

Department of Defense

Annual Report to Congress on Plans for the Department of Defense for the Support of Military Family Readiness



March 2011

Preparation of this study/report cost the
Department of Defense a total of
approximately \$22,000 in Fiscal Years
2010 - 2011.

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

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

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EXECUTIVE SUMMARY

Family readiness has a significant impact on personal and mission readiness as well as retention of military personnel. In today's U.S. Military, the majority of the force has significant family responsibilities as a marital partner, a parent, or a caregiver for their family members.¹ Since October 2001, the extended and repeated deployments of Service members in response to the operations in Iraq and Afghanistan have placed a significant burden on their families. Increasing reliance on the National Guard and Reserve in these operations has posed another challenge on the Department of Defense (DoD) to ensure access to family readiness programs for Reserve Component and the significant number of Active duty families who are likely to be living away from installations (“the geographically dispersed”). The geographically dispersed are likely to have limited access to support resources available on military installations. Despite difficult economic circumstances causing budget reductions across all levels of government, DoD is committed to continue providing military families with support programs and resources to help them cope with life challenges through partnerships with other federal agencies, state and local governments, and national and local non-profit organizations.

This annual report to Congress that DoD expects to carry out over the next five fiscal years provides a summary of plans and assessment activities pertaining to military family readiness and the Fiscal Year (FY) 2010 assessment results based on DoD-wide goals and metrics in select family readiness program areas. Since early 2009, DoD has been conducting a thorough assessment of existing programs to formulate an overarching strategic plan to guide family readiness programs and activities. Below are the highlights of program-level plans and the assessment results from FY 2010.

- In May 2010, DoD launched formal partnerships with the Department of Agriculture (USDA). DoD plans to leverage this new interagency effort to expand and enhance support services for military families, particularly the geographically dispersed.
- Through the DoD-USDA Partnership, DoD is collaborating with Land-Grant University faculty on several research projects, program reviews, and technical assistance projects on family readiness. The following three major projects have been conducted during FY 2010:
 - The Clearinghouse for Military Family Readiness: DoD established the Clearinghouse with Pennsylvania State University to provide a mechanism for providing policy and program service providers at all levels with information on evidence-based practice guidelines, tools, and processes that have proven effective.
 - The Military Family Needs Assessment Study: In collaboration with a team of researchers at the Virginia Polytechnic Institute and State University, DoD conducted focus groups and an online survey to identify what is working and

¹ According to the 2009 Demographics Report published by the Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy (ODUSD (MC&FP)), over half of Active-duty service members (53.1%) and almost half of Reserve and National Guard members (44.4%) are married.

what is not in the arena of family readiness programs. This study provided rich qualitative data on the needs of military families.

- The Autism Review Phase I: DoD is working with the Ohio State University to review the access and availability of evidence-based educational practices for military children with autism spectrum disorders in five states. Findings suggest that military children have access to evidence-based educational practices at school districts near military installations, though the level and type of services do not always meet the needs of families.
- Approximately 28,500 military spouses participated in the first wave of a large-scale longitudinal survey study, *the Military Family Life Project*, in summer 2010. This project will survey the same group of spouses again in summer 2011. This survey will help the Department assess the current needs and program usage of spouses pertaining to the Service member's deployment, PCS moves, and other life challenges.
- DoD Child Development Centers continue demonstrating high standards of quality child care: 98 percent of eligible programs are nationally accredited and 100 percent are certified. The capacity of DoD child development programs has increased as a result of a robust construction program and the Services indicate that they are close to meeting the goal of an 80 percent demand accommodation rate.
- In FY 2010, 10 additional states adopted the Interstate Compact on Educational Opportunity for Military Children. To date, a total of 35 states have adopted the Compact, covering 88 percent of military children.
- The DoD Office of Family Advocacy Program (FAP) adopted a new metric linking prevention of recidivism to the completion of treatment programs for domestic abusers in FY 2009. In FY 2010, the prevention of recidivism marked 96 percent, which is 6 percentage points higher than the previous year, among domestic abusers who completed treatment.

DoD will continue developing a comprehensive set of common goals and metrics across the Services to measure program effectiveness and performance. At the same time, the Department recognizes the importance of customizing some programs and activities to meet Service-specific family needs, reflecting organizational and operational requirements unique to each Service. The current plans and assessment efforts constitute a foundation to ensure that all eligible military families have access to high-quality services. The ongoing efforts will also help build community capacity 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.

BACKGROUND

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 for the next five fiscal years by March 01 of each year. 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 2010.

1. INTRODUCTION

Since October 2001, over 2.2 million U.S. military personnel have been deployed in support of the operations in Iraq and Afghanistan. Of those Service members, 65 percent had a marital partner, child (ren), or both at the time of deployment.² The past ten years have been one of the most difficult times for military families since the advent of an All-Volunteer Force. The heightened operations tempo and multiple deployments in support of the operations in Iraq and Afghanistan continue posing significant burdens on Service members and their families. An unprecedented level of activation and deployment of Reserve and Guard members during the current conflicts has shed light on how to deliver quality support services for the "geographically dispersed" —Service members and families who live too far from military installations — to take advantage of support resources offered on military installations.³

Family factors can significantly impact mission readiness and retention decisions of Service members. Military family life is characterized by unique demands, including (a) risk of injury or death of the Service member, (b) frequent relocation, (c) unique organizational culture and norms, and (d) family separations due to military deployments, unaccompanied assignments, and training.⁴ No single civilian employer places all these demands on its employees and families throughout their career. In this organizational environment, programs and benefits to meet the needs of Service members and their families play a key role in preparation for deployments as well as day-to-day military duties. Facing the Service member's deployment, family support resources can mitigate deployment-related stress for military families. Research has shown that families who take advantage of support resources, such as family support groups, are more successful in coping with deployment of their Service members.⁵ A recent Defense Manpower Data Center (DMDC) survey report suggests that support from spouse/significant other to stay in the military has a positive impact on actual retention behavior.⁶ In recognition of the demands on Service members and their families, DoD is committed to provide family readiness programs that meet their needs and are proven effective. Ultimately, Service members and their families have primary responsibility for their well-being. To help them fulfill their responsibilities, the Department continues improving military family readiness support programs that enhance the ability of Service members and their families to cope effectively with life challenges and maintain their well-being.

² Data Source: DMDC Contingency Tracking System Deployment File (as of December 31, 2010).

³ 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.

⁴ Segal, M.W. (1986). The Military and the Family as Greedy Institutions. *Armed Forces & Society*, 13(1), 9-38; Rosen, L. N., & Durand, D.B. (2000). Coping with the Unique Demands of Military Family Life. By James A. Martin, Leona N. Rosen, and Linette R. Sparacino (Eds.), *The Military Family: A practice guide for human service providers* (Pp.55-72), Westport, CN: Praeger.

⁵ See Wood, S., Scarville, J., & Gravino, K. S. (1995). Waiting Wives: Separation and Reunion among Army Wives. *Armed Forces & Society*, 21(2), 217-236; Orthner, D. K., & Rose, R. (2005). *Adjustment among Army children to deployment separations*. Washington, DC: Army Research Institute for the Behavioral and Social Sciences; Booth, B., Segal, M.W., Bell, D.B., Martin, J.A., Ender M.G., Rohall, D.E., Nelson, J. (2007). *What we know about Army Families: 2007 Update*. The U.S. Army Family and Morale, Welfare and Recreation Command.

⁶ DMDC Survey Note on March 17, 2010.

Family readiness refers to the state of being empowered to navigate effectively the challenges of daily living experienced in the unique context of military service. 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.

There are three main domains that are identified in the framework of family readiness:

- (1) Mobilization and Deployment Readiness: The state of being prepared for the challenges of mobilization and deployment, to cope with changes in operational tempo, to address personal and family emergencies and stress in the absence of a deployed family member and to access appropriate services and support in the event of military service-related injury, illness, or death.
- (2) Mobility and Economic Readiness: The state of being prepared to successfully meet financial obligations and manage the challenges of the mobile military lifestyle.
- (3) Personal and Family Life Readiness: The state of being prepared to cope with the stressors of daily living and manage the competing demands of work life and personal/family life.

These three domains loosely correspond to how DoD categorizes family support programs and services to meet family needs resulting from the unique challenges associated with military service. Many programs directly or indirectly contribute to more than one domain of family readiness listed above.

This report will begin with an overview of the ongoing DoD-wide strategic planning on military family readiness programs, followed by a summary of major assessment studies conducted during Fiscal Year 2010. The report will then review DoD-wide goals and metrics with FY2010 data in 15 program areas. Short-term plans that contribute to achieving these goals conclude each section. The report will conclude with the intended development of metrics and goals in family readiness programs. Appendix A provides a comprehensive list of military family readiness programs and activities for each of the Military Services and the Office of the Secretary of Defense.

2. STRATEGIC PLANNING ON MILITARY FAMILY READINESS

An overarching strategic plan on family readiness is imperative in guiding the Department to address the current issues of family readiness programs and continue providing high quality programs in this fiscally difficult circumstance across all levels of government. In the ongoing strategic planning on military family readiness, the DoD Military Family Readiness Council is serving to make recommendations to Secretary of Defense and Congress and to assess and monitor military family readiness programs and activities within DoD.

DoD has been working with other federal agencies, universities, and non-profit organizations to leverage their expertise in achieving the strategic goals in family readiness. In

comparison with previous conflicts, the most notable difference in the support system for military families in the current conflicts is that a great number of federal and local government agencies and non-governmental organizations and entities are working to help military families cope with unique life challenges in the military service. Although extensive family readiness programs with flexible options have been offered to meet the families' varying needs, there is still room for improvement in program awareness, access, service delivery, and the quality of services as the majority of military families reside in civilian communities. Consistent communication with military families regarding available resources to address their needs remains among the toughest challenges and top priorities. At the same time, building community capacity to support military families by leveraging the existing community resources is an innovative approach to family readiness in this total force era, in which military families are interwoven in civilian communities throughout the country.

Since early 2009, DoD has been conducting a thorough assessment of existing needs, programs, and related issues of military families. A variety of data collection methods have been used to gain input from key players across the system, including family members, support professionals, non-governmental organizations, academic experts, and DoD senior leadership. These assessment efforts culminated in the National Leadership Summit on Military Families (hereafter called "the Summit") in November 2009. At the Summit, the DoD Office of Deputy Assistant Secretary of Defense for Military Community and Family Policy (ODASD (MC&FP)) laid the foundation for this effort by working with the USDA National Institute of Food and Agriculture (NIFA) and the University of Maryland, which represented land-grant universities. The Summit was held for key leadership and policy makers to discuss the current status and future of military

family support programs, address family and Service member needs, and generate a set of recommendations. Box 1 summarizes five goals for military family readiness programs that participants identified during the Summit. Major themes and recommendations from the Summit were synthesized in a report, which is available through a DoD website.⁷ The recommendations and action plan summarized in the report informed the current

Box 1. Five Goals for Military Family Readiness Programs identified in the Summit.

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.

⁷ The report entitled "National Leadership Summit on Military Families" is available at <http://www.militaryhomefront.dod.mil>.

activities and initiatives pertaining to military family readiness. The projects funded through the DoD-USDA partnerships have been strategically designed to address the issues identified in the Summit.

In May 2010, a partnership between the DoD Under Secretary of Defense for Personnel & Readiness and USDA (hereafter called “the DoD-USDA Partnership”) was formally launched. This partnership sustains the interagency momentum developed through collaborations with USDA, including its affiliated 111 Land-Grant universities, and the Cooperative Extension Service in providing joint programs in support of military children, youth, and families, and is responsive to Government Accountability Office (GAO) recommendations by creating the partnership for military families to address future cross-cutting issues and challenges in supporting military families, particularly those who are geographically-dispersed.

The purpose of the DoD-USDA partnership is tri-fold: (a) strengthen community capacity in support of military families; (b) increase professional and workforce development opportunities; and (c) expand and strengthen family, child care, and youth development programs. Since its inception in 2010, the DoD-USDA partnership has focused on cultivating collaborations with educational institutions, non-governmental and community organizations, and other organizations with expertise in early childhood education, youth development, and family studies. Through this partnership, programs that are mutually beneficial to both military and non-military audiences are being evaluated and expanded to meet the needs of families. NIFA is engaging with Land-Grant university and Cooperative Extension faculty and staff to accomplish the following primary objectives: community capacity-building in support of military families; workforce development; and strengthening family, child care, and youth development programs.

3. MAJOR ASSESSMENT STUDIES CONDUCTED IN FY 2010

3-1. Summary findings of the Military Family Needs Assessment Study

A research team headed by Dr. Angela Huebner at the Virginia Polytechnic Institute and State University conducted the Military Family Needs Assessment from September 2009 through April 2010. Though there have been a number of studies on Service members and support services for them, very few studies have focused on the needs and experience of family members in seeking support services. This study was designed to fill this gap in our knowledge on military family needs by collecting qualitative data from Service members and their families on what is working and what is not in the arena of family education and support.

Participants in the study were composed of Service members and their adult family members. Each Service branch in both Active and Reserve components was represented in the sample. The study employed two data collection methods: face-to-face focus groups and an online open-ended survey. The questions asked in focus groups mirrored those asked in the online survey. The following five main themes were identified in the study: (1) accessing resources; (2) barriers to accessing support; (3) National Guard/Reserve issues; (4) child and

youth issues; (5) issues unique to specific sub-populations (e.g., Individual Augmentees (IAs), dual military couples and families with special needs). Box 2 provides a summary of these five main themes from focus groups and the online survey. A full report on this study is available on the MilitaryHOMEFRONT website.⁸

Box2. A summary of the Five Main Themes Identified in the Military Family Needs Assessment Study.

I. Accessing Resources: Participants reported willingness to seek support depended a great deal on the recommendation of a trusted family member, friend, neighbor, or co-worker. Participants were more likely to access support if someone they knew had already done so and reported a positive experience. Formal classes were highlighted as an important resource.

II. Barriers to Accessing Support: The barriers cited by participants tended to fall into one of three interrelated categories: (1) awareness; (2) accessibility; and (3) acceptability. Information overload was often cited as a barrier to really knowing what participants actually need.

III. National Guard/Reserve Issues: National Guard and Reserve Service members and their families reported some unique concerns from those reported by Active Duty service members and their families. These issues include: (1) their unique culture of service; (2) difficulty accessing supports; (3) differences in funding mechanisms; and (4) continuity of support services and programs.

IV. Child & Youth Issues: Participants' discussion of child and youth issues covered a spectrum of topics and varied a great deal in terms of context. These issues grouped into four main categories: (1) programs that help military children; (2) child care; (3) recognition of extended family members and caregivers of military children; and (4) educational issues.

V. Special Populations: This section highlights issues unique to specific sub-populations of the military including Individual Augmentees (IAs), Dual Military Couples and those affiliated with the Exceptional Family Member Program. IAs and their families discussed difficulty in integrating into a new unit for deployment (not the one they have trained with) and then in reintegrating back into their old unit upon return from deployment. Unique barriers mentioned by Active Duty dual military spouses included: (1) the misperception that spouses on Active Duty do not need the support services as much as civilian spouses and (2) the times the supports are offered conflict with their duty day. Issues raised by families with special needs revolved around: (1) access and outreach; (2) gaps in coverage and availability; (3) isolation; and (4) support.

When it comes to improving family support, the input from participating Service members and their families converged into the relationship with their commanders. Below are three major suggestions for what could be done to improve family readiness:

1. **Commander Initiated Contact:** Participants suggested that they were hesitant to engage with their commander unless the contact is initiated by him or her. Commander-initiated contact would benefit commanders by opening up communication channels to

⁸ <http://www.militaryhomefront.dod.mil>

recognize if and when their Service members and families need additional support to overcome challenges associated with deployment and the military life.

2. Training for Commanders: Though there are a number of support programs and services available to military families, it is often overwhelming to find the right program or service to best address their needs. Study participants repeatedly voiced their preference that the chain of command should take initiative to inform Service members about support programs and services available to them. Participants suggested that training and information sessions will help familiarize commanders with available support programs and services.
3. Top-Down Messages: Participants were skeptical about the sincerity of the messages from their chain of command about the importance of utilizing the military support programs and services. They were worried about potential negative consequences by using those support resources. Participants stated that it would reduce stigma to use resources if their commander strongly endorses programs (i.e., making some programs mandatory).

