

# FLEET AND FAMILY READINESS PROGRAMS

## 2025 Strategic Plan



# A Letter to Our Stakeholders from the Fleet and Family Readiness Director (N9)

It is with great pride that I share our 2025 strategic plan, a roadmap designed to guide our efforts in supporting the Navy's mission and the Sailors, families and civilians who serve alongside it. Our focus remains on improving Navy FFR Programs for Sailors and their families, which is fundamental to Navy readiness. At the heart of this vision are three critical goals that will drive our efforts over the coming years:

- 1. Improve Barracks Conditions.** By 2027, eliminate all unaccompanied housing (UH) barracks that do not meet condition standards, ensuring Sailors have a safe and comfortable environment in which to live.
- 2. Zero Child Development Center (CDC) Waitlist.** By 2027, the CDC waitlist will be eliminated, reflecting our commitment to supporting Navy families.
- 3. Reduce Destructive Behaviors.** By the end of CY25, we will achieve a 10% reduction in destructive behaviors, prioritizing well-being and resilience across the force.

Each of these goals reflects our commitment to addressing the most pressing needs of our Navy community.

**Improved Barracks Conditions:** The quality of unaccompanied housing directly impacts Sailors' well-being and readiness. Through targeted investments, renovations and workforce optimization, we will ensure that no barracks are rated as poor or failing. Initiatives such as the Virtual Single Sailor Program (VSSP) are already enhancing the barracks experience, offering virtual engagement opportunities and improving connectivity through free or subsidized Wi-Fi. These efforts are part of a broader strategy to forge communities of excellence within Navy housing.

**Zero CDC Waitlist:** Access to reliable and high-quality child care is a cornerstone of family readiness. By focusing on staffing improvements, expanding capacity through military construction (MILCON) projects, and leveraging fee assistance programs, we are addressing the challenges that contribute to the current waitlist. Our partnerships with community organizations and innovative approaches, such as contracted spaces, are critical in reaching our goal of eliminating the CDC waitlist by 2027.

**Reduction in Destructive Behaviors:** Supporting well-being and resilience is essential to our mission. Programs such as the Sailor Assistance and Intercept for Life (SAIL) Program and Virtual Clinical Counseling (VCC) are critical to reducing destructive behaviors across the force. These initiatives ensure that Sailors have access to timely, accessible support wherever they are, reinforcing our commitment to their health and safety.

These goals form the backbone of our strategic vision, with this document offering a top-level look at each N9-code's strategic plans and the initiatives driving our collective success. Through your innovation, collaboration and unwavering dedication, I am confident in our ability to meet these challenges, improve Navy FFR Programs for our Navy family, and ensure a resilient, mission-ready force. Thank you for your ongoing support and commitment to our mission.



Sincerely,

*L. Gould*  
**Leslie Gould**

Director, Navy Fleet and Family Readiness

*By prioritizing quality housing, child care access and the well-being of Sailors, we are building a stronger, more resilient Navy community, which directly contributes to warfighting effectiveness.*



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# N91

To enhance workforce management, foster innovation, drive leadership engagement, and improve business analytics, the Fleet and Family Support Program (FFSP) is focused on the following:



- 1. Develop Business Rules.** Improve efficiency, create consistency and enhance overall workforce management by standardizing personnel management business rules.
- 2. Establish Unified Marketing Plan.** Increase customer awareness of available services and ensure a more cohesive and effective customer experience. Ensure fleet awareness and maximum participation in Virtual Clinical Counseling, Sailor Assistance and Intercept for Life, and forward-deployed Work and Family Life teams.
- 3. Demonstrate Leadership.** Improve data-driven decision-making and create a workforce focused on well-being and prevention, driving the strategic growth of the program.
- 4. Optimize Data.** Leverage data systems that drive business-based actions to enhance effectiveness and efficiency.
- 5. Enhance Personnel Manning.** Support fleet readiness by reaching 100% manning for Integrated Primary Prevention Workforce and Deployed Resiliency Counselors.



