

# FLEET AND FAMILY READINESS PROGRAMS

**FY24 Annual Report**



Forging Navy Quality of Life Programs





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

Reflecting on the past fiscal year, we reaffirm our dedication to cultivating a resilient and supportive environment for our Navy family through innovation and strengthened community engagement and support. Through a range of initiatives within Navy Quality of Life Programs, we have significantly advanced our Quality of Service (QOS) efforts to improve the well-being of Sailors and their families, directly strengthening the Navy's mission readiness.

Building a robust support network has been essential to our success. The Virtual Clinical Counseling (VCC) Program, launched in FY24, provides accessible, nonmedical support to Sailors and their families. The overwhelmingly positive feedback of this program underscores the importance of mental health resources in maintaining Sailor readiness and resilience.

The Sailor Assistance and Intercept for Life (SAIL) Program has made significant strides in suicide prevention, offering timely support to those in crisis. This program ensures that our personnel can access care from anywhere, reinforcing the message that help is always within reach.

The Virtual Single Sailor Program (VSSP) was implemented to support single Sailors in unaccompanied housing. This initiative offers essential resources and opportunities for connection, including virtual events and educational programs. As part of VSSP, we have piloted free and subsidized Wi-Fi in 12 unaccompanied housing buildings in the Mid-Atlantic Region, significantly enhancing Sailors' access to vital digital resources and services.

Our Fleet and Family Readiness Programs have expanded to offer countless opportunities for engagement, education and recreation. Collaborating with community organizations, we empower families to cultivate shared experiences that enhance their quality of life. Initiatives such as the Summer Reading program highlight our dedication to lifelong learning and personal development. Partnering with our local community to access additional child care resources and privatized housing services has expanded. We are embarking on a new way forward to support unaccompanied housing services. Our child care waitlist is now the lowest it has ever been. We are proud of the relationships that will help to grow support services to support our military, families and civilians.

Our investment in technology has improved service delivery across the board. Programs such as the joint-service Library Service Platform and American Forces Travel provide invaluable resources for education and leisure, promoting a balanced lifestyle for our military families. We take pride in the strong engagement these platforms have achieved, facilitating access to vital information and services.

We have expanded our recruitment to commercial platforms such as LinkedIn and Handshake to strengthen our approach for talent acquisition. We have launched a new Leadership in Training (LIT) Program to empower our talented workforce and reduce turnover and attrition. We launched a new approach, through our non-appropriated fund investments, for facility improvements in order to bring our communities the highest QOL facilities possible. We want to have the best

personnel, equipment and services with a dedicated and strong workforce to sustain QOS support now and in the future.

As we look ahead, our commitment to improving Navy quality of life remains strong. We will continue to adapt our programs and services to meet the evolving needs of our Sailors and their families, ensuring they thrive both personally and professionally. Your ongoing support is crucial to the success of these initiatives, and we are grateful for your commitment to our mission.

Thank you for being an integral part of our journey in forging a Navy that prioritizes quality of life. Together, we will build a resilient force ready to meet the challenges of today and tomorrow.



*L. Gould*  
**Leslie Gould**

Director, Navy Fleet and Family Readiness

***Investing in the well-being of our Sailors and their families is fundamental to building a strong and resilient Navy community. By creating robust support systems and resources, we empower them to tackle challenges collectively, enhancing the Navy's mission readiness.***



# Navy Fleet and Family Readiness

**T**he Navy's Fleet and Family Readiness (FFR) Program at Commander, Navy Installations Command (CNIC) is responsible for policy development, resourcing and oversight of quality-of-life programs for Sailors and their families. The mission of the FFR team is to enable a warfighting naval force by providing a variety of essential quality-of-life programs and services to maximize the readiness, well-being and resiliency of the entire Navy family. FFR enables a ready Navy force through its Fleet Readiness, Family Readiness, Housing, Support Services, Casualty Support, and Child and Youth Programs.

## N91

### **Family Readiness**

consists of the Fleet and Family Support Program (FFSP), Integrated Primary Prevention, and Emergency Response Program.

## N92

### **Fleet Readiness**

is comprised of Morale, Welfare and Recreation (MWR) Programs and ashore galleys.

## N93

**Navy Housing** provides a variety of housing options and related services to military service members, their families and eligible civilians worldwide.

