

1979

40th Anniversary

2019



The

Fleet & Family Support

Center



40 Years

of Meeting Your Needs ... at Home and at Sea



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From the Director

For four decades the Fleet and Family Support Program (FFSP) has been on the proverbial "tip of the spear" sustaining, enabling and supporting the fleet, fighter and family with services and programs throughout the globe. It began with a few Sailors and volunteers at Naval Base Norfolk, Va., and today the FFSP has grown to hundreds of professionals located at 81 Fleet and Family Support Centers and offices throughout Commander, Navy Installations Command (CNIC).

In 2019, we will mark "40 Years of Meeting Your Needs ... at Home and at Sea."

This booklet is a small piece of history that commemorates where CNIC's Fleet and Family Support Program has been, where we are today, and where we are headed in the future.

Throughout this booklet you will see quotes from former and current Fleet and Family Support Center (FFSC) professionals. With your permission, I would like to share my experience with our FFSCs as a Navy spouse and a Navy professional.

I joined the Navy family in November 1991.

At our initial duty station, Charleston S.C., I reached out to our local FFSC and they connected me with my command ombudsman, who ensured that I was aware of command events and Family Readiness Group (FRG) meetings. Being new to the area, I attended the FFSC welcome aboard workshop, and this not only helped to indoctrinate me to the area, but also helped me understand the process for finalizing our Permanent Change of Station

(PCS) claim. As a new Navy spouse, I was grateful for the FFSC, and knew then that I wanted to be part of the FFSC family. At two duty stations, one stateside and one overseas, I volunteered and was elected to serve as the president for our command FRG. At that time, I was unaware of any training to prepare me for this role, but with the support of command leadership spouses, we were able to achieve our goals!

When we relocated to Japan, I was in culture shock, but the FFSC Area Orientation Brief inspired me to embrace the culture and learn the language! I will never forget hiking Mt. Fuji with the team from FFSC Yokosuka.

Upon our return stateside, I visited the local FFSC to seek employment assistance services. I was amazed at how invested the Family Employment Readiness team was in my success. I received one-on-one assistance with my resume, interview coaching, and they taught me how to dress for success. They also celebrated my success when I was selected as the Deployment Support specialist at FFSC Norfolk!

I am filled with emotion when I think of how the FFSC Career Development Resource Center at Naval Air Station Oceana prepared me to embark on this phenomenal journey in the world of Fleet and Family Readiness.

Throughout my journey as a Navy spouse, I have worked for the DoD Military Community and Office of Family Policy and every branch of the U.S. Armed Forces, but I feel great pride and humility to serve as the director of the Navy's Family Readiness Program.

Sincerely,

Shauna L. Turner
Director, Navy Family Readiness Program

About Commander, Navy Installations Command

Commander, Navy Installations Command (CNIC) began on Oct. 1, 2003, as an Echelon II command under the Chief of Naval Operations (CNO). As the overall authority for shore installation management, CNIC focuses on installation effectiveness and improving the installation management community's ability to sustain the fleet, enable the fighter, and support the family. Navy Family Readiness Program management, implementation, execution and programming have been under the direction of CNIC since 2005. This alignment has resulted in increased effectiveness, flexibility and responsiveness in program management and service delivery from the headquarters to the installation level. It has also ensured that program development and resourcing decisions are not separated from the practical realities of delivering ground-level support and responding to the challenges faced by Navy families.

The Navy's family support programs provide the highest visibility, advocacy and priority. In practical terms, this has resulted in increased services to family members, increased individual assistance and consultation, more varied educational programs, more proactive outreach, and a delivery of family support services in locations most conducive to family member engagement.



"Prior to working for Fleet and Family Support and CNIC, I worked in law enforcement for 34 years, of which 26 years was with Naval Criminal Investigative Service. So, when folks ask me, 'How has the transition been from NCIS to Fleet and Family Support?' I like to respond, 'I went from looking for the bad in people to looking for the good.'"