**SAPR**  
To create a climate of prevention, the Sexual Assault Prevention and Response (SAPR) Program has outlined the following objectives:

- 1. Elevate Personnel Manning.** Support fleet readiness by reaching 100% manning for SAPR. Ensure correct C2 alignment of SAPR Program with commanders' intent.
- 2. Establish Quality Assurance and Training.** Create an environment for streamlined reporting of incidents, validation of service support for Sailors, and quality assurance for case management.
- 3. Codify Strategic Vision with Targeted Execution.** Align with DoD's effort to meet objective of a majority civilian workforce (exception to this is remote and isolated and afloat commands).
- 4. Market by Establishing Enthusiastic "Yes" Campaign.** Establish environment where consent is the focus. The goal is for Sailors to feel comfortable with reporting incidents while simultaneously decreasing the number of sexual assaults.



# N92

To drive customer satisfaction, enhance workforce efficiency and optimize resources for the Navy's mission, Morale, Welfare and Recreation (MWR) has outlined the following objectives:



**1. Elevate Customer Satisfaction.** In FY24, we established baseline customer satisfaction levels and are now targeting a 10% improvement by the end of FY25. N92 aims to increase customer outreach by 25% through various digital platforms.

**2. Make Programs Agile, Market-Driven.** Increase overall Single Sailor program utilization by 25% within 24 months, and improve MWR's e-commerce interface and increase online business transactions by 100% over the same period.



**3. Improve Workforce Recruitment and Retention.** Reduce the recruitment-to-onboarding time frame by 25% within 24 months and improve employee satisfaction ratings by 10% within 14 months.

**4. Optimize Resource Management.** Improve appropriated fund (APF) investment in MWR programs to 100% of Program of Record, increase MWR Category C positive cash flow by 10% within 12 months of implementing the new Business Watch policy, and enhance the management of information and business systems. Additionally, MWR plans to invest \$75 million per year in non-appropriated fund (NAF) Category B and C facilities starting in FY25.

# N93

Navy Unaccompanied Housing's "Forging Communities of Excellence" focuses on three key lines of effort:



**1. Enhance Barracks Quality.** Improve the quality of Navy barracks through targeted investments, renovations and construction, while expanding privatization in areas where it aligns with strategic goals.



**2. Ensure Consistent Service.** Strengthen customer service by enhancing workforce training, optimizing resources and ensuring proper staffing to deliver reliable support to residents.

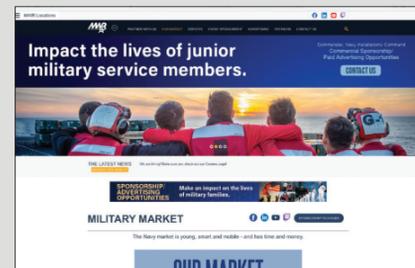
**3. Elevate Resident Experience.** Boost the Navy FFR Programs for residents by providing high-quality ancillary services and creating comfortable, welcoming living environments.

# N94

**FFR Support Services plays a key role in assisting all N9-code initiatives through finance, HR, IT, marketing, procurement, and other services. Strategic plans include:**



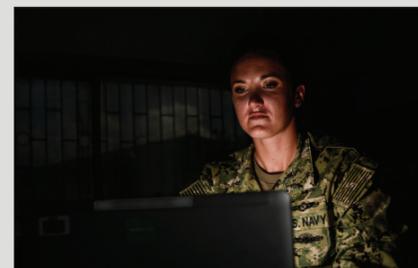
**1. Update Financial System.** Ensure Request for Proposals (RFPs) is released and vendors validated for replacement of the current financial management and analysis tool (SAP), which is reaching its end of life.



**3. Elevate Sponsorship and Marketing.** Increase sponsorship revenue by 10%. Release Chief's Guide to Navy FFR Programs and the Navy Family Framework to ensure maximum support to the fleet. Enhance training for region/installation marketing professionals on increasing sponsorship revenue and adopting the use of available digital tools in order to maximize efficiencies.



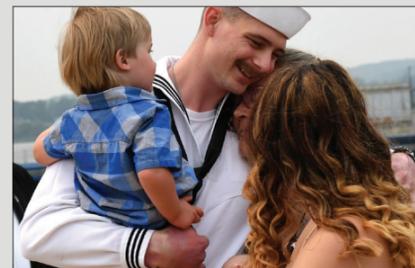
**5. Transform Human Resources.** Achieve an attrition rate of less than 20% worldwide. Align with Navy's plan to migrate the NAF workforce to the new Waypoints online learning and talent management system.