## N94

**Support Services** bolsters the other five divisions and region FFR Service Centers through a consolidation of management support functions.

## N95

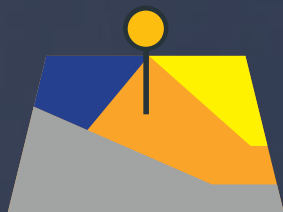
**Casualty Support** includes the Navy and Coast Guard's sole wounded warrior support program along with Fisher Houses and the Navy Gold Star Program.

## N96

**Child and Youth Programs** offers Child Development Centers and Homes, the School Age Care Program, Youth and Teen Programs, and Child Education Services.

# By the Numbers

## Navy Quality of Life Programs



**70**

installations



**184**

programs



**20,000+**

employees worldwide



**2,000+**

volunteers

(saving the Navy \$771,000 each year)



**40+ million**

customer engagements



**\$3.8 billion**

investing APF and NAF resources

**These efforts forge a prepared and resilient Navy while enhancing the quality of life and quality of service for Sailors and their families.**

# Navy Quality of Life Programs: Forging Communities of Excellence and Quality of Service

*In alignment with the Navy's strategic focus on improving quality of service and our aim to forge communities of excellence, Navy FFR meets our service members and their families where they work, play and reside, and everywhere the Navy operates.*

## Expanding Fitness Resources to Support Sailor Readiness and Well-Being

With its Command Fitness Leader (CFL) pilot, Navy Morale, Welfare and Recreation (MWR) took an innovative approach in enhancing warfighter readiness by alleviating the collateral fitness duties of active-duty personnel. Initiated at the direction of U.S. Fleet Forces Command, the program focused on streamlining the management of the CFL and physical fitness programs for active-duty commands. This pilot program led to a savings in manpower of 41 active-duty Sailors and 1,869 man-hours, while ensuring the integrity of the CFL program. The CFL Pilot Program aligns with the mission to strengthen warfighter physical readiness and overall resilience, reinforcing a commitment to quality of service and forging communities of excellence.



## CFL Training in FY24

**1,654** CFL/ACFLs completed the Command Fitness Leader course.

**143** MWR fitness professionals were certified as CFL train-the-trainer facilitators.

**2,605** active-duty CFLs/ACFLs across the Navy were trained and certified by Navy MWR.

To further support the operational demands and diverse schedules of Sailors, Navy MWR expanded access to its fitness resources by implementing 24/7 Fitness Centers enterprise-wide. This initiative ensures that Sailors have around-the-clock access to fitness facilities, regardless of their duty schedules or operational commitments. By making fitness more accessible, we foster both physical and mental well-being – empowering Sailors to maintain a healthy, balanced lifestyle that enhances overall mission readiness.





### Boosting Recreation and Entertainment Opportunities for Sailors

Navy MWR also trained 338 recreation service officers to manage afloat recreation programs, supporting fleet readiness by ensuring recreational services are consistently available on our ships. Additionally, Navy MWR invested \$8.5 million to outfit Navy afloat platforms with fitness and recreational gear.

Navy MWR Entertainment hosted four performances at sea aboard deployed aircraft carriers. These events provided Sailors with essential morale boosts during extended deployments with limited port visits. Navy MWR also facilitated a concert featuring country music band Old Dominion aboard USS Gerald R. Ford (CVN 78). The performance served as the backdrop for the band's new music video "Coming Home," showcasing the resilience and dedication of Sailors and their families. Watch the video here: <https://music.youtube.com/watch?v=vUDT-JMuxyl>.

In FY24, Navy MWR also adjusted its length-of-stay restrictions at recreational vehicle (RV) parks. Active-duty service members and their families now may stay for the length of their assigned tour. Since March, more than 360 military families have taken advantage of this increased flexibility with an additional 217 reservations recorded.



### Strengthening CYP Through Enhanced Management and Facilities

Navy Child and Youth Programs (CYP) implemented new management standards, updating position descriptions for classroom staff and mid-level supervisors, which resulted in more competitive pay and improved program oversight. The increased supervisory positions added more leadership in the classrooms, and additional resources (staff and training) help address challenges with behavioral needs.