David L. Cronk
Regional Program Director
Fleet and Family Support
Navy Region Europe, Africa,
Southwest Asia

History of the Fleet and Family Support Program



For 40 years, the Fleet and Family Support Program (FFSP) has supported the individual Sailor and family readiness, as well as the adaptation to life in the Navy for service members and their families.

On July 16, 1979, the first Navy Family Service Center was officially opened in Norfolk, Va., with a ribbon-cutting ceremony led by Rear Adm. Richard E. Nicholson, commander, Naval Station Norfolk, and Norfolk Mayor Vincent Thomas.

The idea for the Navy Family Service Center (NFSC) grew out of the Family Awareness Conference held in Norfolk in November 1978. It became evident that a greater effort was needed to meet the needs of the Navy family. Under the leadership of Rear Adm. Nicholson, a task force was set up to explore how to meet this commitment to families. The concept of a centralized family location was developed, which was then quickly implemented with the opening of the Navy's first Family Service Center on that sunny day in July 1979. The active-duty staff provided 24-hour information and referral services, while a group of volunteers assisted with casework follow-up, financial counseling, child welfare liaison, relocation information, special assistance and family enrichment. The center also worked closely with the Navy-Marine Corps Relief Society, American Red Cross, Ombudsmen, Navy Wives Organizations and commands.

Over the next decade, other support programs were added. The staff transformed from an active duty and volunteer staff to a diverse mix of full-time employees that included civilian service (GS), non-appropriated funds (NAF) and contract employees.

In 2001, the name was changed from Navy Family Service Center to Fleet and Family Support Center (FFSC) to emphasize that the mission of the center was to support the Sailor and the family. In 2002, the FFSCs incorporated a new lighthouse logo and theme line: "Meeting Your Needs, At Home, At Sea." The new logo was designed to give the centers a uniform identity at naval bases around the globe. Today, this lighthouse logo still beacons the doors of centers worldwide.



"I joined the Fleet and Family Support Center in June 2002. Over the last 17 years, I've seen the program grow and change in many ways – but one thing that has always remained constant is the desire by our team to provide relevant and meaningful support to our fleet, fighter and family. It is an honor to work alongside such dedicated professionals. I grew up in a Navy family that experienced many of the challenges for which our programs are designed, and I am so grateful to serve military, retirees, Reservists, and their families."

Mary Kirby
Regional Program Director, Fleet and Family Support
Navy Region Southwest



Today's FFSP

The Fleet and Family Support Program headquarters (HQ) staff, who work at the Washington Navy Yard (WNY) in Washington, D.C., develop innovative materials and curricula to ensure that Sailors and families consistently receive quality services across all Fleet and Family Support Centers, in person, and online via webpages, webinars and social media. FFSP staff manage the programs, policy, training, information and referral, individual clinical and non-clinical consultation, educational classes and workshops.

Military families of today now have the opportunity to go to any of the FFSP's 81 service delivery sites worldwide, with 58 sites delivering a full portfolio of programs and services.

It is clear that the efforts of CNIC's Fleet and Family Support Program and the FFSCs have provided the right services at the right time to support Sailor and family resiliency. The culmination of this expansive support helps Sailors and family members adapt to the unique challenges of the military lifestyle. Thank you to those Navy families' foresights in 1978 and to Rear Adm. Nicholson's leadership for creating such an important resource for our Navy.



"I've been privileged to be able support service members and their families for almost as long as the Fleet and Family Support Program has been in place. Starting as a volunteer, when I was a teenager in the 80's, working in all the programs at the centers, to now getting to support a region. I'm very proud of the work Fleet and Family Support does to support service members so they can do their job supporting and protecting us."

*Kathy Selves, LICSW
Regional Program Director, Fleet and Family Support
Naval District Washington*



"It is hard to believe how long ago we opened. It is a program I will always feel is very special for our Navy family. I started volunteering in 1977 at the newly opened FFSC in Norfolk because I'd just gone through a nine-month deployment with six kids and a ton of good and bad experiences trying to handle everything. I could have used the help of FFSC, that is for sure."