3-2. Military Family Life Project Survey – First Wave Data

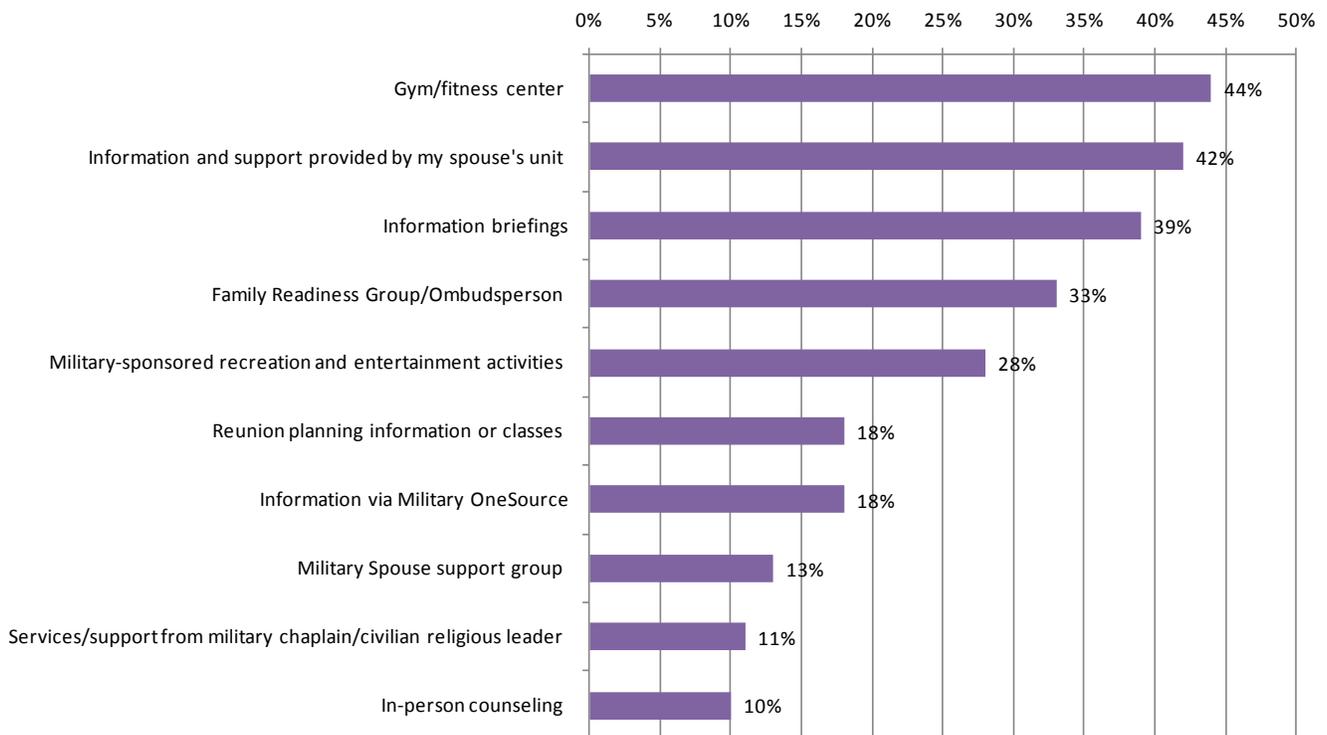
DoD conducts cross-sectional surveys of military spouses on a recurring basis; however, these research efforts are not able to capture the long-term impact of the deployment cycle. A longitudinal design allows for the effects of deployments to be assessed over time and will provide a more comprehensive view of Active duty families' well-being by tracking the same group of survey participants over time. The Military Family Life Project (MFLP) is a two-wave longitudinal survey study of the impact of deployments on Active duty families, developed through collaboration between ODASD (MC&FP) and DMDC. The first wave of the survey was fielded in May 2010. The sample represents spouses from all DoD Services in the Active duty component. Approximately 28,500 spouses of Active duty Service members participated in the survey. Participants were given choices of web-based and paper-and-pencil surveys. To collect the paired sample, the June 2010 Status of Forces Survey of Active Duty Members (SOFS-A) included Service member spouses of the MFLP survey participants in the sample and asked them questions that complement the MFLP survey. About 5,000 couples completed the MFLP survey and the SOFA-A matching items. The project will survey the same group of spouses and Service members in the second wave of data collection, which will take place in early summer of 2011. Below are the preliminary results of the MFLP first wave survey from the spouse component only; the couple data is still being finalized. Throughout this report, the MFLP first wave survey data are cited to provide the demographic characteristics of military families and their perceptions of military family life.

Data from the MFLP survey indicated that 56 percent of spouses reported that their Active duty husband/wife had been deployed in the past 24 months, with 21 percent currently deployed. The second wave of the MFLP survey should allow us to capture some of the key changes in family functioning. Below are major findings on spouses' experience during the most recent deployment of their Service members:

- 72 percent of spouses with children under the age of 18⁹ reported that their need of child care increased during deployment.
- Well over half (59 percent) of spouses reported their children coped well or very well with their parents’ recent deployment.
- One in five spouses (17 percent) reported they have talked to a counselor in the past six months. Of those who reported seeing a counselor, *coping with stress* (81 percent) and *family issues* (77 percent) were listed as the top reasons to see a counselor.
- 62 percent reported that they were either “satisfied” or “very satisfied” with the military way of life.

The survey also included a set of items asking spouses if they used some of the key family readiness programs and activities offered by DoD and the Services during the most recent deployment cycle. Figure 1 displays the results from spouses who experienced their Service members’ deployment in the past 24 months. Results suggested that spouses actively used family readiness and support programs and activities such as family readiness group/ombudsperson,

Figure 1. Spouses’ Use of Family Readiness-related Programs and Activities during Service Member’s Most Recent Deployment.



Data Source: The Military Family Life Project Survey (DMDC): Wave 1. Margin of error: $\pm 2\%$.

** This figure only contains the data from spouses who experienced their Service members’ Deployment in the Past 24 months. This data include spouses whose Service members are currently deployed as well.

⁹ “Children” are defined as legal dependents, under the age of 18, who are living at home either part-time or full-time during the Service member’s most recent deployment.

support/information from spouse's unit, and military spouse support groups. Results also indicated that spouses took advantage of programs for stress management such as gym and fitness facilities, in-person counseling, and military-sponsored recreation and entertainment. We will further analyze the usage of these programs at different stages of deployment cycle. These survey results can help DoD and the Services plan to offer the right family readiness program to the right people at the right timing during deployment cycle. Collection of the second wave data and further data analysis will enhance the efficacy of the MFLP survey in program planning and policy-making in the arena of family readiness.

3-3. Autism Review: Phase I

The Ohio State University reviewed the access and availability of evidence-based educational practices for military children with autism spectrum disorders in the following five states: California, Georgia, North Carolina, Texas, and Virginia. These states were selected based on their number of assigned military personnel. The project team researched the national and state-level developments that affect the availability and access to autism spectrum disorders-related educational services. Local school districts serving military installations in the five states were surveyed regarding the educational services they provide to children, ages 3 to 21, with autism spectrum disorders.

Study results show that military children have access to evidence-based educational practices at school districts serving military installations, although the levels or type of services do not always meet the needs of families. Recommendations for DoD are to (1) enhance the assignment process for military families of children with autism spectrum disorders to include more specific information about the needs of such children; (2) expand the evidence-based practices covered by TRICARE's Autism Demonstration Project; (3) infuse additional family supports into the Exceptional Family Member Program; (4) add the contents on autism spectrum disorders to the Military Family Readiness Clearinghouse at Penn State University, and (5) monitor the number of military families with children with autism spectrum disorders assigned to specific districts to avoid overwhelming a particular district's resources.

The project team also developed the Education Directory for Children with Special Needs that provides useful advice and resources to help assignment personnel as they assist families in preparation of a new assignment within the fifty states. This directory is available both online and in print. DoD will work with Ohio State University again to conduct Phase II of this project, which will expand the scope of research by adding ten additional states with a high concentration of military families. Phase II will also include a review of early intervention services for children from birth through two years of age as well as services for children with intellectual disabilities and emotional/behavioral disorders in all 15 states covered in the Phase I and Phase II studies.

4. DoD-WIDE GOALS, METRICS, AND PLANS FOR FAMILY READINESS PROGRAMS

This section summarizes the current DoD-wide goals and metrics for the following select DoD family readiness programs and activities. Instead of readiness domains described in the Introduction section, this section presents assessment data of select programs by the following four general arenas of family readiness programs:

1. Child well-being
 - Child care availability & quality
 - Pupil-to-Teacher Ratio and academic performance in DoDEA schools
 - Minimizing Disruption for School Age Children of Military Families
2. Spouse well-being
 - Support for spouse employment
 - Expansion of unemployment compensation eligibility for military spouses
3. Financial well-being
 - Personal finance
 - Promoting enforcement of the predatory lending regulation
 - Military Commissary benefits
 - Military Exchange benefits
4. Personal and Family Life
 - Non-medical counseling
 - Health care satisfaction
 - Family Advocacy Programs (FAP)
 - Morale, Welfare and Recreation (MWR) programs
 - Exceptional Family Member Program (EFMP)

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 2010 data except for 1) the Military Exchanges that use a calendar year system as their data collection cycle to follow the civilian retail year; and 2) the DoD schools, which follow the academic year.

4-1. Child Well-Being

4-1-1. Child Care Availability & Quality

For Service members with children, child care is a key family program with high impact on family readiness and retention. In 2009, 43.7 percent of Active duty members had children — a total of 1.2 million children. Among those military children, 0-5 years old count for 42 percent; 6-11 years old, 30.9 percent. Almost half of Active duty spouses are employed in the civilian labor force or in the armed forces.¹⁰ Recurring 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 923 Child Development Centers at over 300 locations worldwide and approximately 5,000 family child care homes.

Metrics and Assessment Data

The metrics for DoD child care services consist of service availability and its quality. Child care availability is measured by *demand accommodation rate*, the percentage of child care needs met through military child care programs, such as Child Development Centers, School-Age Care, and Family Child Care, or through partnerships with local care providers. For FY 2010, demand accommodation rate was 75 percent. The goal for demand accommodation rate, 80 percent, is a long-term goal rather than a short-term goal that can be met within a few years.

In addition to availability, meeting high quality standards of child care is another important indicator to assess DoD child care services. DoD uses *accreditation rate* and *certification rate* to assess quality standards of DoD Child Development Centers. *Accreditation rate* is measured by the percentage of Child Development Centers on military installations that meet standards of quality established by a nationally recognized, independent accreditation body. *Certification rate* is measured by the percentage of Child Development Centers meeting DoD requirements validated by inspections conducted by Military Service Headquarters staff. As shown in Table 1, 98 percent of eligible programs were nationally accredited and 100 percent of programs were DoD certified in FY 2010. The goals for child care availability and quality will remain constant for the next five years.

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

Outcome	Metric	FY10 Data	FY11 Goal
Meet child care needs of military families	Demand Accommodation Rate	Goal: 80%	80%
		Actual: 75%	
Provide high quality child care	Accreditation Rate	Goal: 100%	100%
		Actual: 98%	
	Certification Rate	Goal: 100%	100%
		Actual: 100%	

¹⁰ Data Source: The 2009 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)).

Short-Term Plans

DoD Child Development Centers are currently meeting the goals for quality standards assessed by accreditation and certification rates. All programs are under strict oversight and achieve high quality standards 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.

Funding construction of on-installation facilities represents one solution of a multi-faceted approach to accelerate the increased capacity to provide care. A robust construction program in fiscal years 2008 and 2009 significantly increased child care capacity on the installation. Additionally, the American Reinvestment and Recovery Act (ARRA) funding for construction of child development centers will help facilitate the construction program, in which 3,950 child care spaces are planned to be built or replaced. Through these efforts the Services have made a great deal of progress in meeting the demand for care; however, a shortfall of child care spaces still exists and there is a continued need for construction to repair and replace aging facilities.

Because approximately two-thirds of military families live off the installation, our efforts must reach into the community. Efforts to expand the availability of quality child care programs will initially be implemented at targeted locations in 13 states. These states were identified through an analysis of multiple factors such as residential/demographic information and locations where state's efforts to improve the quality of child care are in tandem with DoD. In addition, an analysis of state licensing standards and lack of oversight congruity with DoD subsidy programs in pilot states will guide efforts to provide training and technical assistance.

Central to the success of the strategy is the Child Care Liaison who will serve as a single point of contact for both the state and the Headquarter (HQ)-working group in each of the pilot states. This individual will be tasked with developing communication strategies among various state partners to ensure duplication of effort is reduced and resources are effectively utilized. Each Liaison will work to assist in developing state-specific strategies that recognize the unique challenges and assets of the state and local communities. In addition, the DoD-USDA Partnership has leveraged the expertise of multiple university researchers in providing training and technical assistance to this initiative.

4-1-2. DoD Schools

The Department of Defense Education Activity (DoDEA) operate 194 schools in 14 districts located in 12 foreign countries, seven states, Guam, and Puerto Rico. Approximately 8,700 educators provide high quality education to about 86,000 children of Service members and

DoD civilians from pre-kindergarten through 12th grade attending DoDEA schools worldwide.¹¹

All schools within DoDEA are fully accredited by AdvancED.¹² DoD schools continue to serve as a standard of educational excellence for the nation.

Goals and Metrics

DoDEA has an established and rigorous system-wide assessment program to measure educational effectiveness and student academic performance. This report presents goals and metrics for the following two areas: student academic performance and pupil-to-teacher ratio (PTR) as identified in the balanced score card (see Table 2).

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 to ensure military children are receiving an education comparable to their peers in stateside schools and to minimize the number of students 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 moved from TerraNova 2 to TerraNova 3. The new version of TerraNova was based on a new norms group and introduced test format changes and more rigorous test content. As shown in Table 3, the 2010 goal (75 percent of students in Social Studies, 72 percent of students in Reading, Language Arts, and Science, and 70 percent of students in Math will score at or above the 51st percentile) was missed by one percentage point for Reading, Science, and Social Studies, two points in Language Arts, and four points in Math. The 2010 goal of no more than 7 percent of all students scoring below the 25th percentile in all tested subjects was exceeded by one percentage point in Social Studies, yet missed by one percentage point in Reading, Science, and Language Arts and by four points in Math.
- **SAT Results:** The DoDEA 2010 SAT scores slightly increased over the 2009 performance in critical reading and writing. This year, DoDEA students' average score in critical reading was 510, which is nine points above the national average score of 501. The DoDEA SAT writing score of 494 was two points above the national average score of 492. The DoDEA 2010 average score in math was 499, which is 17 points below the national average score of 516. DoDEA's African American and Hispanic students scored significantly higher than the average in the Nation for all African American and Hispanic students in all three areas.

Pupil-to-Teacher Ratio (PTR): Pupil-to-Teacher Ratio (PTR) represents the capacity of providing individualized instruction with available resources. In 2010, the PTRs in both DoD schools in the Continental United States and at overseas installations fell within the target range.

¹¹ Data as of September 13, 2010. Data source: <http://www.dodea.edu/home/facts.cfm>.

¹² More information about AdvancED is available at www.advanc-ed.org.

Table 2. Goals and Metrics for DoD Schools.