Navy CYP also invested in new child care facilities, with 16 new child development centers added to the MILCON construction list in FY26-28. Four centers currently are in progress at NB Kitsap, NB San Diego, and Metro Norfolk (2).

The Navy's FY25 President's Budget includes \$437 million to fully fund Navy CYP services for newborns to 18-year-olds, support increased salaries needed to remain competitive with the private industry, offer installation CYP employee discounts and incentives, and increase investment in special needs and inclusion training.



### Enhancing QOS Through UH Expansion

The Navy is committed to improving quality of service, and a key element is providing quality unaccompanied housing (UH) for eligible Sailors. Navy FFR is moving out with expansion of privatized UH barracks in San Diego and the Norfolk/Hampton Roads area. Navy Housing has worked aggressively for inclusion of a higher rate of partial basic allowance (HRPB) to expand UH Public Private Venture (PPV) efforts to extend beyond San Diego and Norfolk. While this action is pending a legislative authority approval, the Navy is exploring alternative construction methods, improvements, facility upgrades, standardization, and project approvals to improve all barracks habitability and livability conditions for Sailors and service members.

### Empowering Surviving Families

The Navy Gold Star (NGS) Program supported 10,976 surviving family members of deceased service members in FY24, reflecting a 6% increase. The program connected with 464 survivors for the first time and hosted 42 Bells Across America ceremonies globally, bringing together 345 survivors and 2,800 attendees. Additionally, NGS fostered ongoing engagement through ship tours and fitness activities, while making more than 19,400 survivor contacts to ensure continued recognition and connection with the Navy community.

# Navy Quality of Life Programs: Forging Community Partnerships

*Community partnerships are critical in delivering robust services that support service members and their families throughout the military service life cycle. By building partnership coalitions, the Navy expands its capability to meet Sailors wherever they are and more efficiently meet the needs of our community. To that end, Navy FFR leveraged internal and external partners to expand programs, promote widespread awareness of available resources, and multiply fleet and family support capabilities.*



## Promoting Resiliency Through Global Entertainment Events

Operation MWR, Navy FFR's resiliency initiative, was held April through June 2024 and featured 65 entertainment events with 44 unique artists across 14 countries. The events drew nearly 73,000 attendees and more than 3.2 million (and counting) social media and web impressions.

This initiative offered service members and their families a recreational and morale-boosting platform, fostering participant readiness and resilience while acknowledging their service and sacrifices. Navy MWR Entertainment partnered with commercial sponsors, the Navy Exchange, installation MWR teams, and world-renowned artists to provide performances across the Navy enterprise. Collaboration was key to the success of the series, ensuring that high-quality entertainment reached Navy communities worldwide while promoting the mental health resources Navy provides in support of a ready naval force.

**MWR saw a 17% increase in customer participation in FY23, with utilization exceeding 36 million. In FY24, MWR saw an additional increase of 9%, elevating utilization to 39.7 million.**



## Expanding Housing Availability

Mid-Atlantic Region is pursuing Phase II expansion of Hampton Roads PPV UH barracks for junior Sailors. Locations will include JEB Little Creek-Fort Story, NAS Oceana, NS Norfolk, and Newport News Shipyard. Provisional approval from the Office of the Secretary of Defense has been received with proposal coordination in process. Hampton Roads Phase II will increase UH PPV barracks housing with 8,078 bedrooms across 16 facilities. The Hampton Roads total bedroom inventory will increase from 3,682 for Phase I to 11,760 for the Phase II end state. Project execution will require a \$380 million DoD equity cash investment.

Southwest Region is entering Phase II expansion of UH PPV barracks, with the concept package approved and negotiations in process. Locations will include NB San Diego, NMC San Diego, NAS North Island, NAB Coronado, and NB Point Loma. San Diego's UH PPV Phase II will increase barracks housing with 3,435 bedrooms and modern accommodations across 14 facilities. San Diego's total UH PPV bedroom inventory will increase from 2,398 for Phase I to 5,833 for the Phase II end state. The San Diego expansion is expected to begin in FY26 with no DoD equity investment required.





### Developing Housing Professionals

The Housing Learning Center (HLC) develops housing professionals to ensure they have the knowledge and skills needed to excel in their career. During FY24, the HLC offered 30 classes and trained 775 housing personnel, with training opportunities in all aspects of Navy Housing – from core building management functions to executive level preparation.