*Cathy Stokoe
Former Family Readiness Director*

Taken from Ann O’Keefe’s Remarks at Robert Klebahn’s Retirement on Dec. 16, 2016

... I would like to share some of Fleet and Family Support Program’s history with you. The fact that Robert was a plank owner of Guam’s Family Service Center in 1982, 34 years ago suggests that he is one of the last of those who were there from the beginning. And that suggests that many of you entered the “stream” midway and might appreciate knowing a little about how it was for Robert and others of us in those early years. The first two Navy Family Support Programs came into being in 1979, Norfolk and San Diego. The others come on line over the next several years, with Guam in 1982.

There were a few efforts to help families cope with Navy life. And when Adm. (Elmo) Zumwalt became Chief of Naval Operations (CNO) in 1970 he issued a number of “Z-Grams” focused on families. One with lasting importance established the Ombudsman Program, which appointed wives to serve as buffers between families and commands. Some years ago, (1994) as part of research I was doing in preparation for writing a history of those early years, I had the privilege of meeting with Adm. Zumwalt. He told me that when he became CNO (Chief of Naval Operations) he brought with him what he called a “career long prejudice” that the Navy needed to do more for its families, if the best of the Navy were to be retained. He told me that he and his young family had once made 12 moves in two years and that, in his words, “people were treated like flotsam.”

In fact, he said, in 1948 as a lieutenant, he had submitted his resignation, only to rescind it at the urging of Gen. George C. Marshall, who appealed to Zumwalt’s patriotism. It seems Zumwalt had been assigned as Marshall’s driver one day and the conversation between the two men led to Zumwalt’s decision to remain. As soon as Zumwalt became CNO, he committed himself to making the Navy more “family friendly.” At the time,

retention was at an all-time low and he believed the Navy was losing its best and brightest. Because “the times, they were a-changin’” and while once indeed the Navy had been the bastion of single Sailors, now more and more of Zumwalt’s best and brightest were also husbands whose wives had career aspirations, as well as aspirations for a richer family life. His concern from the very beginning was attracting and retaining “the best and the brightest.” I stress this because one of the major challenges we faced in those early years and remember, our Robert here was right there in those early years was the fear among many salty Navy men (yes, men) that these family friendly programs would result in the retention of undesirables in the Navy.

With the advent of the all-volunteer force in 1973, it became even more imperative to deal more sensitively, more humanly with people because there was no longer a draft and people had more choices about enlisting or re-enlisting.



By 1978, when Adm. Thomas B. Hayward became CNO, the pay cap on military pay had been lifted and the main reasons Sailors gave for not reenlisting were related to family considerations. Hayward had come into contact with several superb Navy Chaplains in his time and was aware of the special hardships Navy families had to deal with. He also had a close relationship with Rear Adm. John O'Connor, who was Chief of Chaplains when he (Hayward) became CNO.

CNO Hayward decided to make the establishment of Family Service Centers to be accomplished during his term as CNO.

It was a direct result of that objective that, in September of 1978, I transferred from the Department of Health and Human Services’ Administration for Children, Youth and Families, to head this new Navy effort. At the time, planning was already well underway to hold a major Family Awareness Conference in Norfolk, Va., to raise

awareness and flesh out the elements of the to-be-established Family Support Program.

This conference, then, was the launching pad for the program that eventually came to be called the Fleet and Family Support Program. More than 700 people representing all walks of Navy life attended and actively participated. Officer and enlisted personnel of all ranks, family members, resource organizations, researchers and family members all came. Hayward not only gave the keynote, he stayed for the entire three-day conference.

Attendees also included the Secretary of the Navy, Commander in Chief of the Atlantic Fleet, Chief of Chaplains, MCPON, CHINFO, BUMED, and many more. Their presence and wisdom led to so much. Perhaps the most important workshop at the conference was the one led by Adm. Joe Metcalf. He rolled up his sleeves and worked with a fantastic group to come up with a realistic “Family Support Program management model.” It was this concept, this model, that delineated the major characteristics and elements of the program characteristics and elements that have, for the most part, held true to this day. They stressed respect for the chain of command, a preventive and proactive approach to programming, using existing resources (both within the Navy and the community), and a focus on making strong Sailors and Navy families.