Outcome	Metric	2010 Data		2011 Goals
		Goal ¹	Actual	
By the end of Academic Year 2010-2011, at least 75% of all students will score at or above the 51st percentile (the top two quarters above the national average).	% of students who scored at or above the national average in each subject area of <i>TerraNova 3</i> Test	R 72	R 71	R 75
		LA 72	LA 70	LA 75
		M 70	M 66	M 75
		S 72	S 71	S 75
		SS 75	SS 74	SS 75
By the end of Academic year 2010-2011, no more than 7% of all students will score below the 25th percentile (the bottom quarter).	% of the students below the 25th percentile in each subject area of <i>TerraNova 3</i> Test	R 7	R 8	R 7
		LA 7	LA 8	LA 7
		M 7	M 11	M 7
		S 7	S 8	S 7
		SS 7	SS 6	SS 7
Meet or exceed the national average scores.	SAT Scores Math	DoDEA 499 Nation 516		Meet or exceed National average
	SAT Scores Critical Reading	DoDEA 510 Nation 501		Meet or exceed National average
	SAT Scores Writing	DoDEA 494 Nation 492		Meet or exceed National average
Maintain PTR not less than 18 or greater than 24.	DDESS ² Pupil-to-Teacher Ratio	19.5:1		No less than 18.0:1 nor greater than 24.0:1
	DoDDS ³ Pupil-to-Teacher Ratio	20.4:1		No less than 18.0:1 nor greater than 24.0:1

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

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

³DoDDS: Department of Defense Dependents Schools (DoD schools at overseas installations)

Short-Term Plans

- TerraNova 3: DoDEA is examining factors that influence student achievement, including graduation requirements, course offerings particularly in mathematics, course requirements and enhanced and supported learning experiences at the upper grades. At the early grades, DoDEA has begun to make changes in areas deemed influential in improving student performance such as reducing class size in kindergarten to 18 to 1 and adopting research-based, standards-driven curriculum. DoDEA also launched a new English and Language Arts curriculum which includes age-appropriate assessments to help teachers and parents assess the progress of students and to identify intervention strategies to reduce identified gaps. DoDEA is taking steps to move toward the

target outcome of increasing student achievement. Principals are providing support for classroom teachers in the area of differentiated instruction, which is a system to maintain instructional quality while responding to the diverse needs of students such as readiness, interest and learning profile, in a heterogeneous learning environment. Administrators have also received training on the research-based Critical Thinking Skills and Depth of Knowledge framework presented in the Teacher's Guide to improve student learning.

- **SAT:** While DoDEA students' SAT average scores in critical reading and writing closely paralleled the national average, DoDEA 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, including a formal mathematics program evaluation. DoDEA's mathematics program leaders reviewed and revised the standards to be more clearly delineated for each mathematics course in terms of depth, breadth, clarity, and specificity. These revised standards received the highest ratings from the Mid-continent Regional Educational Laboratory (McREL). DoDEA started implementing these standards into the instructional practices in the School Year 2010-2011. DoDEA is reviewing how well the curriculum standards, sequence of course offerings, instructional practices, and SAT preparatory programs work together to bring about the desired result – increased achievement for all DoDEA students.

4-1-3. Minimizing Disruption for School Age Children of Military Families

Children of Service members move across state lines and overseas much more often than most of their civilian peers. On average, military children attend six to nine different school systems from kindergarten to twelfth grade. Frequent relocations across state lines can hamper educational opportunities for military children because of 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.

In cooperation with the Council of State Governments, the DoD 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 collaborated with one another throughout the process of formulating the Compact. Adoption of the Compact by states is one of the ten state-level key issues identified by the DoD as having a strong impact on military families. Department of Defense State Liaison Office (DSLO) has been working to educate state lawmakers about the Compact since 2007. 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 across four key areas of transition issues: eligibility, enrollment, placement and graduation.

Goals and Metrics

Effectiveness of this effort is assessed by the percentage of military school-aged children (5 – 18 years old) covered by the provisions of the Compact (see Table 4). This percentage is based on the military family population of each state, not the number of states covered. In FY 2010, 10 states adopted the Compact. This makes a total of 35 states that have adopted the Compact, covering 88 percent of military children with its provisions.

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

Outcome	Metric	FY10 Data	FY11 Goal	Remarks
Increase the coverage of Military Children by Interstate Compact Provisions	% of Military Children Covered by Interstate Compact Provisions	Goal: 75% ¹	80% ²	Target for FY 2012: 95% Target for FY 2013: 100%
		Actual: 88%		

¹ Percentage is number of children, not number of states.

² 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.

Short-Term Plans

In FY 2011, DSLO plans to continue educating and actively consulting with legislators and executive branch officials in interested states on this issue as part of the ten key issues. Of the fifteen (15) states not yet in the Compact, only a few have significant military child populations, and these will be especially targeted. Georgia, the largest of this group, has 40,592 school age military children, who are currently unprotected by the Compact.

4-2. Spouse Well-Being

4-2-1. Spouse Well-Being

The life of a military spouse is overshadowed by the recurring absence of her/his Service member's repeated deployment, frequent relocations, extended periods of single-parenting and great distances separating them from family and friends. The empowerment of military spouses and their resulting sense of well-being affect the readiness of the Armed Forces and the retention of Service members. The majority of military spouses are young and well-educated: a little over half of spouses of Active duty members (54 percent)¹³ are 30 or younger; the majority of spouses (84 percent) received at least some college education.¹⁴ Military spouses, just like their civilian counterparts, have desires to pursue their professional careers and enjoy economic stability as they gain experience and seniority in their profession. However, military spouses' professional development is often hindered by frequent relocation. Research has shown that military spouses have higher unemployment rates and lower wages compared with women with non-military spouses living in the same area (Hosek, et al., 2002; Booth, 2003). Data from the MFLP Survey conducted in May 2010 indicated that 42 percent of spouses of Active duty members were

¹³ The Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy. (2010). The 2009 Demographics Report: Profile of the Military Community.

¹⁴ 25 percent received a 4-year degree; 10 percent received a graduate/professional degree.

employed; 15 percent were unemployed and looking for a job; 43 percent were not in the labor force. Three-quarters of employed spouses (76 percent) reported needing to work; 78 percent of unemployed spouses reported needing to work; 62 percent of spouses who are not in the labor force reported wanting to work. Common reasons for spouses reporting working, wanting to work, or needing to work were: “save money for the future” (70 percent); “need money for basic expenses” (48 percent); and “desire for a career” (44 percent). Trying to sustain a career while their military spouses are serving the country remains a major, on-going issue for military spouses. One of the major roadblocks is the lack of broad-base reciprocity among the states for professional/industry licenses and certificates that creates significant barriers to their employment. Frequent military moves incur high costs and increased wait-time before spouses are able to work due to widely varying state licensing requirements, such as teaching and medical careers.¹⁵

Goals and Metrics

To expand education and employment opportunities for spouses and make their careers more portable and sustainable, DoD has set forth several program goals in support of the empowerment of military spouses.

- (1) Increase access to educational opportunities by providing financial assistance to spouses of junior Service members in the pay-grades of E1-E5, W1-W2, and O1-O2.
- (2) Remove barriers to Federal careers and simplify communications to energize spouse employment within the Federal workforce.
- (3) Increase opportunities for private-sector careers.
- (4) Identify and promote state best practices for portability of occupational licenses and credentials.
- (5) Improve communications with spouses.
- (6) Expand state unemployment compensation eligibility for trailing military spouses to help sustain them and their families while they search for employment in new duty locations.

Short-Term Plans

The Federal Interagency Policy Committee formed in response to Presidential Study Directive 9 specifically addressed the issue of military spouse employment and empowerment. As a result, Federal agencies have committed to integrating military family issues into strategic and budgetary priorities. The First Lady’s 2011 Military Families Campaign will promote new and enduring partnerships on behalf of military families and communities nationwide. The Chairman of the Joint Chiefs of Staff Integrated Process Teams address the barriers to military spouse employment and facilitate dissemination of support information for military spouses. OASD (MC&FP) established a team of experts to advance the multi-faced goal of supporting the well-being of military spouses to include their social, financial, physical, and community/sense of belonging, as well as employment.

¹⁵ Data source: The US Department of Labor. (In press) Licensing and Military Spouses.

4-2-2. Expansion of Unemployment Compensation Eligibility for Trailing Military Spouses

Compared with their civilian counterparts, military spouses are more likely to earn less and experience higher rates of unemployment. One of the factors that indiscriminately and negatively impact the military spouse's employment is frequent relocation due to a Permanent Change of Station (PCS) of the Service member. The data from the December 2009 Status of Force Survey of Active Duty Members indicated that 68 percent of Active duty members with working spouses experienced a PCS move in the past two years. Frequent relocation often hinders the development of a spouse's career and can cause financial instability in the family because of the difficulty of maintaining seniority and finding a job with comparable salary at the new location. The survey cited above also indicated that 27 percent of married Service members reported that their spouses experienced loss or decrease of income to "large extent" or "very large extent" for the most recent PCS move; 30 percent reported that their spouse experienced a problem with finding a job to "large extent" or "very large extent."

Despite the fact that the spouse has no alternative choices in the matter, statutes and policies in many states view a spouse leaving a job due to a military move as voluntary. 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 eligibility for trailing military spouses is one of the ten state-level key issues identified by the DoD as having a strong impact on military families. The Department of Defense State Liaison Office (DSLO) has been working with state lawmakers to resolve these issues since 2004. In the first year, 11 states provided unemployment compensation eligibility for trailing military spouses, representing 37 percent of military spouses. Progress is measured by the percentage of spouses covered by state legislation affording unemployment compensation (see Table 4). To date, 38 states provide unemployment compensation to trailing military spouses, bringing the percentage of spouses covered under legislation to 84 percent in FY2010, which was 1 percent less than the goal proposed for the fiscal year.

Unemployment compensation eligibility for military spouses was considered in District of Columbia, Iowa, Idaho, Missouri, Ohio, Tennessee, Virginia and West Virginia, of which only District of Columbia and Iowa approved legislation. Alabama, Louisiana, South Dakota, Utah, and Vermont did not consider legislation in 2010. The current high-demand for unemployment compensation and the concern that including eligibility for military spouses would have generated requests from other constituencies seem to have slowed down the progress for this fiscal year. There remain 12 states in which state legislatures do not presently follow this policy, including Virginia, which is host to 11.4 percent of Active duty military spouses in the U.S. DSLO will continue working with Virginia and the remaining states to remove unnecessary obstacles for trailing military spouses.

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

Outcome	Metric	Current Status (FY10)	Goal (FY11)	Remarks
Increase coverage of Trailing Military Spouses by State Unemployment Compensation	% of Military Spouses Eligible for Unemployment Compensation During Mandatory Relocation	Goal: 85%	94%	Targets for subsequent years ² FY 2012: 89% FY 2013: 100%
		Actual: 84%		

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

² DoD has met its goal of having 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.

Short-Term Plans

The outlook of state fiscal health is not positive, almost without exception, and even if economic improvement occurs, the states are not likely to “feel” its effects in 2011. This impacts a number of states, including the 12 states that currently do not offer eligibility for transitioning spouses. This in turn may impact legislators’ desire to introduce legislation perceived to in any way bring additional economic strain on the state’s employers. Nevertheless, DSLO will continue to engage legislators from key states, and in part, provide research data showing the very small percentage cost associated with adding eligibility for spouses. In Virginia, where resistance has been steadfast for several years, conversations will occur, and any opportunity to assist interested legislators in pursuing change in this policy will be exploited.

4-3. Financial Well-Being

4-3-1. Personal Finance

Personal financial readiness is a critical component of personal and family readiness. Emergencies or financial mismanagement stemming from poor financial literacy can quickly grow into a major financial problem and negatively impact personal readiness and mission readiness. Personal financial security helps Service members maintain the security clearances they need to perform their assigned tasks rather than be distracted by concerns with their personal financial situations back home while deployed. To ensure basic financial skills and 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.

DoD continues the Financial Readiness Campaign, which was launched in 2003, to provide additional financial readiness education, programs, and resources to Service members and their families, augmenting those provided by the Services. The Campaign rests on the eight pillars of financial readiness listed in Box 3.

Goals and Metrics

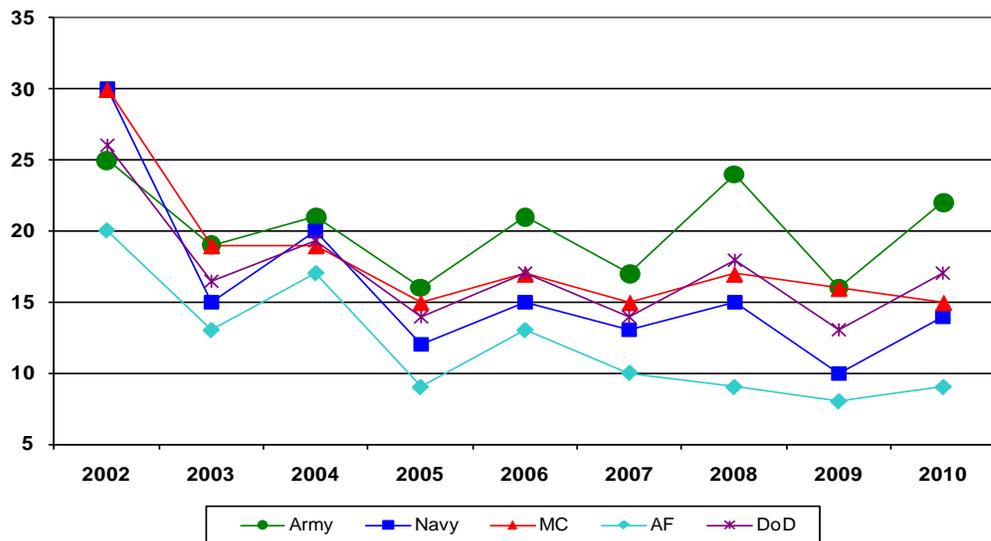
In general, some demographic groups of military families are financially more vulnerable than others. Junior enlisted Service members and their families are most at-risk for financial problems. Drawing the data from the 2010 June DMDC's Status of Force Survey, we assessed personal financial readiness focusing on financial health of the junior enlisted in paygrades E1 to E4. In this report, perceived financial condition and self-reported problems in paying bills on time are two outcome measures used to assess the overall financial health of junior enlisted members.

Box 3. 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

Figure 2 shows the trend of the junior enlisted who reported their financial conditions as "tough to make ends meet" or "in over their heads" over the past 9 years. These trend data indicate that the percentages of the junior enlisted assessing their financial conditions as out of their control increased across the Services in 2010.

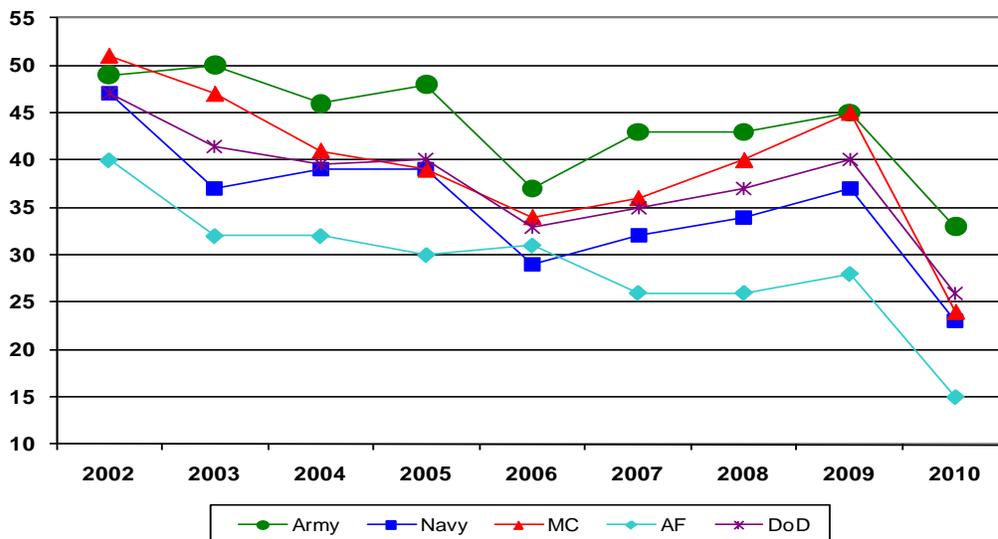
Figure 2. E1-E4 Self-Assessment of Overall Financial Condition: Percentage of Reporting Financial Difficulties by Service (2002 -2010).



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.

Despite this declined perception of junior enlisted regarding their overall financial status, data from the same survey showed that the percentage of the junior enlisted and their families who experienced one or more problems in paying bills (e.g., “bounced 2 or more checks”, “fell behind in rent or mortgage.”) sharply decline from 2009 to 2010 (see Figure 3). The data presented in Figure 2 and Figure 3 suggested that the junior Service members and their families are better managing their personal finance as they viewed that their overall financial conditions declined. DoD will continue monitoring this emerging gap between perception and behavior regarding personal finances to determine its cause.