The Navy HLC has focused intently on training our housing inspectors so that every time a family moves into their new home with us, they are getting the best experience possible. Standardizing our inspection process, training our staff, and enabling our HLCs from the government perspective is key to ensuring that our housing residents have the advocacy and support they need during their tours.

The HLC offers training in a variety of ways: face-to-face, classroom-based training, online courses, and new this year, the Navy Housing Inspection Course, which is available in the Hawaii, Mid-Atlantic, Southeast, and Southwest Regions.



### Expanding Child Care Access and Community Partnerships

Navy CYP achieved a goal of meeting Navy active-duty demand for fee assistance (8,000 spaces) and added more than 1,000 spaces for Navy DoD civilians. We expanded access to quality community providers through engagement with the Military Child Care in Your Neighborhood (MCCYN) Program and used fee assistance allocations to address child care demand at small locations where Navy CDCs are not practical. We are working to secure additional funding to support growth in the Navy DoD civilian program in FY25.

Navy CYP also contracted with a commercial vendor to provide 48 dedicated Navy spaces at NAS Jacksonville, coordinated an OSD contract with a nonprofit organization (Armed Forces YMCA) to offer 300 child care spaces for DoD personnel in Metro Norfolk, and is working to secure child development spaces in the Hampton/Newport News area.

Additionally, Navy CYP is leaning forward with community partnerships and workforce development initiatives, such as implementing a robust teacher apprenticeship program through partnerships with area colleges and universities.

Seventy-five Navy CYP teens and staff from a dozen programs participated in this year's Boys and Girls Clubs of America (BGCA) Military Teen Ambassador Training and Keystone National Conference in Atlanta, Ga., July 22-27. The conference allows teens to develop leadership, public speaking and youth advocacy skills while learning with other teens worldwide. And congratulations to Taylor Rhinehart, a participant in the Youth Program at NSA Bahrain, who was selected as the 2024 BGCA National Military Youth of the Year. Taylor has received \$42,500 in college scholarships!

# Navy Quality of Life Programs: Forging Family Bonds

*Delivering opportunities for families to create memories, learn, and cultivate personal and familial growth further enhances the Navy's total force readiness. By cultivating these shared experiences, we build stronger, more resilient families who can support each other and the mission.*



## Advancing the Family Framework for All

Building on the Navy Family Framework foundations, the "One Team, One Navy" Family Framework 3.0 acknowledges the vital contributions of all active-duty and reserve Sailors, both single and married. It supports Navy civilians while recognizing the importance of parents and extended family members. Additionally, it introduces new online, user-friendly platforms to communicate quality-of-life policies, programs, services, training, and other resources, enhancing accessibility and engagement for all members.

The Fleet and Family Support Program (FFSP) team also works closely with the CNO's two ombudsmen-at-large (OALs), Junifer Thomas and Evelyn Honea, by providing ombudsman registry data analysis for OAL visits to installations and sites, including them on family-centric resource updates (i.e., Navy Family Framework and MyNavy Family app), and including them in ombudsman working groups with CHINFO to improve communication to families.

## Supporting Leadership Development in Family Readiness

Navy FFSP also supported the Leadership in Training (LIT) Program by providing a one-day training on Family Readiness to the LIT Executive students and LIT Professional students. The LIT Executive students then completed a six-week functional area experience with FFSP in the Southwest Region, where they gained hands-on experience learning more about FFSP. By the end of their functional area experience, each student reported that they had a better understanding of the FFSP.







### Promoting Literacy and Learning in the Navy Community

The Navy General Library Program, through the Summer Reading Program and "Full Steam Ahead" early literacy program, created amazing opportunities for enrichment! The FY24 MWR Summer Reading Program's theme was "Read, Renew, Repeat," inspiring readers to protect and improve the world around them. Between May and September, 61 Navy installations offered programming and online reading challenges for all ages, where users could log their time read to earn rewards and compete for incentives. More than 9,000 participants at Navy installations logged 9,846,297 minutes of reading – totaling 18 years of reading logged in only four months. The number of minutes read increased 44% from 2023, and more than 20,000 people participated in Navy Summer Reading Program events held at base libraries, community recreation centers, and other MWR facilities. Furthermore, in its inaugural year and since its January 2024 launch, Full STEAM Ahead accumulated a utilization rate exceeding 10,000!



