on three types of short term credit: payday loans, vehicle title loans, and tax refund anticipation loans. The regulation covers all financial institutions, all states recognize it, and all states use the Federal Financial Institutions Examination Council Interagency Guidelines for the regulation when examining financial institutions. However, not all states actually have the authority to “enforce” the regulation; meaning, some states cannot impose penalties against or affect the licensure of those institutions found in violation.

Measurement of progress is based on the percentage of military members covered by state legislation providing enforcement authority of the predatory lending regulation.

This percentage is based on the military demographics of each state, not just the number of states covered. Presently, in 3QFY09, 28 states enforce the regulation, providing protection for 59% of Service members and their families.

Metric	Goal	Goal Date	Remarks
Percentage of military members “protected” . in FY 2010	65%	30 Sep 2010	“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.
. in FY 2011	85%	30 Sep 2011	
. in FY 2012	95%	30 Sep 2012	
. in FY 2013	100%	30 Sep 2013	

Table 6. Goals and Metrics for Promoting State Enforcement of the Predatory Lending Regulation

Military Commissary Benefits

The Defense Commissary Agency (DeCA) operates a worldwide chain of stores where U.S. military personnel, retirees and their families may purchase groceries. The commissary provides substantial non-pay compensation, and, as such, is a key component in the financial readiness of military families. Commissary patrons purchase most items at cost plus a five percent surcharge, which is used for capital improvements. Patron savings are measured by a semiannual price comparison study that calculates savings by comparing commissary prices to commercial supermarket competition worldwide.

Long- Term Goal	Metric	Present (FY08)	2009 Goal
Sustain customer savings of 30%	DeCA Customer Savings	31.1%	30%
Meet annual grocery industry average ASCI score ⁵	American Customer Satisfaction Index – (ACSI)	(Nat'l Avg 76)	(Nat'l Ave 76)
	DeCA ACSI	77	76
Improve facility conditions	Facility Condition Index ⁶	74.38	78

Table 7. Goals and Metrics for Military Commissaries.

⁵ 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.

⁶ The Facility Condition Index (FCI) is a numerical expression of the physical state of a commissary store. The FCI is a weighted measure of a commissary’s condition, refrigeration system, and energy usage and efficiency. The FCI reflects the overall condition of commissary plant and facilities and DeCA utilizes it as a leading indicator in assessing the effectiveness of the investment of surcharge funding; i.e., it is one measure how well the customers’ dollars are being used.

Military Exchange Benefits

Like the commissaries, three separate military exchange systems (Army and Air Force Exchange Service - AAFES, Navy Exchange Service Command - NEXCOM, and Marine Corps Exchange - MCE) provide a non-pay compensation benefit to military families. By offering quality, American lifestyle food, products and services at significant savings to Service members and their families, exchange service is another component of military family financial readiness. These products are provided in modern stores at locations, both in the United States and abroad, with substantial concentrations of military personnel, at designated remote and isolated locations, as well as through catalogues and online. Exchange earnings provide dividends to DoD components for funding morale, welfare and recreation (MWR) programs. The exchanges support forward deployments, ships at sea, emergency and disaster relief efforts, international exercises and contingency operations. In the United States, DoD sponsors customer service surveys to compare military exchanges with commercial counterparts by utilizing the American Customer Satisfaction Index (ACSI).

Long- Term Goal	Metric	Present (FY08)	2009 Goal
Customer savings of 15%	Customer savings		
	AAFES	20.4%	15.0%
	NEXCOM	23.2%	20.0%
	MCX	27.2%	15.0%
Maintain sales volume and profitability that supports a steady stream of capital investment and MWR dividends	Sales (\$M)		
	AAFES	\$8,421.7	\$9,431.3
	NEXCOM (includes Ships' Stores)	\$2,677.2	\$2,715.4
	MCX	\$885.6	\$902.8
	Profit (\$M)		
	AAFES	\$435.1	\$290.2
	NEXCOM (includes Ships' Stores)	\$67.0	\$67.6
	MCX	\$69.7	\$68.6

Meet or exceed ACSI department and discount store industry average ⁷	ACSI Customer Satisfaction (Average Customer Satisfaction index)	Nat'l Avg 74	Nat'l Avg Pending
	AAFES	73	meet/exceed ACSI average
	NEXCOM	72	meet/exceed ACSI average
	MCX	71	meet/exceed ACSI average

Table 8. Goals and Metrics for Military Exchanges.

Intended Developments in Family Readiness Goals and Metrics

This report sheds light on what we know about the measureable impact of our programs. More evaluation and research are required to increase the value of this report in coming years. The following paragraphs highlight some areas where research effort will be applied.

- Research in progress on the impact of deployments on children will help us target resources by age group, geographic location, and frequency of deployments.
- Non-medical counseling is in high and increasing demand as the wars in Iraq and Afghanistan continue. While we have detailed usage data for these services, more research is required to develop measures of effectiveness that are related to client outcomes.
- Spouse employment remains a high-visibility issue. However, gathering outcome data on whether a spouse has successfully obtained a job through DoD-provided services has proven difficult. New initiatives are underway that will help close this “feedback loop.” These programs lack the maturity required for meaningful measurement at the printing of this first report.
- DoD intends to research improved outcome metrics for its Family Advocacy programs.
- DoD plans to increase the quality of its fitness centers worldwide. The standard of excellence by which these will be measured remains under development, but should be in place for mention in the in the March 2011 report.
- DoD tracks the self-assessment of Service members’ personal financial readiness. More research is required to establish a quantitative goal supporting programs supporting military families in this area.

⁷ The ACSI is used by major retail companies nationwide to measure customer satisfaction. Meeting or exceeding the ACSI provides a good indication of how military exchanges compare with their private sector counterparts.

- The nation’s wounded warriors are worthy of service commensurate with their sacrifice. DoD has recently established the Office of Transition Policy and Care Coordination (TPCC), which will provide policy and management oversight to the care of these heroes and their families. Measuring the quality of service provided will be an ongoing effort led by that office.

SUMMARY OF POLICIES PROVIDING ACCESS TO PROGRAMS AND ACTIVITIES

Table 9, on pp. 17-18, provides a visual summary of DoD policies for access to the spectrum of various programs and activities, arranged by various military family populations. The National Guard and Reserve constitute the vast majority of the “geographically dispersed.” While there are a host of small active duty populations whose families are geographically dispersed (individual augmentees, recruiters, etc), these families are eligible for the full range of services.

Attention is invited to the column headings. *It is worthy of specific mention that any military family of the Reserve Component, whose military member is serving on Active Duty under Title 10, is eligible for all of the benefits offered to families of the Active Component* (see column headings for the first three columns on p. 17, “Active Duty or Activated/Title 10 Mobilized”). The other columns listing the Reserve (right-hand columns p. 17) and Guard (left-hand columns p. 18) apply to policies in effect when the Reservist or Guard member is *not serving on active duty under Title 10*.

Significant changes to access policies in the last year include the following:

- DoDEA school eligibility has been expanded for children of the fallen to allow enrollment through high school graduation.
- Effective 01 August 2009, the GI Bill has been expanded in both amount and eligibility, allowing Service members committing to 10 years of service to pass their education benefit on to their dependents (attention is invited to remarks 12, 12a, 13 and 24 in Table 9).