Figure 3. E1-E4 Experiencing One or More Bill Payment Problems by Service (2002-2010).



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, NEXCOM 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

Short-Term Plans

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. Personal finance questions included in the MFLP Surveys, the large-scale, two-wave military family survey detailed earlier in this report, could allow us to look at the longitudinal aspect of financial readiness among military families. 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.

4-3-2. Promoting Enforcement of the Predatory Lending Regulation

Predatory short-term loans are one of the financial practices that can cause financial problems to Service members and their families very quickly, which can negatively impact their quality of life and personal readiness. 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, “Limitations on Terms of Consumer Credit Extended to Service Members and Dependents,” which went into effect October 1, 2007, covers all financial institutions and sets limits on three forms of short-term credit: covered payday loans, vehicle title loans, and tax refund anticipation loans. All states follow the Federal Financial Institutions Examination Council Interagency Guidelines for the regulation when examining financial institutions; however, not all states have the authority to enforce the regulation depending on the way their state statutes are written.

Goals and Metrics

Effectiveness was measured by the percentage of Service 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, 31 states enforce the regulation, providing protection for 60.4 percent of Service members and their families, but the percentage did not reach the fiscal year goal of 65 percent (see Table 5). In FY 2010, enforcement legislation was considered in seven states. However, DoD met with resistance in obtaining legislative approval in three states because enforcement authority over vehicle title loans falls under agencies other than the state credit regulators. One state had a limited budget session and could not accommodate the legislation.

Table 5. Goals and Metrics for Promoting State Enforcement of the Predatory Lending Regulation.

Outcome	Metric	FY10 Data	FY11 Goals	Remarks
Protect Service members and their families from predatory lending practices	Percentage of military members "protected" ¹	Goal: 65.0%	68.0%	FY 2012 Goal: 72% FY 2013 Goal: 75%
		Actual: 60.4%		

¹“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.

Short-Term Plans

With the approval of the Federal Consumer Financial Protection Bureau (CFPB), state credit regulators are hesitant to support any changes in state enforcement policy until the CFPB becomes operational. DoD, through the DSLO, continues to work with the remaining states to modify their statutes to provide regulators with enforcement authority. In conjunction with this effort, the Services have been providing Service members with education programs to raise their awareness of predatory lending practices and improve their overall financial health.

This issue has been expanded for 2011 to consider predatory lending concerns outside of the three credit products covered by the DoD regulation. Some states have prosecuted companies for fraud, deception and other onerous practices against Service members and families. The enforcement actions taken by these state agencies have depended on available evidence of abusive practices. To improve their capability to deal with alleged abuse, the DSLO will work with agencies within DoD, state regulators, offices of the state attorney general, and the Federal Trade Commission (FTC) to develop more efficient ways of collecting and disseminating information to support enforcement. The FTC manages the Military Sentinel website that allows Service members and their families to document allegations of abuse. FTC allows law enforcement and regulatory agencies to access this secure database upon completion of a Memorandum of Understanding (MoU) with FTC. With this information, law enforcement and regulatory agencies can correlate cases across the states and also consider trends of abusive activities. DoD will ask financial counselors and legal assistance attorneys within DoD to assist their clients to submit allegations to Military Sentinel and also ask state regulators and attorneys general to sign MoUs with FTC. Currently 13 state regulatory agencies have signed a MoU with FTC.

4-3-3. Military Commissary Benefits

The commissary benefit is a major component of the non-monetary military benefit package to supplement military income and, as such, is critical to the financial readiness of military families. During FY2010, the Defense Commissary Agency (DeCA) operates a worldwide network of 251 stores, providing groceries and household items to the military community. Patrons include approximately 12 million Active, Reserve, and Guard members, retirees, authorized family members and other authorized civilians.¹⁶ Patrons save an average of more than 30 percent on their purchases compared to commercial supermarkets — savings worth more than \$4,400 annual for a family of four. Patrons purchase commissary items at cost plus a five percent surcharge, which is used for Commissary construction programs and recapitalizing stores. Commissary operations are funded with an annual appropriation to the Defense Working Capital Fund. Through the partnerships with TRICARE and other OSD activities, the commissary also plays an ever-increasing role in the health and wellness of Service members and their families.

Goals and Metrics

This is DeCA's first year utilizing the Balanced Scorecard concept. This management tool assesses performance and helps achieve long-term strategic goals that optimize customer satisfaction and business productivity. The DeCA Balanced Scorecard provides excellent data for program evaluation by specifying expected performance during FY 2010 - 2014. Table 6 presents the data extracted from the DeCA Balanced Scorecard. The key metrics for the commissary benefit consist of the following measures: value of the benefit, cost control, surcharge obligations, customer savings and customer satisfaction.

¹⁶ Defense Commissary Agency. FY2010 Performance and Accountability Report. Available at <http://www.commissaries.com/documents/whatsnew/PAR.pdf>.

In FY 2010, actual annual Commissary sales reached approximately \$5, 844 million (94.4 percent) against the projected sales of \$6,155.7 million. DeCA continues to keep costs within budget authority and operations within approved resource authority — Commissary Operations expenses were \$908.2 million in FY 2010, which executed at 89.1 percent of the projected expenses of \$ 1,019 million. Surcharge obligations, which indicate if DeCA meets goals to sustain recapitalization programs for the stores, executed at \$298.7 million, 99.0 percent of the annual goal of \$301.8 million. Customer savings are measured annually by comparing commissary prices to commercial supermarket competitors worldwide. The customer savings in FY 2010 reached 31.5 percent, exceeding this year’s goal of 30 percent. Levels of customer satisfaction are measured externally by American Customer Satisfaction Index (ACSI)¹⁷ and internally by Commissary Customer Service Survey (CCSS). DeCA achieved a score of 80 exceeding the ACSI grocery industry average and its annual goal of 76. The score for CCSS in FY 2010 was 4.68, which exceeded the goal of 4.61.¹⁸

Table 6. Goals and Metrics for Military Commissaries.

Outcome	Metric	FY10 Data	FY11 Goal	Remarks
Achieve a return on investment consisting of savings to the customer divided by the cost of operations of the commissary	Value of the Benefit	Return on Investment (ROI) > \$2.00 Customer Savings to \$1.00 Appropriated Costs	ROI > \$2.00 Customer Savings to \$1.00 Appropriated Costs	ROI exceeded target
		Actual \$2.08		
Achieve results less than or equal to approved FY resource authority in annual operating budget	Cost Control (\$M)	Goal \$1,019	\$1,019	Executed 89.1 % of goal
		Actual \$908.2		
Achieve results less than or equal to Surcharge obligation authority provided by OUSD(C)	Surcharge Obligations (\$ M)	Goal \$301.8	\$326.4	Surcharge obligations are 99.0% of target
		Actual \$298.7		
Maintain 30% of customer savings	Sustain Customer Savings	Goal 30.0%	30%	Customer savings above target
		Actual 31.5%		
Meet annual grocery industry average ACSI score	American Customer Satisfaction Index (ACSI)	Goal 76	Exceed Industry Average	
		Actual 80		
Meet or exceed annual goal for CCSS score	Commissary Customer Service Survey (CCSS)	Goal 4.61	4.67	Customer satisfaction above target
		Actual 4.68		

Short-Term Plans

¹⁷ 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.

¹⁸ On a scale of 1.0 – 5.0, with 1 being low and 5 being high.

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 2010 resulted in 156 events that served approximately 70,244 patrons, generated sales of \$8.7M, and resulted in \$4.0M 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, featuring 300-4000 case lot items, 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.

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.

4-3-4. Military Exchange Benefits

The Armed Services Exchange programs form an integral part of the non-pay compensation for Active duty personnel. The mission of the Armed Services Exchange programs is two-fold: (1) to provide authorized military patrons with merchandise and services at a savings and (2) to generate 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, on board 161 ships at sea, in 80 deployed locations and contingency operations, and at the site of emergency and disaster relief efforts. The exchanges also offer options for patrons to shop online and through catalogs.

Goals and Metrics

The Military Departments assess the effectiveness of their Exchange systems through measures of customer savings, sales, profits, and customer satisfaction. Table 7 summarizes metrics and goals for CY 2009. The timing of publishing this report relative to the availability of metrics and goal establishment precludes inclusion of data from CY 2010 for this report.

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 of 15 percent savings on a market basket (excluding alcohol and tobacco products) that is compared to commercial shelf price (excluding sales tax). In CY 2010, all three exchanges exceeded the goal of 15 percent by 5-12 percent. The goal of 15 percent savings is being reevaluated. Exchange

Table 7. Goals and Metrics for Military Exchanges.

Outcome	Metric	CY 2009 data	CY 2010 goal	Remarks	
Achieve customer savings of 15% in all exchange systems	Customer savings			Goal of 15% is being reevaluated	
	AAFES	Goal	15%		15%
		Actual	19-20%		
	NEXCOM	Goal	15%		15%
		Actual	22%		
	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	\$ 9,431.3		\$ 8,316.6
		Actual	\$ 8,157.5		
	NEXCOM	Goal	\$ 2,648.6		\$ 2,569.0
		Actual	\$ 2,501.9		
	MCX	Goal	\$ 913.8		\$ 944.5
		Actual	\$ 921.5		
	Profit (\$M)				
	AAFES	Goal	\$ 290.0		\$ 330.5
		Actual	\$ 428.5		
	NEXCOM	Goal	\$ 57.6		\$ 61.8
		Actual	\$ 72.6		
	MCX	Goal	\$ 52.2		\$ 62.5
Actual		\$ 63.1			
Meet or exceed ACSI department and discount store industry average	ACSI Customer Satisfaction			Scores are converging on industry average.	
	AAFES	Goal	74		75
		Actual	73		
	NEXCOM	Goal	75		75
		Actual	75		
	MCX	Goal	74		75
Actual		71			
Meet or exceed past 3 year average customer satisfaction index (CSI)	Exchange Customer Satisfaction Index			Scores are improving all three exchange systems.	
	AAFES	Goal	74		76
		Actual	75		
	NEXCOM	Goal	80		81
		Actual	82		
	MCX	Goal	71		73
Actual		75			

customer satisfaction is measured annually in two ways: (1) the American Customer Satisfaction Index (ACSI)¹⁹, which is an independent, nationally recognized benchmarking tool to compare commercial counterparts and (2) Customer Satisfaction Index (CSI), which is an indicator based on customized customer surveys to measure and understand what drives customer satisfaction in their stores. ACSI scores in CY 2009 are reaching the industry average score for department and discount stores. CSI scores exceeded the annual goals and continue to improve for all three exchange systems.

Short-Term Plans

AAFES

- Workforce Initiatives – Spouse employment: AAFES currently employs 4,500 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. AAFES exhibited at 62 events in 2010 in addition to partnering with DeCA on visiting all of the retiree communities in the U.S.

NEXCOM

- NEXCOM remains committed to providing employment opportunities to Navy family members. Of NEXCOM's 14,000 associates, approximately 26 percent are Navy family members. NEXCOM also maintains a Continuity of Employment Program to support Navy family members when they transfer 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.

¹⁹ The ACSI is used by major retailers nationwide to measure customer satisfaction. Meeting or exceeding the ACSI provides a good indication of how exchanges compare with their private sector counterparts.

- 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 an 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: Marine Corps Community Services (MCCS) has increased commitment to IT support and capitalization by one percent of sales.
- Precision Assortments – MCCS 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.

4-4. Personal and Family Life

4-4-1. Non-Medical Counseling

DoD offers worldwide access to confidential, non-medical, short-term counseling services at no cost to members of the Active duty component, the National Guard and Reserve, and their families. The purpose of non-medical counseling services is to help Service members and their families with the normal range of reactions to life challenges caused by deployments, reintegration, and the military lifestyle.

Counseling services are available through Military OneSource (MOS) and the Military and Family Life Counselor (MFLC) program. MOS offers referrals for face-to-face non-medical counseling and provides non-medical counseling telephonically and on-line, 24/7. MFLCs

provide in-person counseling and briefings, both on and off the installation, using the following three flexible service delivery options: rotational assignments of qualified and well-trained counselors for up to 90-days on military installations; on-demand for the Guard and Reserve Component; and full-time counselors.²⁰ Outreach counseling usage data show that there is a strong demand for these services. During FY 2010, MOS counselors provided nearly 270,000 in-person counseling sessions; MFLCs provided nearly 5.5 million face-to-face contacts, to include both children and adults. Some installation commanders have made contact with an MFLC mandatory for all returning Service members from a combat deployment.

Goals and Metrics

Non-medical counseling is aimed at preventing the development or exacerbation of psychological challenges that may undermine military and family readiness. The confidential nature of the counseling program addresses the concern of Service members and families that seeking help could reflect poorly on a military career and is intended to reduce the stigma associated with seeking help. However, confidentiality of the service makes it significantly more difficult to track participant outcomes. Therefore, we rely on usage and satisfaction data to assess this program.

The top five reasons for receiving MOS in-person counseling and for receiving MFLC in-person consultations are shown in Table 8 and 9, respectively. These results illustrate that a significant portion of non-medical counseling sessions provided through the two programs help military families cope with stress-related issues, including depression and anger. Nearly one in three counseling sessions (32 percent) provided by MOS counselors dealt with depression, stress management, or anger management; 22 percent of MFLC in-person consultations dealt with stress/job stress.

Short-Term Plans

Evaluation and Assessment. To improve measures of effectiveness of non-medical counseling, DoD is sponsoring two research studies. In the first project, DoD is collaborating with a team of researchers from Virginia Tech to study the use and impact of non-medical

Table 8. FY2010: Top 5 Reasons for Receiving MOS In-Person Counseling

Rank	MOS	%
1	Marital/Intimate Relationships	31%
2	Stress Management	16%
3	Depression ¹	11%
4	Family Relationships	7%
5	Anger Management	5%

¹ This term is presently used in Military One Source data collection based on the recipient's self-reported reason for seeking counseling, not based on a clinical diagnosis.

Table 9. FY2010: Top 5 Reasons for Receiving MFLC In-Person Consultations

Rank	MFLC (Adult Clients) ¹	%
1	Deployment/Reintegration	35%
2	Stress/Job Stress	22%
3	Marital/Relationship Counseling	21%
4	Communication	11%
5	Family Dynamics	11%

¹ Data were extracted from adult MFLC monthly utilization reports.

²⁰ For National Guard and Reserve members and families who live too far from military installations, the Joint Family Support Assistance Program (JFSAP) MFLC's offer 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.

counseling on military families. Researchers are collecting data from counseling participants who completed an assessment tool developed to measure the effectiveness of the counseling programs. Preliminary results from this study indicate that 98 percent of respondents reported that MFLC counseling helped them deal more effectively with their problems and that they would use the service again if needed, and 99 percent reported they received the kind of counseling service they wanted and would recommend MFLC counseling services to a friend. For the second project, DoD fielded the first wave of the MFLP Survey with military spouses and a paired subset of Active duty Service members in May 2010. The survey included questions on the use of non-medical counseling and results are forthcoming. The second wave of this survey, which will also include items on non-medical counseling, will be fielded in summer 2011.

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. To expand the state JFSAP teams, DoD provides funding to add another 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 MFLC), or Personal Financial Counselor (PFC). This expansion allows each state JFSAP team to enhance its counseling capacity in an area in which local geographically dispersed families can benefit most. As a result of the expansion, JFSAP teams are now comprised of 65 MFLCs, 55 CYB-MFLCs and 39 PFCs.

4-4-2. Health Care

DoD has a great responsibility to care for our country's war fighters, retirees, and their families. The Military Health System (MHS) provides comprehensive health care benefits through different TRICARE options to about 9.6 million beneficiaries, including Active duty personnel, retirees, certain Reserve component personnel and their family populations. The MHS operates 59 hospitals and medical centers, 364 health clinics and supports a network of roughly 350,000 civilian care providers serving the beneficiaries.²¹ A high quality health care benefit is also a key non-monetary incentive that impacts Service members' enlistment and retention decisions. For today's U.S. Service members who are enduring a high deployment tempo, this benefit provides them with peace of mind that their family members will have access to high quality health care while away from home.²²

The Department 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 established the vision of the MHS, called the "Quadruple Aim," (1) improved readiness, (2) better health, (3) better care, and (4) responsible management of health care costs. To achieve the vision, leadership developed 11 strategic imperatives with measures and initiatives designed to close performance gaps. Each of these

²¹ 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*.