### Caring for Families of Service Members with Medical Needs

Navy FFR manages 10 Navy and Marine Corps Fisher Houses across five sites. Fisher Houses are designed to provide "homes away from home" for families of wounded, injured or ill service members receiving care at major military medical centers. In recognizing the special sacrifices made by our men and women in uniform, and also the hardship on their families, the Navy and Marine Corps Fisher House Program offers free, temporary lodging to military and veterans' families, allowing them to be near their loved one during their medical care so they can focus on what's important – the healing process.

In the aftermath of the pandemic in 2020, Fisher House occupancy was at an all-time low. Navy Casualty Support conducted briefings with senior leadership of military medical centers near each of our sites, resulting in increased occupancy for all locations. In FY24, 3,126 guests (a 17% increase from FY23) were able to stay in the comfort of one of our homes.



### Improving Playgrounds in Family Housing

Navy Family Housing has established a partnership with FFR Support Services to design and execute playground projects in overseas housing neighborhoods and at Wallops Island, VA. Since FFR Support Services has extensive experience with executing playground projects for Navy Child Development Centers, this partnership is a natural fit to begin a cyclical replacement plan for the Housing Program. The initial plan will execute \$21 million to update Navy Family Housing playgrounds across the enterprise.



### Supporting Military Spouses in Child Care Careers

Navy CYP continued its focus of being a preferred employer for military spouses. The Available Employee Transfer Program enables spouses in classroom staff positions to voluntarily request a transfer to any Navy-operated child care center worldwide with no break in service and no loss in pay or benefits. Navy CYP's organizational structure supports career development and upward mobility within the organization.



# Navy Quality of Life Programs: Forging a Resilient and Warrior Spirit

*By fostering resilience and a warrior spirit, Navy FFR programs empower Sailors to overcome challenges, support each other, and thrive. From deployment support and counseling to adaptive sports and high-level athletic competitions, these initiatives strengthen mental and physical fortitude, building a Navy ready to tackle any mission with unity and pride.*

## Providing Deployment Support for Sailors and Families

Navy FFR's Fleet and Family Support Centers (FFSCs) provided much-needed deployment support for deployed and returning units, such as return and reunion (R&R) workshops provided aboard the Dwight D. Eisenhower (IKE) Carrier Strike Group. R&R activities included education (nonclinical) services, such as classes, resource tables, and one-on-one consultations. Support also included one-on-one counseling sessions and referrals as needed.

**Nonclinical services: 149 classes for 2,596 Sailors and 481 individual consultations**  
**Clinical services: 51 sessions for 84 Sailors**

## Navy Athletes at the Forefront of Competition

Sailors who possess the athletic skills to compete above the intramural level in team or individual sports have the chance to represent the Navy at higher-level athletic competitions through the All-Navy Sports Program. All-Navy teams participate in the Department of Defense's Sports Program and compete in the Armed Forces Sports Championships against teams from the Marine Corps, Army and Air Force. Following interservice competition, the very best Navy athletes may be selected to compete as members of the All-Armed Forces Team, and participate in the Military World Games, national and international competitions.

Navy MWR's All-Navy Sports Program facilitated the participation of 229 athletes in 12 Armed Forces Sports Championships in FY24, earning four gold medals and eight silver medals. Highlights included both men's and women's triathlon teams winning team gold medals and the women's All-Navy softball team becoming the armed forces women's softball champions for the third consecutive year. The program supports the Navy's recruitment and retention efforts while promoting esprit d' corps, a sense of connectedness, and pride in naval service.

All-Navy Sports also hosted the CISM Golf Military Championship at the Admiral Baker Golf Course at NB San Diego in October 2023. This was the most attended CISM military championship in U.S. armed forces sports history, as 103 military athletes from 17 nations attended. The men's and women's armed forces golf teams both won gold medals and represented the U.S. armed forces with pride.