Each center would be a one-stop shop for service and support. Working with numerous resources, it would be embedded in the line community. And most of all, the centers would be dedicated “to maintaining the strength and resourcefulness of service members. So, the basic model was developed by a visionary and diverse Navy team who delineated characteristics and that, to a large extent, are intact today.

Although, even with all that support, there were many challenges, some of which even threatened the life of the program. I suspect there will always be challenges and always a need to protect the program to keep it alive and growing. And of course, this has been the business of Robert and his colleagues over all these years and from what I can tell, he and they have developed a program that is firmly embedded in the Navy infrastructure. The Fleet and Family Support Centers are here to stay and continue to adapt to changing times and the needs of the Navy family.

So, although it was true at the outset that many of the very top leaders of the Navy saw that improving the quality of life for service members and their families was good for the overall good of the Navy, not everyone saw it that way. There was some pessimism, cynicism, indifference, and unwillingness to spend the time and energy supporting a program that would fail or be a short-lived flash in the pan.

Well, it was into this environment that Robert Klebahn entered when he became one of the very first members of the Guam Family Service Center when it opened in 1982. The commanding officer at that time was not eager to have a Family Service Center on his base, so the admiral in the region did the initial hiring to establish the center. Robert and the team there, headed by Capt. Joe Beamon, did a terrific job of turning all those negative attitudes around.

Robert, on behalf of all your colleagues over the years, and all Navy service members and families throughout the world, I want to thank you from the bottom of my heart for all your Bravo Zulu efforts for more than 34 rich and productive years with the Navy Family Support Program. You have stated at times that you were passionate about supporting military personnel and their families because “they are our national heroes.” I say that today you leave your career also as a national hero and I wish you fair winds and following seas.

Ann O’Keefe, Ed.D.

Note: Ms. O’Keefe’s remarks have been modified from its original version. It has been formatted to fit this booklet and edited for content.



“My husband was an active-duty Sailor, but he was injured in 2014 and became permanently disabled. When he joined the Navy Safe Harbor Program, they connected us with Fleet and Family Support immediately. They helped point me in the direction of jobs that are available within FFSP and how I could qualify for them as a spouse. They even pointed out the Family Employment Readiness specialists that work in FFSP who helped make my civilian resume ready for the federal job market. As luck would have it, I got the job, and FFSP supported me as both an active-duty spouse and developing professional. They helped my husband transition smoothly and connect with the best VA representatives in the region. Thanks to FFSP, my Navy career has taken me all over the globe, and our transition from active-duty life to civilian life was smooth and stress-free. And where we used to follow my husband’s career, now we follow mine. I owe it to FFSP for helping me stay connected with our command, our installation, and the support programs we really needed at a difficult time. I can’t imagine life anywhere else. Go Navy!”

*Kourtney DeBoer, LMFT, RPD, RSARC, RCAP
Regional Program Director
Fleet and Family Support
Navy Region Korea*



"I started my career with the Navy Family Center (that's what it was called then) in 1995 as an intern in what was then the Clinical Counseling Program at Naval District Washington (Anacostia). The training and development I received there was an integral part of who I am as a social worker today. I, along with my chief of social services, in an effort to build on my community organization track, developed and launched the first community counseling center in Woodbridge, Va., to serve military families. The community center was maintained for a year and half, and there was a steady caseload of 30 clients. It was a very out-of-the-box approach to the old adage, 'meet the client where they are,' and was an outreach effort that proved to be very successful."

Lolita Allen, LCSW
Acting Counseling, Advocacy and Prevention Program Manager
Commander, Navy Installations Command



"The FFSC is all about taking care of families - they take the weight off the anchor, and the anchor is heavy."