²² The Department of Defense. 2008. *Report of the Tenth Quadrennial Review of Military Compensation*.

strategic imperatives supports improved performance in one of the four elements of the Quadruple Aim. The Quadruple Aim and strategic imperatives will guide the Military Health System for the next three to five years.

Goals and Measures

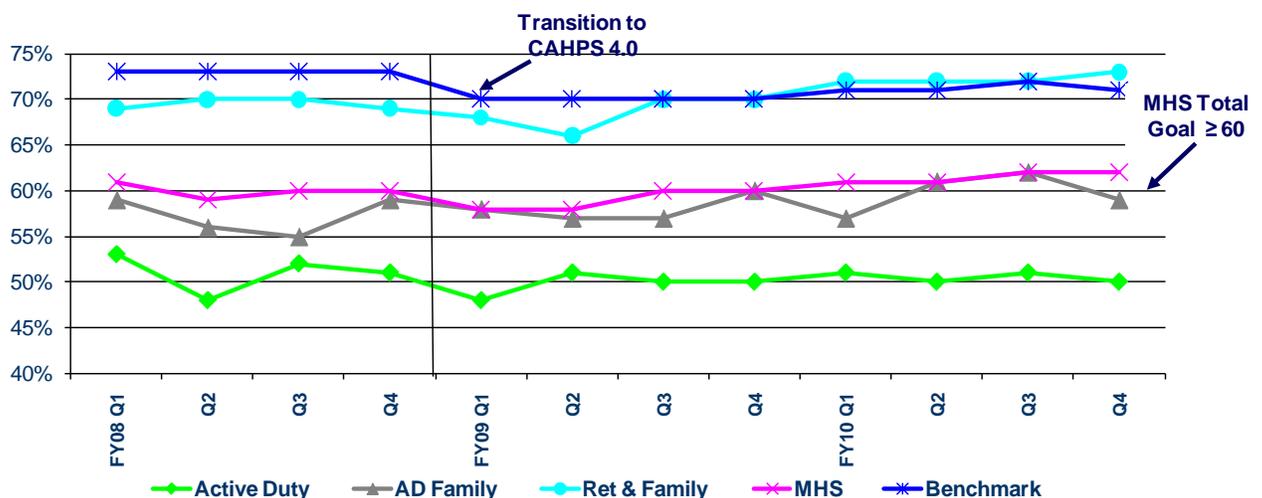
Satisfaction with the MHS continues to be a high-priority issue for DoD. Beneficiary satisfaction is a component measure of “better care,” the goal of which is to provide a care experience that is patient and family centered, compassionate, convenient, equitable, safe and of the highest quality. The perceptions of beneficiaries over an extended period provide the Department with valuable feedback to develop an integrated health care system that meets expectations of beneficiaries.

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. This data compatibility with CAHPS allows HCSDB data to be compared and benchmarked with over 400 civilian health care plans.

Satisfaction with Health Care

In HCSDB, Military Health beneficiaries are asked to assess their overall satisfaction with care in the past 12 months: “If 0 is the worst possible and 10 is the best, how would you rate all your health care?” The percentages for responses of 8, 9, or 10 are presented in Figure 4. This question is an overall indicator of success in meeting the needs of patients over the past year, not merely from their visit immediately before taking the survey.

Figure 4. Satisfaction with Health Care by Beneficiary Category



	FY08 Q1	FY08 Q2	FY08 Q3	FY08 Q4	FY09 Q1	FY09 Q2	FY09 Q3	FY09 Q4	FY10 Q1	FY10 Q2	FY10 Q3	FY10 Q4	FY10 Goal
Active Duty	53%	48%	52%	51%	48%	51%	50%	50%	51%	50%	51%	50%	
Active Duty Family	59%	56%	55%	59%	58%	57%	57%	60%	57%	61%	62%	59%	
Retiree and Family	69%	70%	70%	69%	68%	66%	70%	70%	72%	72%	72%	73%	
MHS Eligible	61%	58%	60%	60%	58%	58%	60%	60%	59%	61%	61%	62%	≥60%

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

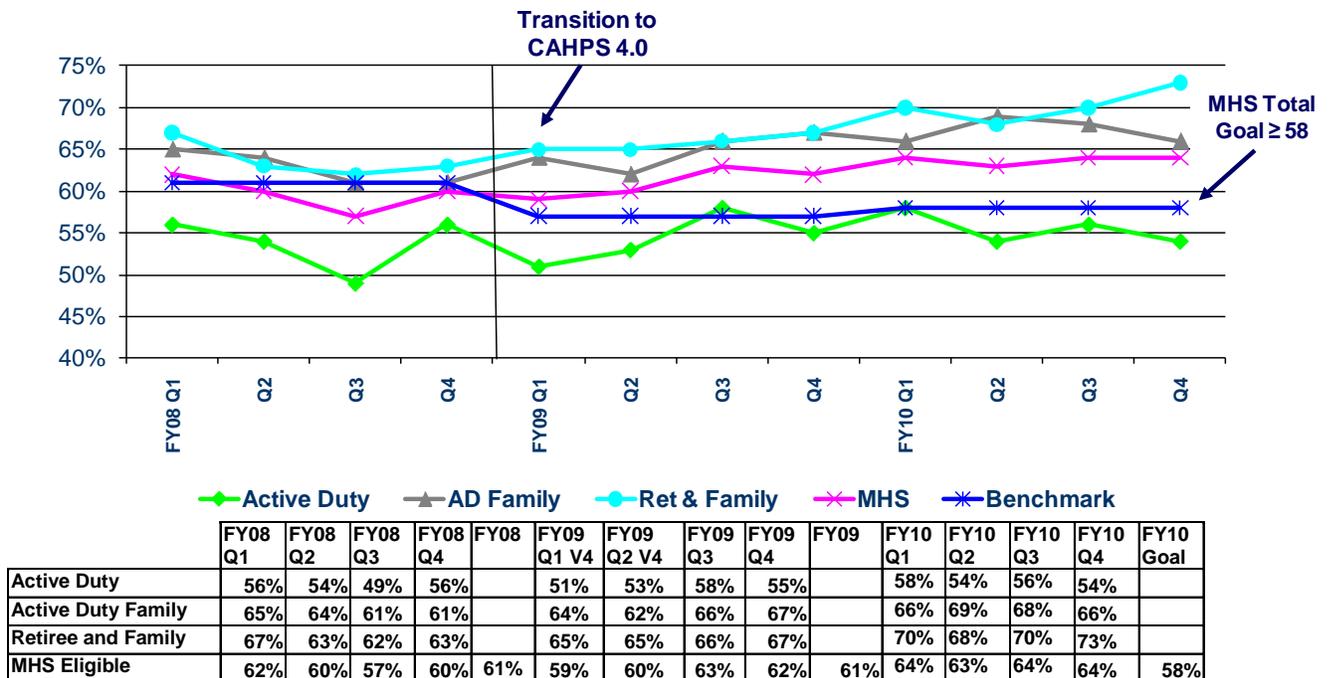
For this measure, the Military Health System leadership has set a short-term goal for FY 2010 of 60 percent, with the intent on improving each year to close the gap between our current performance and the civilian benchmark. Retirees and their family members continued reporting the highest overall satisfaction rating among all beneficiary categories by meeting or exceeding the 72 percent civilian benchmark. Active duty Service members are the least satisfied — averaged 50 percent for FY 2010. However, this result was somewhat expected because younger populations tend to be more critical about health care than older populations. Nevertheless, increasing Active duty Service member satisfaction will continue to be the focus of the Departmental efforts in FY 2011.

Satisfaction with Health Care Plan

Military Health Beneficiaries are asked to assess their overall satisfaction with their health care plan in the last 12 months: “If 0 is the worst possible and 10 is the best, how would you rate your health plan?” The percentages indicated in Figure 5 are responses of 8, 9, or 10. The MHS leadership has set a short-term goal for FY 2010 of 58 percent, which represents the average percentage score based on the CAHPS benchmark database.

Overall, satisfaction with DoD’s health plan has been gradually improving over the past four years, and the Military Health System as a whole has continued exceeding the civilian benchmark, which is approximately 58 percent in FY 2010. There have been steady increases in satisfaction with health care plan among retirees and their families, which reached 73 percent in the fourth quarter in FY 2010. The levels of Active duty families’ satisfaction, which ranged from 66 to 69 percent, were also well above the goal set by MHS throughout this year. Though Active duty members are the least satisfied, the level of satisfaction is just below the goal set by MHS. 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

Figure 5. Satisfaction with Health Care Plan by Beneficiary Category



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

problems are resolved once identified. Strong drivers of this measure include the timeliness of claim processing, interaction during receiving health care and access to healthcare.

Short-Term Plans

The MHS 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 by focusing on prevention and effective coordinated management of chronic illness. 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 Surgeons General 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 have shown improvement in: access to care, quality health outcomes, patient satisfaction, staff satisfaction and total health costs per patient.

In addition to implementation of PCMH, 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.

4-4-3. 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. The

National Defense Authorization Act for FY 2008, required the establishment of Recovery Care Coordinators (RCCs), Comprehensive Recovery Plans, and standardized training for RCCs in order to provide improved care, management and transition for all Active duty Wounded, Ill and Injured Recovering Service members. Under this direction, the Under Secretary of Defense for Personnel and Readiness (P&R) published the DoD Instruction (DoDI) 1300.24, "Recovery Coordination Program," in December 2009 and assigned the execution and program oversight to the Office of Deputy Assistant Secretary of Defense for Wounded Warrior Care and Transition Policy (WWCTP). The instruction defines the roles and responsibilities of RCCs and provides the parameters for the Comprehensive Recovery Plan (CRP). The CRP is a roadmap for Wounded Warriors and their families outlining goals for transitioning through the phases of recovery, rehabilitation, return to duty or reintegration into the community. The Recovery Care Coordinator, in collaboration with the Wounded Warrior, family and medical and non-medical multi-disciplinary teams, develops and oversees the CRP. The CRP is designed to be a "fluid" document allowing for changes that may occur during the continuum of care. The RCC reviews the CRP with the Wounded Warrior and family or designated caregiver as frequently as necessary based on the Wounded Warriors' needs and during transition phases such as changes in location, familial, marital, financial, employment, medical, or retirement status.

The Department is committed to working closely with the Department of Veterans Affairs (VA) Federal Recovery Coordination Program leadership to ensure a synergistic relationship exists between the DoD RCCs and the VA Federal Recovery Coordinators (FRCs). The DoDI 1300.24 "Recovery Coordination Program" establishes clear rules of engagement for RCCs and FRCs. The RCC's main focus is on Service members who will be classified as Category II. A Category II Service member has a serious injury/illness and is unlikely to return to duty within a time specified by his or her Service and may be medically separated. The FRC's main focus is on the Service members who are classified as Category III. A Category III Service member has a severe or catastrophic injury/illness and is unlikely to return to duty and is likely to be medically separated. The Services Wounded Warrior Programs work closely with FRC's who will be assigned to Service members that belong to them.

Goals and Metrics

To date, WWCTP and the Services have recruited and trained over 130 RCCs for Wounded Warrior Programs in all Service branches. The training is being conducted using standardized curriculum and was created by the Office of Wounded Warrior Care and Transition Policy. These RCCs are deployed at 65 locations throughout the United States and overseas.

WWCTP has also been developing the Recovery Coordination Program Support Solution (RCP-SS) to electronically house the CRP. The RCP-SS will allow WWCTP to collect data for program evaluation and demographic information on our Wounded Warrior population. Additionally, this web-based tool has the capability to interface with other systems already in use across the Services and will eliminate duplicative, hand-written paperwork. Once launched, this tool will help minimize the administrative time required by RCCs so that they may focus their efforts on the Recovering Service member and their families. All of the RCCs from the Air Force, Marine Corps and Army Reserve have been trained as of October 2010.

Short-Term Plans

WWCTP is also establishing a Recovery Coordination Program evaluation process to provide for a coordinated review of the policies, procedures and implementation of the program. In November 2010, WWCTP staff members completed site assistance visits to locations where RCCs are assigned, interviewing a representative sample of the 31 original RCCs who have been on the ground since the program's inception in November 2008.

Site visits reviewed the uniformity and effectiveness of care coordination provided by the RCCs to Wounded, Ill and Injured Service members and their Families, validating the use of standardized policies, processes and tools used in the recovery, rehabilitation and reintegration phases of care. As a result of the analysis from these site assistance visits, recommendations for baseline program metrics are currently being reviewed.

4-4-4. Family Advocacy Program

The Family Advocacy Program (FAP) is the DoD social services program to address child abuse and domestic abuse in military families in cooperation with civilian social service agencies and military and civilian law enforcement agencies. At installations with command-sponsored families, the Services' FAPs provide services in prevention, identification, intervention and treatment of child abuse and neglect and domestic abuse.²³

Goals and Metrics

The metrics for FAP focus on the following two key programs: a) the New Parent Support Program (NPSP) and b) treatment programs for substantiated spouse abusers.

New Parent Support Program (NPSP): In an effort to reduce risk of family violence and to strengthen protective factors, DoD adopted an intensive, voluntary home visitation program, New Parent Support Program (NPSP). This model was developed specifically for at-risk parents in the Active duty component. The service is offered to expectant parents and to parents of children, ages 0-3 years, through self-referrals and referrals from health care providers and other service providers in the community. This program is available to families who live on or off the installation.

The outcome of NPSP is measured by the percentage of Active duty families who received a minimum of 6-month intensive NPSP service and are not reported in incidents that met FAP criteria for child abuse or neglect within one year following the completion of the program (see Table 11). Since the assessment began in 2005, DoD continues to meet its goal that 85 percent of participating Active duty families will not be reported in incidents that met

²³ 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 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.

FAP criteria in the year following NPSP case closure. In FY 2010, the percentage reached 90 percent, which is 2 percent higher than FY 2009.

Treatment to Reduce Spouse Abuse Recidivism: At military installations, FAPs provide treatment and/or coordinate treatment with local agencies to help alleged domestic abusers end their abusive behavior. Progress in prevention of repeat domestic abuse is difficult to measure because civilian treatment programs vary by local agencies providing the treatment program. Research has suggested that alleged abusers who have completed a treatment program are less likely to recidivate than those who did not finish.²⁴ Since FY 2009, FAP has collected data on the effectiveness of treatment programs for alleged spouse abusers to reduce spouse abuse recidivism. A metric adopted here is 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. In FY2010, the prevention of recidivism marked 96 percent among domestic abusers who completed treatment. This figure is six percentage points higher than that of FY2009 (see Table 10). Despite these very positive figures, the goals for both programs remain constant for the next five years as we further refine the metrics to measure the effectiveness of these programs.

Table 10. Goals and Metrics for Family Advocacy Programs.

Outcome	Metric	FY10 Data	FY11 Goals
No child abuse or neglect in high-risk families who received intensive NPSP services (at least 2 visits/month)	% of families who received 6-month intensive NPSP 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: 90%	
Allegedly abusive spouses who do not recidivate after completing FAP treatment	% of allegedly abusive spouses who successfully completed FAP treatment and are not reported in incidents that met criteria for spouse abuse within 1 year after treatment completion.	Goal: 75%	75%
		Actual: 96%	

Short-Term Plans

The individuals substantiated for spouse abuse do not represent a homogenous group. Abuse differs in degree, intensity, etiology and function. Such differences serve to re-affirm FAP’s goal to prevent and reduce abuse through innovative and evidence supported services. In incidents that meet the FAP criteria for domestic abuse, the abuser may be active duty or civilian. The FY2009 FAP report indicates that 62 percent of alleged abusers were Active duty and 33 percent were civilian spouses. Of the total number of alleged abusers, 67 percent were male and 33 percent were female. FAP makes treatment available to both Active duty and civilian alleged abusers. Command support of treatment recommendations for the active duty alleged offender is a key component to the success of treatment. Lack of military jurisdiction over civilian alleged abusers may impact the civilian spouse’s willingness to participate in recommended services.

²⁴ 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.

Additionally, acts of spouse abuse vary, including emotional abuse without violence, physical violence, and sexual violence. The DoD FAP office has 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 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.