## Expanding Access to Adaptive Sports and Recreation

Each year, Navy Wounded Warrior (NWW) sends 40 athletes to compete on Team Navy at the Department of Defense Warrior Games in sports, such as wheelchair basketball, that are modified to meet the abilities of participants. However, there are nearly 1,000 active-duty Sailors and Coast Guardsmen enrolled in the program who would benefit from local, ongoing adaptive sports events or who are interested in other activities such as arts and crafts, outdoor recreation, and yoga. To meet this need, NWW added six region-based adaptive reconditioning and community outreach specialists (ARCOS). ARCOS have the bandwidth and expertise to bring the power of sports and adaptive reconditioning to more NWW enrollees by connecting them with local opportunities offered by federal, state, community, and nonprofit organizations and agencies.

# Navy Quality of Life Programs: Forging Readiness in a Virtual World

*By leveraging technology to provide vital resources and services, Navy FFR aimed to improve the overall well-being of our Sailors and their family members, ensuring they remain resilient in the face of challenges. This commitment to fostering a supportive environment underscores the importance of mental health, connection and engagement in maintaining mission readiness. Through innovative approaches and expanded access to essential services, Navy FFR is dedicated to empowering its community to thrive both personally and professionally.*

## Taking Clinical Counseling Virtual

In FY24, Navy FFR launched virtual clinical counseling (VCC) across the enterprise and achieved full operational capability in April 2024. This service provides nonmedical clinical counseling to Sailors and their family members through a virtual platform, significantly expanding access to Navy FFR mental health resources. Virtual clinical counseling is short-term, nonmedical counseling provided by FFSC staff to assist Sailors and their families with challenges in daily living. This can include difficulty adjusting to the military, marital discord, parenting issues, personal crises and grief, or other challenges that can have a negative effect on military readiness.

VCC offers individual, couples and family therapy, delivered by independently-licensed mental health professionals. Navy FFR has streamlined the efficiency of these services by realigning the remote staff under CNIC HQ to facilitate the privileging of clinical staff and the fulfillment of the designed privileging authority responsibilities, as outlined in SECNAVINST 1754.8. VCC provides flexibility and convenience to clients, as it can be accessed from anywhere with a private space and an internet connection, making it a user-friendly resource.

By September 2024, the program hired more than 30 remote clinical counselors, and over 1,200 clinical cases were opened during the fiscal year. Client satisfaction survey data has been overwhelmingly positive, with 100% of respondents strongly agreeing or agreeing with the statements "I would recommend virtual clinical counseling to a friend in need," "I am satisfied with my experience with virtual clinical counseling," and "Virtual clinical counseling has given me tools to navigate my situation moving forward."

FY24 Virtual Clinical Counseling			
Super Region	Cases Opened	Cases Closed	Open at End
East	563	302	236
Pacific	121	43	78
Southeast/EURAFCENT	232	80	156
West	380	199	176
<b>Total</b>	<b>1,296</b>	<b>624</b>	<b>646</b>

Opened: The number of new cases opened within the reporting period.

Closed: The number of cases closed within the reporting period.

Open at End: The number of cases still open at the end of the reporting period.

Number of Clients at End Date: This number is derived by adding the number of people to the number of cases. This helps capture the total number of individuals receiving services, including those in couples and family counseling.

## Enhancing Access to Suicide Prevention

This fiscal year, the Navy emphasized the importance of suicide prevention training and resources. The Navy's Sailor Assistance and Intercept for Life (SAIL) Program includes virtual components. The program is supported by remote counselors from FFSCs who work in regionally-based teams to provide assistance and support to Sailors. This virtual model allows for flexible and accessible care coordination, ensuring that Sailors can receive the help they need, regardless of their location.

SAIL also continues to provide crucial support for active-duty Sailors who have experienced suicide ideation or attempts. The program offers rapid assistance, ongoing risk assessment, care coordination, and reintegration help.

**In FY24, SAIL had 40 of 44 members onboard and has received more than 3,500 SAIL referrals. A total of 1,827 Sailors completed the program, reflecting a 59% acceptance rate.**

## Empowering Families Through Virtual Support Initiatives

FFSP is launching its virtual Work and Family Life (WFL) Program pilot in FY25. The pilot provides online workshops and a mobile training team to support commands, Sailors and their families. The recruitment strategy included targeted recruiting of military spouses and veterans to serve in remote and career-portable contract positions.