Anonymous
Master Chief Petty Officer attending a Certification Focus Group in 2017 at Fleet and Family Support Center, Naval Weapons Station Yorktown

helps with adjustments

back to the home of record or to a prospective home "anywhere in the free world" said senior chief Ken Cowing.

Cowing, who conducts the seminar, said that in essence it helps service members, "find out what it is you've worked 20 years for."

Cowing said more than 600 people took the seminar last year and it is so popular that even though it is offered once a month it is still necessary to reserve space in the seminar several months in advance.

To reserve a space contact Cowing at 235-2529.

Cowing said the seminar is open to active duty personnel and

spouses are encouraged to attend.

Carpowich said from active duty can be difficult, support of a spouse "When I left the

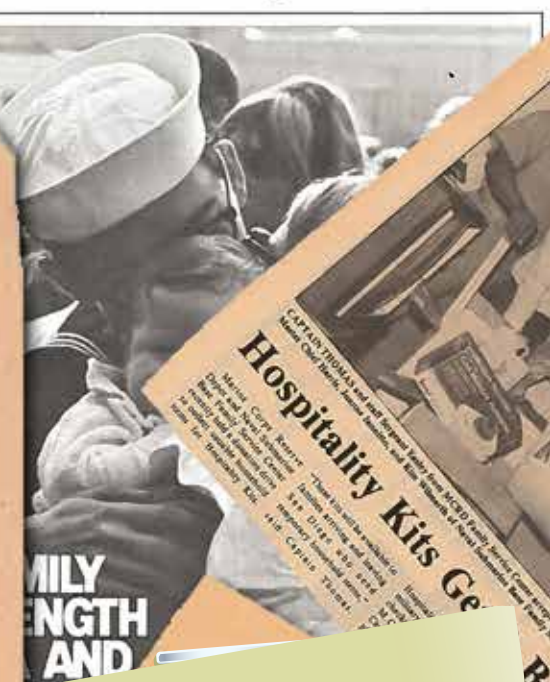
I had no job. I had a wife and six children. I had to stay in San Francisco for the first time I had to find a job. I needed support. I said.



"What was the first NFSC like? It was a renovated second story of the Navy-Marine Corps Relief Society (NMCRS), all fashionably paneled in the 1979 style. There were dropped ceiling tiles, making the overhead lower than a normal office setting. All in all, quite nice for an old building. The furnishings were new—desks, chairs, file cabinets, waiting room furniture, and a lovely large kitchen/lunchroom. The main entrance was through NMCRS."

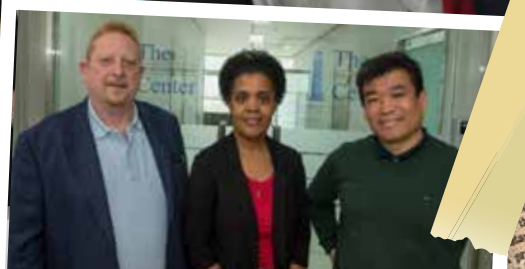
Anita Keegan
Administrative Coordinator
FFSC Norfolk
July 1979–August 2007

Community Focus



"I have been with Fleet and Family Readiness since the beginning, and it has provided me with unlimited opportunities to successfully assist commands, Sailors, military family members, and retirees get connected to resources, programs and services to meet their needs and answer their questions. Over the years, it has also allowed me to continually increase my knowledge of both military and local helping agencies' services to the benefit of all clients, customers and my FFSC counterparts."

Jody Flavin, CIRS
Information & Referral Specialist and Volunteer Program Manager
Fleet and Family Support Center
Naval Air Station Oceana



FSC Offers Leaders

"It takes more than an appointment to make a successful leader. There is a lot to learn about people, relationships, and communications, among other things, if the willing volunteer is to succeed," Lieutenant Roberta

successive Wednesday mornings starting February 1st designed to enrich the and orientation experience of Ombudsmen, officers, petty officers wives, Relief and American Cross volunteers.



www.ffsp.navy.mil
Fleet and Family Support Program