FAP is placing increased focus on providing effective interventions at all levels of service. As a result, pending FAP standards require the Services to adopt approaches for prevention and intervention that are evidence based, culture and gender sensitive, and applicable to a military population.

The Military Services have made changes in their data collection systems to provide more accurate information on recidivism of spouse abuse. Future changes will be required to identify those variables that contribute to poor outcomes and recidivism. Further, the Service FAPs continue to explore 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.

4-4-5. Morale, Welfare and Recreation (MWR) Programs

Morale, Welfare and Recreation (MWR) programs directly contribute to the readiness, retention, and fitness of Service members and their families. MWR provides 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 2010, an additional 14,000 eligible military members and 16,000 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. Over 5,000 children participated in the respite care program this fiscal year. 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. A primary example is online library resources. DoD has purchased more than 30 online library databases and services and made them available to Service members and their families 24/7. User conducted over 4 million online activities using these data bases in FY 2010. Customers of all ages took advantage of the resources to learn how to repair cars, write college papers, explore new hobbies, take practice tests, find out about other cultures, download eBooks/audio books, prepare for deployment, and further their professional goals. 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 key organizational outcomes: readiness, retention, unit cohesion, and organizational commitment. Impacts on these outcomes were measured within the MWR programs, independent of other military family readiness programs. The survey results suggested that improvement in Outdoor Recreation and Fitness programs would have the highest impact on the overall satisfaction with MWR and consequently on mission readiness. The second DoD MWR CSI Survey will be conducted in FY 2011 and will include both Active Duty and Reserve Component Service members.

Short-Term Plans

Results of the 2009 MWR CSI Survey have been used for developing MWR strategic plans and as future funding justification for improvements to the MWR fitness and outdoor recreation programs. Although CSI surveys can provide comparable customer satisfaction data found in civilian industries, 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. The Services and OSD are working together to develop the 2011 MWR CSI Survey, which is scheduled to be fielded in the spring, to better access MWR programs and policies at both the Service and OSD levels.

4-4-6. Exceptional Family Member Program

Over 120,000 military families have members with special needs. These include spouses, children, or dependent parents who require special medical or educational services. These family members have a diagnosed physical, intellectual, or emotional condition. Each Military Department has an established Exceptional Family Member Program (EFMP) to work with these families and address their unique needs.

NDA for FY2010, Public Law No. 111-84, Section 563 added a new section 1781c to Title 10, United States Code, which established an Office of Community Support for Military Families with Special Needs (OSN). Further, the law required the Military Departments to expand coordination of assignments for military families with special needs in assignments to and within the United States and to expand community support to military families with special needs. The community support will include assistance in obtaining referrals for services, in acquiring services, and in providing oversight of the activities of the Military Services in support of such families. NDA FY2010 also required an annual report on the gaps in services, ways to address the gaps, and recommendations about future legislation.

Goals and Metrics

The following key targets will be achieved by the Office of Community Support for Military Families with Special Needs over the next three to four years:

1. Publish a DoD policy on community support and assignment coordination.
2. Establish joint Service curriculum and training.
3. Establish an oversight process including standards.
 - a. Oversee Service implementation of the EFMP including community support and assignment coordination.
 - b. Oversee the provision of early intervention services by the military medical departments and special education services by the DoD schools.
4. Establish a web-based data base that will interface with Service community support and personnel systems and with the military healthcare system.
5. Develop and maintain a system for identifying the availability and accessibility of services for military families with special needs.
6. Measure the effectiveness of community support and assignment coordination programs.

Short-Term Plans

To achieve the goals listed above, OSN is currently conducting several major studies in collaboration with Land-Grant University faculty members who are experts in the field through the DoD-USDA Partnership. These studies are:

- *Benchmark Study*: This supports the Department in its efforts to establish a policy requiring the military services to provide community support to military families with special needs. This study will provide the foundation for an effective family support policy across the four Services.
- *Autism Review Phase II*: The Autism Review: Phase I surveyed the access and availability of evidence-based educational practices for military children with autism spectrum disorders in five states. In the Phase II, researchers will identify the educational

services available for children with autism spectrum disorder in the additional ten states not included in the initial study. The ten states are Arizona, Colorado, Florida, Hawaii, Louisiana, Maryland, Missouri, New York, Oklahoma, and South Carolina.

- *Medicaid Study*: This study undertakes a comprehensive assessment of accessibility of Medicaid to military families with special needs. Due to the mobile nature of military life, military families with special needs have a history of difficulty in obtaining Medicaid coverage for exceptional family members. As they move from state to state, families often find themselves at the end of the queue for Medicaid services.
- *Functional Analysis*: This study will collect and analyze information on the support services that each Military Service provides to family members with special needs. The policies, procedures and processes adopted by each Military Service will be used to recommend a DoD wide system for assisting families with special needs.

5. CONCLUSIONS

The plans and assessment results presented in this report will continue guiding the Departmental efforts in the next five fiscal years and beyond to ensure 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. DoD will continue developing a comprehensive set of common goals and metrics across the Services to measure program effectiveness and performance. At the same time, the Department recognizes the importance of customizing some programs and activities to meet Service-specific family needs, reflecting organizational and operational requirements unique to each Service.

APPENDIX A: Military Family Readiness Programs and Activities

This list only includes programs and activities provided by each of the Military Services and the Office of the Secretary of Defense. The inclusion of a website of a non-federal entity in this appendix does not constitute an endorsement of that non-federal entity.

1. The Military Services

1-1. The United States Army

Resource	Description
Information and Referral (I&R program)	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 & R” program. Office Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX Website: www.armyonesource.com
Mobilization and Deployment Readiness Program	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. Office Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX Website: www.armyonesource.com
Family Advocacy Program (FAP)	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. Soldiers receive promotion points for some prevention classes. Office Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX Website: www.armyonesource.com
New Parent Support Program (NPSP)	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. Office Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX Website: www.armyonesource.com

Resource	Description
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 Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX</p> <p>www.armyonesource.com</p>
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 Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX</p> <p>Website: www.armyonesource.com</p>
Outreach Services	<p>Center based services are supplemented with outreach to Families. The primary focus of outreach is 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 Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX</p> <p>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 Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX</p> <p>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</p>

Resource	Description
	<p>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 Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX 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 Readiness.</p> <p>Office Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX Website: www.armyonesource.com</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.</p> <p>Office Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX Website: www.armyonesource.com</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.</p> <p>Office Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX Website: www.armyonesource.com</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.</p> <p>Office Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX Website: www.armyonesource.com</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 Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX Website: www.armyonesource.com</p>

Resource	Description
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 at garrisons and in deployed environments. This program is merging with the Sexual Harassment/Assault Response and Prevention (SHARP) Program. Office Policy POC Army Community Service, Pentagon; Execution POC San Antonio, TX Website: www.armyonesource.com
Army Reserve (AR) Army Family Action Plan (AFAP)	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.
Army Reserve Family Program Academy (FPA)	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 www.arfp.org and training is periodically hosted in a classroom environment that provides a forum for exchanging information and learning from the experiences of others.
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 www.fortfamily.org/ or www.arfp.org/outreach .
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

Resource	Description
	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 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

Resource	Description
	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.
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.
Army Affiliated Child Care & Youth Programs – Active Component	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 & School Services Pentagon (Policy) and , San Antonio, TX(Execution)
Army Sponsored Child Care & Youth Programs – Active Component	Provides 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 <i>Military Child Care in Your Neighborhood</i> (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 & School Services, Pentagon (Policy); San Antonio, TX(Execution)
Core Community Recreation Programs and Services	Community Recreation programs focus on the wellbeing of the military Service member and their families. Programs provide directed and self directed individual and group activities that contribute to unit readiness,

Resource	Description
	<p>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"> • Aquatics Training: Provides swimming activities and water survival training to promote fitness, mission readiness and individual skill development. • Arts and Crafts Program: Provides arts and multi-craft activities to promote skill development and advances technical knowledge. • Automotive Skills Program: Provides equipment, technical instruction, and skilled assistance with auto repair and maintenance activities to promote skill development in maintaining personal vehicles. • 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. • 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. • 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. • Intramural Sports: Provides authorized patrons opportunities to participate in intramural sports that contribute to unit cohesion and esprit de corps and resiliency. • Leisure Travel Services: Provides discount ticketing services to authorized patrons for entertainment and leisure activities. • 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. • 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. • Physical Fitness: Provides authorized patrons opportunities to enhance combat readiness, general physical fitness and contribute to overall wellness. • Swimming (recreational): Programs promote fitness and recreation and may include learn to swim, lifeguard training, fitness programs,

Resource	Description
	<p>competitive swimming, water safety, military survival training, and recreation.</p> <ul style="list-style-type: none"> • 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 & fitness programs and operating requirements for base camp recreation programs. • 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. • "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. • 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. • 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 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. • World Class Athlete Program: The program provides Soldier-athletes from all three components (Active, Guard & 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. Office Policy POC MWR Programs, Pentagon; Execution POC San Antonio, TX
<p>Tween Leadership, Education and Development (TLEAD) Weekend Camp</p>	<p>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.</p>
<p>Youth Leadership Education and Development (YLEAD)</p>	<p>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.</p>

1-2. 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
Airman and Family Readiness Program Managers (A&FRPM)	A&FRPMs are located at the 88 Air National Guard (ANG) Wings and at 4 additional Air National Guard regional centers. The A&FRPMs 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 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
Air Force Family Readiness EDGE	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
National Guard Child and Youth Program	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
STARBASE	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

Resource	Description
	<p>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.</p> <p>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.</p> <p>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, CIS provides the link between educators and the community.</p> <p>Office POC: National Guard Family Program Division</p>
The National Guard Youth Symposium	<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.</p> <p>Office POC: National Guard Family Program Division</p>
Guard Teen Panels	<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.</p> <p>Office POC: National Guard Family Program Division</p>
State Youth Camps	<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.</p> <p>Office POC: National Guard Family Program Division</p>
Child Care Subsidies	<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.</p> <p>Office POC: National Guard Family Program Division</p>
Joint Service Support	<p>The Joint Services Support (JSS) portal The JSS portal, a communications tool that provides online support community for National Guard service members and families wherever they may be located, entered its second</p>

Resource	Description
	<p>year of operation with improved functionality, enhanced tools and features, and more ways to plug into National Guard services, events, and resources via internet, mobile device, iPhone application, and touch-tone phone. Today, the JSS reaches 61,000 members, features 12,500 local resources, and provides direct access between service members, their families, and state support staff. The JSS represents seven key programs within the National Guard Bureau include Yellow Ribbon Reintegration, Family Program, Employer Support, Warrior Support (Transition Assistance Advisor Program), Psychological Health, Sexual Assault Prevention & Response, and Financial Management Awareness.</p> <p>The JSS is the most comprehensive combined resource repository and workspace created for the National Guard - by the National Guard. For further information on the Joint Services Support Portal, visit www.JointServicesSupport.org. Yellow Ribbon Reintegration Program The Yellow Ribbon Reintegration program provides information, services, referrals, and proactive outreach to Soldiers, spouses, employers, and youth throughout mobilization: pre-alert, alert/pre-deployment, deployment, post-deployment, and reintegration. Office POC: National Guard J-1</p>
Yellow Ribbon Program	<p>The objective of the Yellow Ribbon Reintegration Program is to provide information, services, referrals, and proactive outreach which assists in ensuring the readiness and well-being of Guard and Reserve Service members and their Families. Accomplishment of this objective is achieved by conducting events and activities through the deployment cycle. In FY10 the National Guard conducted 1,471 events nation-wide, providing services to 134,830 Service members, and 128,037 Family members. To assist with the planning and execution of these events and activities the National Guard employs approximately 254 contract employees in every State, Territory, and the District of Columbia. Office POC: National Guard Yellow Ribbon Reintegration Office</p>
Employer Support Program	<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 4,600 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,</p>

Resource	Description
	<p>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.</p> <p>Office POC: National Guard Employer Support Office</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) 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.</p> <p>Office POC: National Guard Office of Warrior Support Office</p>
<p>Directors of Psychological Health (DPH)</p>	<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.</p> <p>Office POC: National Guard Director of Psychological Health Office</p>
<p>Sexual Assault Prevention and Response (SAPR) Program</p>	<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</p>

Resource	Description
	<p>investigative process allowing the Service member to maintain their anonymity. Office POC: National Guard Sexual Assault and Response Division</p>
Financial Management Program	<p>The Financial Management Awareness Program (FMAP) is the National Guard Bureaus implementation of 10 USC 992. 10 USC 992 requires the Defense Department to conduct consumer financial awareness, training, and counseling to improve the literacy and stem the unscrupulous attacks on military personnel and their families which degrade readiness and combat effectiveness. DOD contracts with Ceredian/MilitaryOneSource and HealthNet/MHNGS to provide the training and counseling required by law. The National Guard utilizes FMAP to provide consumer awareness to fulfill the statutory mandate in conjunction with those DOD contracted services. The Guard executes this important function using an internet web portal (JSS), blast electronic mail to personal financial counselors in each state and territory, webinars with personal financial counselors, and a marketing campaign at trade shows and in relevant periodicals to convey resources and messages to improve awareness. Office POC: National Guard Family Program Division</p>

1-3. 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.), Life Skills Training and Education, Family Readiness Program Training, Prevention and Relationship Enhancement Program (PREP), and Chaplains Religious Enrichment Development Operation (CREDO). Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-0296.</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; Marine and Family Readiness and Deployment Support; and Volunteer Management. Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-0296.</p>
Combat Operational Stress Control	<p>COSC focuses on leadership-based prevention and intervention strategies and tools to enhance force preservation, mission readiness, and the long-term health and well-being of the Marine and their families. Major COSC activities include:</p>

Resource	Description
	<ul style="list-style-type: none"> • Marine Operational Stress Training (MOST): Informs all Marines and families of appropriate COSC issues before, during, and after deployment. • Families Overcoming Under Stress (FOCUS): Brief training for families of Marines with injuries or multiple deployments, to improve family communication and function. • Operational Stress Control and Readiness (OSCAR): Trains teams of leaders, Marines, medical and religious ministry personnel within each battalion-sized unit to recognize and assist Marines impacted by combat and operational stress problems as early as possible. OSCAR also embeds mental health assets into infantry divisions and regiments throughout the deployment cycle. • USMC Mental Health Summits: Brings together subject matter experts and Marine Corps leaders to determine the way ahead for COSC and other behavioral health programs affecting Marines and family members • Behavioral Health Information Network (BHIN): Web-based free clearinghouse for the latest printed and electronic information and other resources available to Marines and their families concerning behavioral health. • Behavioral Health Surveillance System: Identifies and reports actionable information to assist prevention and intervention efforts with Marines and their families. • Outreach to other Services and activities: COSC regularly presents and receives program information to other Services and organizations regarding potential best practices. <p>Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-0296.</p>
Suicide Prevention Program	<p>The Marine Corps suicide prevention program promotes a leadership-based approach to reducing suicide attempts and deaths by giving Marines and their loved ones the necessary tools to improve resiliency, recognize signs of stress, and fight the stigma associated with seeking behavioral healthcare. The program engages every member of its community by empowering Marines, families and leaders at all levels with the tools required to combat the preventable loss of life. 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 refreshing and expanding training materials. Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-9501</p>
DSTRESS Line	<p>The Marine Corps Suicide Prevention Program is building the DSTRESS Line to support the MCCS Behavioral Health Branch. The DSTRESS Line pilot program began on 15 August 2010, staffed by veteran Marines. The target audience is all current Marines, veteran Marines, their families and loved ones. The “By Marine-For Marine” call center is designed to assist with problems at an early stage. The anonymous service is available in the western U.S. and Hawaii. HQMC plans to expand the DSTRESS line to global capacity during early 2011.</p>

Resource	Description
	Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-9501”
Substance Abuse Prevention Program	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: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Family Advocacy Program	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 general counseling services, victim advocacy services, prevention services (parenting education, couples conflict management) and New Parent Support Program and Victim Advocacy Program. The program also sponsors two campaigns annually – the April Child Abuse Prevention Month Campaign and the October Domestic Violence Awareness Month Campaign. Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Sexual Assault Prevention and Response	The Sexual Assault Prevention and Response Program promotes training, builds awareness and provides advocacy and supportive services for victims of sexual assault. Our goal is to reduce, if not eliminate, the occurrence of sexual assaults in the Marine Corps by utilizing education and implementing effective policies and program support to commands. SAPR is a victim-centered program that focuses on response and offender accountability. Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Transition Assistance Program	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: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Relocation Assistance Program	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 workshops to reduce the stress related to frequent relocations.