There were more than 400 applicants when the 30 remote WFL virtual contract positions were announced. Twenty of those positions were filled (14 military spouses, three veterans, and three current FFSC staff). The personnel in these positions will serve as a mobile training team, traveling to provide R&Rs and training in geographically isolated and remote locations, and providing support for deployed commands and detachments. They also will provide resilience education workshops online and offer one-on-one consultations to Sailors and their families.

## Connecting Sailors Digitally Where They Live

The Navy Virtual Single Sailor Program (VSSP), launched in January 2024, is a transformative initiative designed to enhance the quality of life for authorized single Sailor patrons, with a particular focus on those residing in unaccompanied housing. In today's digitally-connected world, access to virtual services and programs is paramount for staying connected to loved ones, accessing educational resources, and engaging in leisure and recreational activities. Navy VSSP aims to bridge the digital divide and empower Sailors to fully use online resources and services that will directly impact their quality of life and personal and professional growth.

As part of the Navy VSSP initiative, free and subsidized Wi-Fi service is currently being piloted in the Mid-Atlantic Region in 12 permanent party unaccompanied housing buildings. The VSSP's website, NavyMWRSingleSailor.com, is being hosted by the Mid-Atlantic Region and is, therefore, focusing on those events relevant to that region. Live programming through the VSSP site began in September 2024, including virtual trivia, an escape room, and murder mystery theater events, along with a live mentalist, a comedy hip-hop performance, and a virtual improvisation workshop led by a professional.

Navy MWR also serves as the executive agent for the joint-service Library Service Platform (LSP), which includes oversight, maintenance, support, and marketing of DoDMWRLibraries.org. The site provides virtual library collections, information services, educational eResources, and entertainment subscriptions to eligible users.

- **The Navy has had more than 310,000 logins since the DoDMWRLibraries.org website was launched in June 2022, accounting for over one-third of all logins.**
- **Active-duty service members use the site twice as much as any other patron category, including retirees, dependents and DoD civilians.**
- **In September 2024, the site reached its first major milestone of 1 million logins.**





### Connecting Communities Through Online Travel Solutions

Navy MWR serves as the executive agent for American Forces Travel (AFT), which celebrated its fifth anniversary in October 2024. Supported by Priceline, AFT is the DoD's official online leisure travel site for active-duty military, National Guard or reserves, U.S. Coast Guard, retired military, and all eligible MWR patrons. Through the third quarter of FY24, AFT revenue exceeded \$300 million – saving eligible patrons in excess of \$18 million! This discounted online travel service has proven to be a meaningful virtual tool for our communities to connect with loved ones or explore the world in their off-duty time.

In an effort to expand virtual leisure services, MWR initiated a project to expand the Military Ticket Program (MTP) ticket management system into a customer-facing, e-commerce site that is accessible to our community from anywhere. MTP boasts a robust portfolio of national attraction tickets with exclusive military pricing and discounts to attractions including, but not limited to, Disney, Universal Studios and SeaWorld. The new e-commerce capability is expected to be launched in early FY26, increasing availability to all DoD patrons.

### Military Ticket Program FY24

**\$202 million** in ticket sales with **\$55 million** in savings to the military community!



### Enhancing Housing Accountability Through Online Feedback

The enterprise Military Housing (eMH) team, in coordination with the Deputy Assistant Secretary of Defense for Housing (DASD(H)), launched the DoD Housing Feedback System (DHFS), which allows active-duty service members, their dependents or an authorized representative, to submit feedback through a public website regarding complaints or concerns they have regarding their PPV housing unit. The website captures resident and landlord submissions and stores this information in a database that is publicly accessible on the DHFS.mil website. DHFS was created in response to public complaint database requirements introduced in the FY20 National Defense Authorization Act and codified in 10 U.S.C 2894a.

For 2025, the UH Program will embark on a new accreditation program in which all sites will be visited and go through a rigorous accreditation program to ensure we are providing world-class service through our barracks program. The UH Program has dedicated more than \$141 million for facility maintenance in 2025 as well as 100% sustainment of barracks and dorms. The program is committed to providing the best housing experience for our service members.

# Financial Summary

**O**ur numerous Navy QOL Programs have unique funding models that draw income from multiple sources to provide backing for mission essential, mission supporting, and revenue-generating programs. One common thread these programs share is that either a portion or all of their funding is realized through congressional appropriations (APF).