**2. Transition to Cloud-based Services.** Align to DoD's intent to migrate all NAF systems to a secure and approved cloud environment.



**4. Invest in Facilities.** Achieve 100% execution of all 2025 Board of Directors-approved capital investment projects for MWR facilities. Develop 10-year recapitalization plan for all Category B and C facilities.



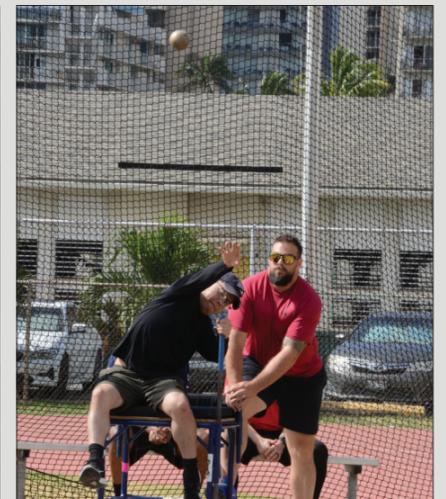
**6. Increase Spouse Employment Opportunities.** Have a focused strategy to increase spouse employment by 5% and codify spouse portability.

# N95

**To strengthen support for Sailors, families and survivors, Navy Gold Star (NGS), Navy Fisher Houses, and Navy Wounded Warrior (NWW) programs are focusing on the following initiatives:**



- 1. Increase Awareness.** Achieve 100% awareness by the fleet of N95 program offerings.
- 2. Enhance Adaptive Recreation.** Boost participation in adaptive recreation programs designed for wounded, ill and injured Sailors by 10% to support their recovery and well-being.
- 3. Provide Critical Resources.** Film and distribute new support materials for families of the fallen to educate the fleet on significant benefits available in the event of illness, injury or death.
- 4. Support Survivors.** Launch Suicide Survivor Support Groups for NGS survivors and active-duty Sailors who have lost a dependent to suicide, offering a space for connection and healing.
- 5. Expand Restorative Efforts.** Broaden the "Restoring Hope" initiative for Wounded Warrior enrollees who have experienced military sexual trauma, providing specialized support and services.
- 6. NWW Case Management.** Ensure compliance of no more than 40 cases per case manager to align with Navy objectives.



# N96

To specifically address a waitlist of just over 2,500 children, Navy Child and Youth Programs (CYP) is focused on the following:

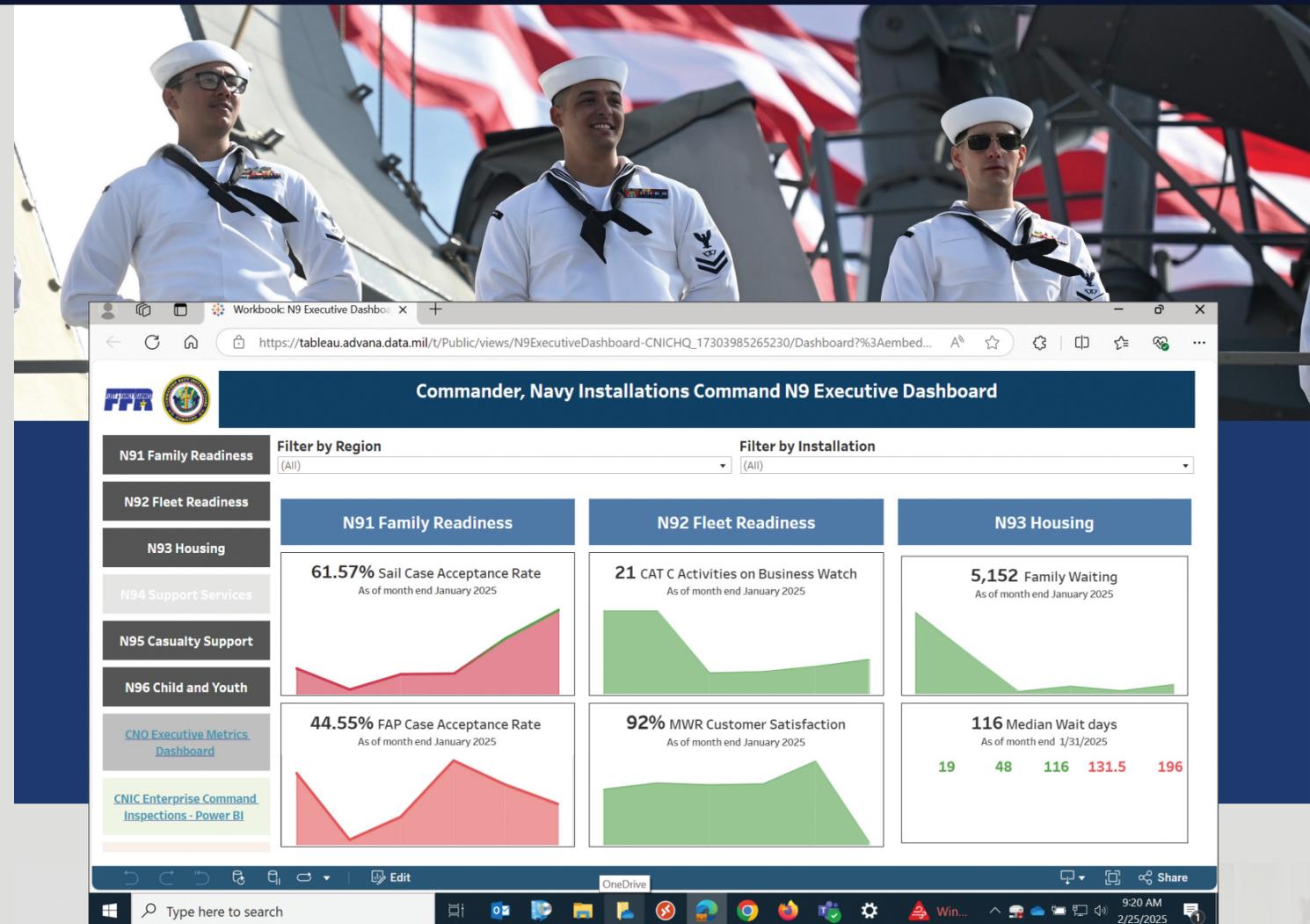


- 1. Improve Staffing Levels.** Increase CYP staffing and open more classrooms, thus reducing the waitlist and unfilled spaces, which currently are about 2,000 due to lack of staffing. FY25 goal is to reach 95% staffing across the enterprise.
- 2. Add Capacity.** Expediate the four MILCONs that will come online in FY27 to add more than 900 total spaces in Metro San Diego, Metro Norfolk and Pacific Northwest. This will add capacity and help reduce the waitlist.



- 3. Increase Number of MCCYN Spaces (Navy Fee Assistance).** Continue to aggressively add subsidized fee assistance spaces through Military Child Care in Your Neighborhood, and add additional spaces where community capacity will support. The also reduces waitlist numbers.
- 4. Expand Contracted Spaces.** Continue working with OSD to add contracted space options in Norfolk, Newport News/Hampton, and San Diego. Similar to MCCYN, this will add dedicated spaces to support DoD. This will add more than 900 child care spaces for the fleet.

# N91



To integrate resources for all N9 programs and services, as well as manage inter-disciplinary programs and projects that cross business lines, the Integration Branch will focus on the following:

- 1. Adopt Data-driven Decision-making Model.** Transition FFR decision making based on validated metrics and commanders' intent.
- 2. Remove Barriers.** Goal is to achieve a less than a 90-day turnaround on average for formally staffed packages that are required to go beyond Echelon 2.
- 3. Improve Transparencies.** Ensure 100% fleet awareness of the FFR dashboard.

## NAVY FFR VISION

Deliver dynamic, innovative and integrated programs and services that inspire and support Sailors and Navy families to thrive throughout their military life cycle.

## NAVY FFR CORE ATTRIBUTES

Service, Respect, Transparency, Accountability, Integrity, Dedication

## NAVY FFR MISSION

Fleet and Family Readiness Programs at Commander, Navy Installations Command (CNIC) is responsible for policy development, resourcing, execution, and oversight of FFR programs for Sailors and their families. The mission of Navy FFR Programs is to strengthen the warfighting capability of the fleet, fighter and family by providing essential services that enhance well-being, resilience and retention through the delivery of Child and Youth, Fleet and Family Support, Fitness, Food Services, Housing, Recreation, Casualty Support, and Wounded Warrior programs.

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