Resource	Description
	Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Personal Financial Management Program	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: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Family Member Employment Assistance Program	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: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Tuition Assistance Program	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: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Education Center Programs	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: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Marine Corps Community Services Library Program	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: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Child Development Program (Child Care; School Age Care. Family Child Care, Resource and Referral)	Provide quality, affordable care for ages 6 weeks to 12 years in a variety of settings on and off the installation and are designed to assist families in meeting their child care needs. Activities are provided in Child Development Centers, Family Child Care, and School Age Care Programs to provide age appropriate activities that meet the social and emotional needs of children. Eligible families not living near and Installations can participate in civilian community programs such as Military Child Care in Your Neighborhood and Boys and Girls Clubs of America. Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.

Resource	Description
Youth Program and Teen Program	<p>A variety of age appropriate activities and opportunities designed for youth and teens are provided in the area of sports, fitness, recreation, arts, education, career development, health and life skills, character and leadership development. These activities are designed to meet the interests and skills of youth ages 12 to 18. The programs provide healthy, safe environments for youth to participant in programs and develop life skills. Office POC Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-0296.</p>
Exceptional Family Member Program	<p>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.</p> <p>Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-0296.</p>
School Liaison Program	<p>USMC School Liaisons mobilize and use community resources to reduce the impact of the military lifestyle on military school-age children and families by implementing support services and providing Resource and Referral assistance as needed. School Liaisons appointed throughout 2008, engage families and educational providers in a successful effort to support USMC families. School Liaisons are highly visible energetic organizational assets who provide on-going training and support to both LEAs (school districts) and families. MC School Liaisons actively liaison with more than 80 school districts surrounding major Marine Corp Installations increasing awareness of the military school-age child and providing professional development programs for teachers, counselors and administrators. School Liaisons increase district requests for and utilization of Impact Aid by providing information and guidance. Over \$10M in grants to school districts surrounding major Marine Corps Installations have been obtained. 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.</p> <p>Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-0296.</p>
Casualty Affairs and	The Casualty Affairs program provides notification to next of kin in the case

Resource	Description
Long Term Care	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: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.
Semper Fit and Community Support Programs	<p>Semper Fit Programs include Health Promotion, Fitness, Sports and Athletics, and Recreation and Deployment Support (comprised of the Single Marine Program, Community Recreation, Recreation Inclusion, Aquatics, Unit Recreation, Deployment Support, Outdoor Recreation, Lakes and Beaches, Marinas and Boating, Arts and Crafts, Performing Arts, ITT, Golf, Bowling, Auto Skills and Special Events. Semper Fit and Recreation programs and services:</p> <ul style="list-style-type: none"> • Promote healthy lifestyles and active living • Teach basic skills that lead to lifetime pursuits • Provide opportunities that allow Marines and Families to connect to their community • Provide customer/unit driven programs and services • Ensure quality MWR support for deployed Marines world-wide • Increase non facility based programming • Mitigates risky behavior • Increases productivity, reduced medical costs, and impacts the resiliency of our military community. <p>Office POC: Morale, Welfare, Recreation and Business Operations Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-3806”</p>
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: Morale, Welfare, Recreation and Business Operations Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-3806”
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: Morale, Welfare, Recreation and Business Operations Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-3806”
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: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org , 703-784-0296.

Resource	Description
Deployment Support and Communications	<p>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. MCCS Marines are being trained prior to deployments in the areas of MWR (fitness, communication, recreation) and retail operations to provide these services to Marines in deployed environments. Recreation equipment has been scaled down to accommodate austere environments such as theater-in-a-box, sports/recreation cooler kits, and electronic game (X-box) kits are available. Functional fitness equipment is available for units to provide fitness capabilities where establishing facilities is not feasible. 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 provides Marines with an opportunity to connect with their families, but also provides a recreation outlet at these austere and remote locations. Office POC: Morale, Welfare, Recreation and Business Operations Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-3806</p>
Information and Referral Program	<p>Information for both on and off base community resources, eligibility requirements, points of contact, and current telephone numbers and addresses. Office POC: Marine and Family Programs Division, HQMC, Quantico VA. www.usmc-mccs.org, 703-784-0296.</p>
The Marine Corps Wounded Warrior Regiment (WWR)	<p>provides facilitates and assistance to Wounded, Ill, and Injured (WII) 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>-Recovery Coordination Program (RCP)/Recovery Care Coordinators (RCCs). 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</p>

Resource	Description
	<p>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>-Family Readiness Support Staff. 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>-Wounded Warrior Battalion Detachments. Wounded Warrior Battalion East and West have Marine detachments in place at Military Treatment 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. Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p>-WWR’s Sergeant Merlin German Wounded Warrior Call Center. 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. Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p>

Resource	Description
	<p>-FOCUS (Families OverComing Under Stress). 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. Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p>-Military Family Link. 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 resilience. Office POC: Sgt Merlin German Wounded Warrior Call Center, 1-877-487-6299</p> <p>-Navy Marine Corps Relief Society Visiting Nurse Combat Casualty Assistance (CCA) Program. 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>-Keeping It All Together (KIAT) Resource Notebook. 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>

Resource	Description
	<p>-Disability Evaluation System Pilot Pocket Guide. 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>

1-4. 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. Office POC: Navy Fleet and Family Support Program</p>
Navy-Marine Corps Relief Society	<p>The Society has a Visiting Nurse Program staffed with Registered Nurses (RNs) at many of its full service offices. The primary function of the Visiting Nurse is to provide health education and information about health-related resources. Office POC: Navy and Marine Corps Relief Society Office</p>
Sexual Assault Prevention and Response (SAPR) Program	<p>Reinforces Navy's commitment to eliminate incidents of sexual assault through a comprehensive program that centers on awareness, prevention education, and victim advocacy. Navy policy promotes sensitive care and confidential reporting options for victims of sexual assault and accountability for those who commit these crimes. Restricted reporting allows 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 Service members to maintain their anonymity. 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>

Resource	Description
	Office POC: Navy Fleet and Family Support Program
Fleet and Family Support Program Emergency Response Program	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. Office POC: Navy Fleet and Family Support Program
Navy Exceptional Family Member Program	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. Fleet and Family Support Center EFMP Liaisons provide families with special needs information and systems navigation. Office POC: Office of the Chief of Naval Operations (N135)
Navy Family Accountability and Assessment System	A standardized method for the Navy to account, assess, monitor, and manage the well being and recovery process for personnel and their families 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	This is 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.

Resource	Description
	Office POC: Navy Fleet and Family Support Program
Career Options and Navy Skills Evaluation Program	<p>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.</p> <p>Office POC: Navy Fleet and Family Support Program</p>
Naval Special Warfare Resiliency Enterprise	<p>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.</p> <p>Office POC: Naval Special Warfare Command</p>
New Parent Home Visitation Program	<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. Designed to strengthen parents' knowledge and skills, the program enables them to provide environments where their children can thrive. The program also seeks to 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 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>
Deployment Support and Return and Reunion Program	<p>The Navy's Operational Stress Control Program has been integrated into all Fleet and Family Support Program trainings and briefs to heighten command awareness regarding reintegration challenges. This model normalizes stress responses by and provides Commands, Sailors, and family members the tools necessary to assist returning warriors with the reintegration process.</p>

Resource	Description
	<p>Return and Reunion 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>Life Skills prevention education provides training to balance well-being and psychological health of the family. Courses include stress and anger management, communication skills and parent education.</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>
Children and Youth Programs	<p>Navy Child and Youth Programs (CYP) provide developmental child care and youth recreational programs and services for eligible children and youth ages 4 weeks to 18 years of age. Programs and services are specifically designed and operated to meet the unique needs of the military mission and Service members and their families.</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> <p>Office POC: Naval Expeditionary Combat Command</p>
The Navy Morale, Welfare and Recreation	<p>Provides active-duty, reserve and retired Navy personnel and their families with sports and physical fitness activities, and a variety of food and beverage services. Our mission is to provide quality support and recreational services that contribute to the retention, readiness, mental, physical, and emotional well-being of our Sailors.</p>
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 Sailor 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,</p>

Resource	Description
	as TRICARE beneficiaries. Recipients will also have commissary and exchange privileges during this period. Office POC: Navy Fleet and Family Support Program
Transition Assistance Program	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 USN culture and be built around three tiers of education, training, and employment. Office POC: Navy Fleet and Family Support Program
Relocation Assistance Program	Provides assistance to Sailors 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 workshops to reduce the stress related to frequent relocations. Office POC: Navy Fleet and Family Support Program
Information and Referral Program	Information for both on and off base community resources, eligibility requirements, points of contact, and current telephone numbers and addresses. Office POC: Navy Fleet and Family Support Program

1-5. The United States Air Force

Resource	Description
Emergency Family Assistance Control Centers (E-FACC) and Crisis Response	At the request of the commander, Airman & Family Readiness Centers set up and serve as a staging area where families can obtain disaster relief/contingency information and services. Office POC: Air Force Services
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: Air Force Services
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 Air Force Services
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

Resource	Description
	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 & Family Readiness Center Services	Center services at all active duty installations are available to Air Guard and Air Reserve regardless of activated status as well as to active duty military and families. Services include personal financial education consultation, spouse employment assistance, transition assistance, personal and family life education, and crisis assistance. Office POC: Air Force Services
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 forty-one locations in twenty-nine states 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
Behavioral Health Optimization Project	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. Office POC: Air Force Medical Services
Deployment Support Process	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. Office POC: Manpower and Reserve Affairs/ Surgeon General/ Air Force Services
Extended Duty Child Care	Free child care when parental workloads increase during nights, weekends, and unusual shifts, as well as for mandatory deployment meetings and medical appointments as well as 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

Resource	Description
	<p>members. 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>
<p>Family Advocacy Program</p>	<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>
<p>Family Advocacy Strengths-Based Therapy</p>	<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>
<p>New Parent Support Program</p>	<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 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.</p> <p>Office POC: Air Force Family Advocacy Program</p>
<p>Family Liaison Officer</p>	<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.</p> <p>Office POC: Air Force Services</p>
<p>Give Parents a Break</p>	<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.</p> <p>Office POC: Air Force Services/Air Force Aid Society</p>
<p>Heart Link Spouse Orientation Program</p>	<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.</p> <p>Office POC: Air Force Services/ Air Force Aid Society</p>
<p>Key Spouse Program</p>	<p>A partnership between Key Spouse volunteers in a unit, organizational leadership, and the Airman & Family Readiness Center, the program provides a framework for stability and support, especially for the families of</p>

Resource	Description
	<p>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: Air Force Services</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) supports military families who have members with special needs. EFMP Services include a variety of personnel, medical, and family support functions. The Exceptional Family Member Program - Family Support (EFMP-FS) provides the e community support services through the Airman & Family Readiness Centers (A&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 integrated approach of enrollment & health care assistance, assignment coordination, and family support services provide the optimal support AF members and their families strengthens their overall family resiliency, while maintaining mission readiness. POC: Air Force Services</p>
Military Child Education/School Liaison Officer Services	<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; , all Air Force installations have civilian schools liaison officers to provide information and referral to parents on local educational options including public schools, charter schools, private schools, and home schooling. In addition, the full time professional staff members assist parents 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. POC: Air Force Services</p>
Personal and Work Life Education Services	<p>Personal and Work Life Education Services include prevention/enrichment education, and skill building for individuals, couples, and families; offerings focus on assisting development or improvement of interpersonal competencies, including communication, stress management and resilience, especially during the deployment cycle and other separations.</p>

Resource	Description
	POC Air Force Services
Caring for People Forum	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
Family Readiness and Resiliency programs	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. POC Air Force Services
Air Force Supplemental Child Care Program (SCC)	The Air Force SCC augments a member's existing child care arrangement by 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. Office POC: Air Force Services
Live, Work, and Play	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. Office POC: Air Force Services
Child Care Support for Fallen Warriors	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. Office POC: Air Force Services
Hearts Apart Program	The Hearts Apart Program is offered through the Airman & 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.

Resource	Description
	Office POC: Air Force Services
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 & Family Readiness Center (A&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&FRC and its programs.</p> <p>Office POC: Air Force Aid Society and Air Force Services</p>
Phone Home Programs	<p>Phone Home Programs allow Active Duty Air Force members of all ranks, 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 Air Force Services</p>
Child Care for PCS Program	<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>
Air Force Services Child and Youth	<p>Air Force Services Child and Youth Programs provide child care for children aged 6 weeks to 12 years, and a variety of youth programs for children aged 5 – 18 years. We partner with the 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>
Air Force Mission Youth Outreach	<p>Air Force Mission Youth Outreach is a partnership between Air Force Services and the Boys and Girls Clubs of America that provides support for active 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>

Resource	Description
	Office POC: Air Force Services
FITFAMILY	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. Air Force FitFamily will help families and children develop lifelong healthy habits. POC Office is Air Force Services
FITFACTOR	Air Force FitFactor encourages physical activity and healthy eating selections for youth between the ages of 6-18 years old. The Air Force 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: Air Force Services
AIR FORCE CAMPS	<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 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	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 special recognition ceremony and participate in the Air Force Teen Forum. Office POC: Air Force Services

2. Office of the Secretary of Defense

2-1. Office of the Assistant Secretary of Defense (Health Affairs)

2-1-1. 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>SOS Signs of Suicide Prevention Program is a program of Military Pathways[®] and is designed for middle and high school students. The program is available to military children in the U.S. and overseas through DoDEA and Military Impacted Schools (20% DoD students). SOS is a nationally recognized, easily implemented program that teaches students how to identify the symptoms of depression and suicidality in themselves or their friends, and encourages help-seeking through the use of the ACT[®] technique (Acknowledge, Care and Tell). The SOS program is the only school-based suicide prevention program selected by SAMHSA for its National Registry of Evidence-Based Programs and Practices that addresses suicide risk and depression, while addressing suicide attempts. In a randomized control study, the SOS program showed a reduction in self-reported suicide attempts by 40%. The programs include educational videos and discussion guides, screening forms for students, a training video for staff, parent information, education materials and promotional items</p> <p>Additionally, Military Pathways offers the Family Resiliency Program, which provides materials to help family groups and individuals address their emotional needs early on, before a problem becomes serious. The materials were created to enhance the mental health status of the entire military family and include such topics as the stress of deployment, building resiliency, reconnecting with children and how and when to access help. Kits of materials are available for individuals or for groups such as FRG's and include A Different Kind of Courage DVD, workbooks, guides, etc.</p>

Resource	Description
	Website: http://www.militarymentalhealth.org/Welcome.aspx
Deployment Health Library	This library provides Service members, families, leaders, Health Care providers, and veterans an easy way to find deployment health and family readiness information. Within this library you'll find access to fact sheets, guides, and other products on a wide variety of topics published by the services and organizations that serve you. You'll also find additional web links to other organizations and resources devoted to the health and well-being of the Service member and their family. Website: http://deploymenthealthlibrary.fhp.osd.mil/

2-1-2. TRICARE Management Agency

Resource	Description
TRICARE Assistance Program (TRIAP) Demonstration	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.

2-1-3. Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury

Resource	Description
DCoE Webinars.	<p>The Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE) recently completed its first year of monthly webinars: http://www.dcoe.health.mil/Events/MonthlyWebinars.aspx, a promotional and informational series that offers resources, speaker presentations, best practices from government and non-government organizations, and the opportunity to dialogue with experts in areas of psychological health and traumatic brain injury.</p> <p>The 2011 DCoE Webinar schedule (http://bit.ly/hJdrJ7) includes topics ranging from technical and research-focused subjects (like indirect neurotrauma and neuropathophysiology of mild traumatic brain injury) to personal and emotional subjects (like compassion fatigue and holidays away from families). The webinar topics are as varied as the issues and topics that DCoE focuses on in support of Service members, veterans and their families. These webinars are open to the general public.</p>
The Real Warriors Campaign.	<p>The Real Warriors Campaign is an initiative launched by the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury (DCoE) to promote the process of building resilience, facilitating recovery and supporting reintegration of returning service members, veterans and their families.</p> <p>The Real Warriors Campaign combats the stigma associated with seeking psychological health care and treatment and encourages service members</p>

Resource	Description
	to increase their awareness and use of these resources. To reach the broadest audience possible, the campaign features a variety of strategies including outreach and partnerships, print materials, media outreach, an interactive Web site and social media. The campaign features stories of real service members who have sought treatment and are continuing to maintain successful military or civilian careers.
Afterdeployment.org (AD).	Afterdeployment.org (AD) offers modularized content across a spectrum of post-deployment conditions (combat stress and triggers; conflict at work; re-connecting with family and friends; depression; anger; sleep problems; substance abuse; stress management; kids and deployment; spiritual guidance; living with physical injuries; health and wellness). The site has sections specifically for Service members, veterans, families, and providers. The Website provides an interactive self-care solution; users can take assessments, view video-based testimonials, and access narrator-guided workshops. Accessing online resources from the comfort of one’s home eliminates concerns about stigma associated with in-person care.
The DCoE Outreach Center	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; send an e-mail inquiry to resources@dcoeoutreach.org ; or by chat at http://www.realwarriors.net or http://www.dcoe.health.mil or http://afterdeployment.org . The Outreach Center provides valuable tools, tips, and resources. It is staffed by mental 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.
The inTransition Program.	<p>The inTransition Program is a collaboration between the Departments of Defense and Veterans Affairs to bridge the potential gaps in behavioral health support during transitional periods – gaps that can lead to Service members’ disengagement from treatment or deterioration of their health status. The program provides a personal coach who will support the Service member through the transitional period and help identify community resources.</p> <p>Enrollment into the program can be initiated by the Service member or through referral from a Service member’s current provider or case manager. Coaches are licensed masters or doctoral level mental health professional who have received training in motivational interviewing and coaching techniques.</p>
DCoE Component Centers of Excellence	Through its website, CDP provides web-based training along with webinars and podcasts for helping professionals working with Service members and their families. The website also highlights the latest research pertaining to

Resource	Description
	<p>deployment related mental health issues and links to additional educational resources. In addition, the website offers a “Providers only” area for clinicians who have attended a training through the CDP. This arena provides an opportunity for clinicians to receive consultation from CDP experts on treatment of PTSD and Insomnia and also a chance to collaborate with their peers around the world on treatment issues. The website’s Blog, “CDP Perspectives” is designed to update providers on recommended reading, new research, and areas of interest from CDP staff.</p>
<p>Defense and Veterans Brain Injury Center (DVBIC) (www.dvbic.org)</p>	<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"> • Develops and provides advanced TBI-specific evaluation, treatment and follow-up care for all military personnel, their dependents and veterans with brain injury. • Conducts clinical research that defines optimal care and treatment for individuals with TBI. • Develops and delivers effective educational materials for the prevention, treatment of TBI and management of its long-term effects
<p>Deployment Health Clinical Center (DHCC) (www.pdhealth.mil)</p>	<p>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 http://www.pdhealth.mil/family.asp, 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.</p> <p>DHCC’s “Kids Page” is an interactive site with military and health-related information, games, and videos. The DHCC “Family and Friends Page” contains information on coping with deployment and links to healthcare and support services. The “Healthcare and Support Services Section” contains information on Service member and family support services available from the military, VA, and the private sector.</p>
<p>National Center for Telehealth and Technology (www.t2health.org) (T2)</p>	<p>NICoE is a DCoE Component Center. It is designed to provide the most advanced services for advanced diagnostics, initial treatment plan and family education, introduction to therapeutic modalities, referral and reintegration support for military personnel and veterans with mTBI, Post Traumatic Stress Disorder, and/or complex psychological health issues. Further, the NICoE conducts research, tests new protocols and provides comprehensive training and education to patients, providers and families while maintaining ongoing telehealth follow-up care across the country and throughout the world.</p>

2-1-4. 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>
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"> • The Deployment Experience 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. • Trauma and Resilience 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. • Care for Severely Injured Service Members 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

Resource	Description
	<p>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.</p> <ul style="list-style-type: none"> • Families and Deployment <p>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.</p>

2-2. 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 was 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.</p> <p>Key to the YRRP approach is bringing military members and their families together prior to, during , and approximately 30-, 60-, and 90-days following deployment to learn about resources, benefits, and warning flags during the deployment cycle.</p> <p>The YRRP program is organized with a Center For Excellence (CfE) that serves as a collection point for lessons learned and a clearing house of information and best practices.</p> <p>The Yellow Ribbon Program has established outreach services that provide regional coordinators that facilitate Yellow Ribbon event coordination for all of the Services. Additionally, the outreach program has developed a cadre of speakers that provides high quality speakers to Yellow Ribbon Events nationwide.</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 oversee programs held to meet the intent and requirement of the legislation. The DoD YRRP facilitates access to support services for</p>

Resource	Description
	<p>commanders, Service members and their Families as close as possible to the Service member's residence.</p> <p>Commanders or their representatives can contact the DoD YRRP staff by e-mail at YRRP@osd.mil 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>
Employer Support of the Guard and Reserve (ESGR)	<p>A Department of Defense agency, established in 1972, that develops and promotes a culture in which all American employers support and value the military service of their employees. ESGR is the principal advocate within DoD. ESGR will develop and promote employer support for Guard and Reserve service by advocating relevant initiatives, recognizing outstanding support, increasing awareness of applicable laws, and resolving conflict between employers and service members.</p> <p>ESGR top priorities include:</p> <ul style="list-style-type: none"> • Establishment of the "Employment Initiative Program" where ESGR will collaborate with other Federal Agencies to enhance the employment process and serve as an effective resource for service members and employers. With the ultimate goal of obtaining increased civilian employment opportunities for service members and their families. • Inform and educate Reserve component service members and their civilian employers regarding their rights and responsibilities under the Uniformed Services Employment and Reemployment Rights Act (USERRA). Statutory authority for USERRA resides with the Department of Labor, and ESGR serves as a free resource to employers and service members. ESGR maintains a neutral position during mediation using its 650 trained volunteer Ombudsmen located throughout the nation. • Recognize and applaud supportive civilian employers who practice personnel policies that support employee participation in the Guard and Reserve using its robust Recognition and Outreach Programs. <p>ESGR is comprised of more than 4,700 volunteers in 54 ESGR State Committees located across all 50 states, the District of Columbia, Guam, the U.S. Virgin Islands and Puerto Rico. ESGR Headquarters, located in Arlington, Virginia utilizes its vast and robust network of volunteers to engage with civilian employers to assist and promote a positive relationship between service members and their civilian employers.</p> <p>Employment Initiative Program (EIP)</p> <p>Expanding on its mission to gain and maintain support of the employer, ESGR is focusing on assisting in the identification and coordination of</p>

Resource	Description
	<p>employment opportunities for service members and their families through the Employment Initiative Program. The EIP is an outgrowth of Outreach Programs already taking place, with a focus on employment. EIP is a comprehensive multiple agency program connecting employers with the talented pool of service members and spouses, with the intent of facilitating meaningful employment opportunities. This initiative leverages the existing work of federal agencies and groups that already have an employment piece as part of their mission. ESGR will collaborate, facilitate and support these existing programs and carve out an integral role utilizing its links to existing employers and communities. This important ESGR employment network not only corresponds to the current economic realities but ties in with President Obama's Veteran Employment Initiative and ESGR's five-year Strategic Plan. Additionally, the greater network builds upon both the successful pilots and other employment initiatives that ESGR initiated beginning in 2009.</p> <p>In 2011 and beyond, ESGR will continue to Advocate, Recognize, Inform, and Mediate. These four mission areas drive how ESGR engages with employers, service members and family members. As the principal advocate with DoD, ESGR stands ready to engage in any issue that can enhance the military service of Guard and Reserve service members and promote the security of this nation.</p>

2-3. Office of the Deputy Assistant 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 (www.militaryonesource.com) 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>

Resource	Description
	POC: Military OneSource at 1-800-342-9647 Website: www.militaryonesource.com
Casualty Assistance	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. Office POC: Military Community and Family Policy
Exceptional Family Member Program (EFMP)	The Exceptional Family Member Program (EFMP) involves three distinct but interrelated components: medical/educational, personnel, and family support as well as two very important functions: assignment coordination and community support. The assignment coordination process identifies family members with special medical or educational needs and documents the services they require so that their needs will be considered when military members are being assigned to a new location. The community/family support function makes available case managers to provide individualized support for military families with special needs in their local communities. Office POC: Office of Community Support for Military Families with Special Needs (OSN)
Military HOMEFRONT	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. Office POC: Office of Communications
Military INSTALLATIONS/Plan My Move	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. Office POC: Office of Communications
Relocation Assistance Program	Program elements include automated relocation information system, sponsorship training, loan closets, one-on-one counseling performed on

Resource	Description
	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. Office POC: Office of Communications
Enforcement of the Predatory Lending Regulation	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. Office POC: Defense State Liaison Office
Interstate Compact on Educational Opportunity for Military Children	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. Officer POC: Defense State Liaison Office
Baby Signs	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. Office POC: Family Policy/Children and Youth
Child Development Programs	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 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

Resource	Description
	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 connections with family and friends. TroopTube also serves as a source of emotional support. Office POC: Office of Family Policy / Children and Youth
Outreach to Active Duty, Guard, and Reserve	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 & Recreation Policy Office
Voluntary Education	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

Resource	Description
	<p>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>
Armed Services Exchange Program	<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 & NAF Policy</p>
Commissary Program	<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 & NAF Policy</p>
Adaptive Sports and Recreation Program	<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>
Crisis Intervention Team Program	<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>
Department of Defense Education Activity Summer Counseling Program	<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. Office POC: Department of Defense Education Activity</p>
Department of Defense Education Activity Summer Enrichment Program	<p>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</p>
Grade Speed Program	<p>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</p>
Healthy Parenting Initiative	<p>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</p>

Resource	Description
	<p>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.</p> <p>Office POC: Family Advocacy Program Office</p>
<p>Joint Family Support Assistance Program (JFSAP)</p>	<p>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.</p> <p>Office POC: Joint Family Resource Center</p>
<p>Personal Financial Counselors</p>	<p>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.</p> <p>Office POC: Office of Personal Finance</p> <p>Resource: Office of Family Policy / Children and Youth (Joint Family Resource Center), 1-888-256-9920</p>
<p>Learning Resources Centers</p>	<p>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 OneSource and from the Services' library portals.</p> <p>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 & Reserves Institute (GRI) 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.</i></p>
<p>Military Spouse My Career Advancement</p>	<p>Provide self-managed education funding accounts that enable spouses of Service members on active duty to gain the skills needed to successfully</p>

Resource	Description
Account (MyCAA) Program	enter, navigate, and advance in portable careers. Office POC: Office of Family Policy / Children and Youth
Family Advocacy Program (FAP)	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&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
New Parent Support Program (NPSP)	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&FP FAP office provides oversight and funding for the Services' FAPs to conduct their New Parent Support Programs. Office POC: Family Advocacy Program Office
Shaken Baby Syndrome Prevention Initiative	Toolkits include educational and prevention materials that inform parents 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. Office POC: Family Advocacy Program Office
Wounded Warrior Resource Center	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. POC: Military OneSource, 1-800-342-9647

2-4. Office of the Deputy Under Secretary of Defense for Wounded Warrior Care and Transition Policy (WWCTP)

Resource	Description
Transition Assistance Program (TAP)	<p>TAP was congressionally mandated in 1991 (under Public Law 101-510 and codified in Title 10, U.S. Code, Chapter 58), to ease the passage of military personnel from active duty service to the civilian sector. TAP is co-sponsored and implemented by the Department of Defense, the Military Services, the Department of Labor (DOL), Department of Veterans Affairs (VA) and the Department of Homeland Security.</p> <p>The objective of TAP is to deliver an extensive array of Services and benefits information that equips separating Service members with the knowledge, skills and tools to make informed decisions regarding their future career options which could mean remaining in or leaving the military Service. Service members are required by statute to complete pre-separation counseling no later than 90 days prior to separation but are advised to start the process 12 months before separation, or 24 months before retirement, and are encouraged to participate in the voluntary TAP components (VA Benefits Briefing, Disabled Transition Assistance Program (DTAP) and DOL's TAP employment workshop).</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 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"> • 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: http://www.TurboTAP.org. • Department of Veterans Affairs (VA) Veterans Benefits Briefings – These briefings address education and training, VA healthcare, home loans, life insurance, vocational rehabilitation and employment, disability benefits, burial benefits, and dependents' and survivors' benefits responsibility. • 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. • Department of Labor TAP Employment Workshops - Service members

Resource	Description
	<p>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.</p> <p>To strengthen TAP and reinforce its value to Service members and their families, the Department is committed to moving TAP from a traditional event-driven approach to a modern, innovative lifecycle approach. The Department is working to implement this strategic plan which focuses on information technology, strategic communications, and resources and performance management. The end-state for the TAP overhaul will be a population of Service members who have the knowledge, skills, and abilities to empower them to make informed career decisions, be competitive in the global work force and become positive contributors to their community as they transition from military to civilian life.</p> <p>Recent TAP-related initiatives include the following:</p> <ul style="list-style-type: none"> • TAP policy guidance is being rewritten to ensure its relevance to National Guard/Reserve and wounded, ill, and injured Service members. The new DoD Instruction is in informal Personnel and Readiness (P&R) coordination. • The Department launched a social networking platform (Facebook) in November 2009 as part of the strategic communications outreach to Service members and have over 3,200 “friends” monitoring this site. • The Department’s Office of Wounded Warrior Care and Transition Policy (WWCTP) conducted four joint Service TAP roundtable events (Jacksonville FL; Honolulu HI; Naples, Italy; and Ramstein, Germany) to address the integration of TAP Services with demobilizing National Guard, Reserves, and Family members; the integration of TAP Services with wounded, ill, and injured Service members; and to determine the challenges of delivering TAP Services. • The Department launched the DoD Career Decision Toolkit in August 2010. The Toolkit was developed in collaboration with the Department of Veterans Affairs and Department of Labor to help simplify the learning curve involved and empower transitioning Service members with the information, tools, and resources they need to succeed in the next phase of their lives. The toolkit uses the latest technology to consolidate the very best teaching materials from all the Service branches and provides thousands of on-demand resources to Service members. It is interactive, simple to use and portable. • The Department has played a supporting role with the Office of Personnel Management’ on the initiative to increase hiring veterans in all federal agencies. This is now recognized as President Obama’s Veterans Employment Initiative that directs all Executive Agencies to increase veteran employment. TAP is one of the programs we will use to educate and inform Service members about federal Service career opportunities.

APPENDIX B: List of Abbreviations

AAFES – Army and Air Force Exchange Services
ACSI – American Customer Satisfaction Index
ARRA – American Reinvestment and Recovery Act
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
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
JFSAP – Joint Family Support Assistance Program
TPCC – Transition Policy and Care Coordination
McREL – Mid-continent Regional Educational Laboratory
MCX – Marine Corps Exchange
MFLC – Military and Family Life Consultant
MFLP – Military Family Life Project
MOS – Military OneSource
MTF – Military Treatment Facility
MWR – Morale, Welfare, and Recreation
NDAA – National Defense Authorization Act
NIFA – National Institute of Food and Agriculture
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
ODASD (MC&FP) – Office of the Deputy Assistant Secretary of Defense for Military Community and Family Policy
OSN – Office of Community Support for Military Families with Special Needs
OIF – Operation Iraqi Freedom
OEF – Operation Enduring Freedom
PCS – Permanent Change of Station
PCMH – Patient Centered Medical Home

PTR – Pupil-to-Teacher
RCC – Recovery Care Coordinators
RCP – Recovery Care Program
RCP-SS – Recovery Care Program Support Solution
ROI – Return on Investment
SAT – Scholastic Aptitude Test
USC – United States Code
USDA – United States Department of Agriculture
VA – Department of Veteran Affairs
ODASD (WWCTP) – Office of the Deputy Assistant Secretary of Defense for Wounded
Warrior Care and Transition Policy
YRRP – Yellow Ribbon Reintegration Program