## Morale, Welfare and Recreation

Mission essential, mission supporting, and revenue-generating programs with a baseline of APF support and market-based fees in the mission supporting and revenue-generating activities



## Fleet and Family Support Programs

100% APF supported with the ability to receive sponsorship and advertising funds to enhance program delivery



## Casualty Assistance

100% APF supported with the ability to receive sponsorship and advertising funds to enhance program delivery



## Child and Youth Programs

Mission supporting programs with a baseline of APF support with non-appropriated funds generated through a mandated fee structure



## Family and Unaccompanied Housing

100% APF supported programs



## Ashore Galleys

100% APF supported operations either direct run in-house or contracted supporting meals for Sailors



# Financial Data

REVENUE	FY24	FY23
Morale, Welfare and Recreation	581,431,695	525,747,824
Child and Youth Programs	107,386,638	99,854,544
Fleet and Family Support Programs	704,515	290,217
Casualty Assistance	2,704,661	869,932
<b>Total Revenue</b>	<b>692,227,509</b>	<b>626,762,517</b>

EXPENSES	FY24	FY23
Morale, Welfare and Recreation	802,753,922	688,480,553
Child and Youth Programs	633,700,926	542,988,223
Fleet and Family Support Programs	158,964,546	128,691,664
Casualty Assistance	15,186,150	8,491,109
Family Housing	312,696,000*	307,378,000
Unaccompanied Housing	158,187,885*	124,456,022
Intra-Station Moves	1,643,397*	1,683,696
Galley	160,225,932*	155,790,000
<b>Total Expenses</b>	<b>2,243,358,758</b>	<b>1,957,959,267</b>

\*Preliminary

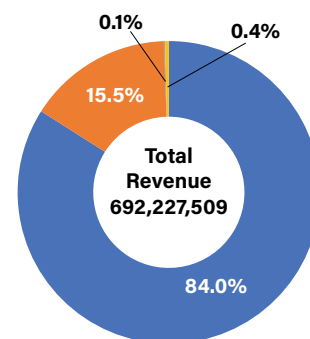
APF	FY24	FY23
Morale, Welfare and Recreation	321,666,488*	290,408,000
Child and Youth Programs	389,219,445*	388,738,000
Fleet and Family Support Programs	184,554,341*	143,869,000
Casualty Assistance	21,309,219*	8,195,000
Family Housing	312,696,000*	310,208,000
Unaccompanied Housing	158,187,885*	124,471,000
Intra-Station Moves	1,643,397*	1,684,000
Galley	160,225,932*	155,790,000
<b>Total APF</b>	<b>1,549,502,707</b>	<b>1,423,363,000</b>

\*Preliminary

SUPPLEMENTAL FUNDING	FY24	FY23
Morale, Welfare and Recreation	20,060,159	21,865,695
Child and Youth Programs	131,773,361	92,242,130
<b>Total Supplemental Funding</b>	<b>151,833,520</b>	<b>114,107,825</b>

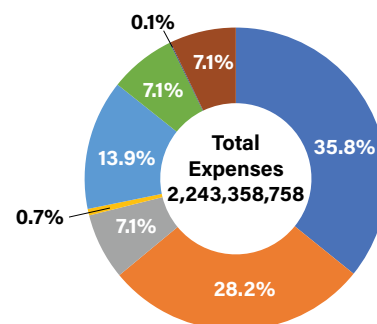
EXCHANGE DIVIDENDS	FY24	FY23
Morale, Welfare and Recreation	35,552,460	37,752,042

## 2024 REVENUE



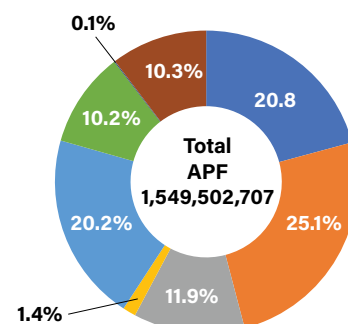
- Morale, Welfare and Recreation
- Child and Youth Programs
- Fleet and Family Support Programs
- Casualty Assistance

## 2024 EXPENSES



- Morale, Welfare and Recreation
- Child and Youth Programs
- Fleet and Family Support Programs
- Casualty Assistance
- Family Housing
- Unaccompanied Housing
- Intra Station Moves
- Galley

## 2024 APF



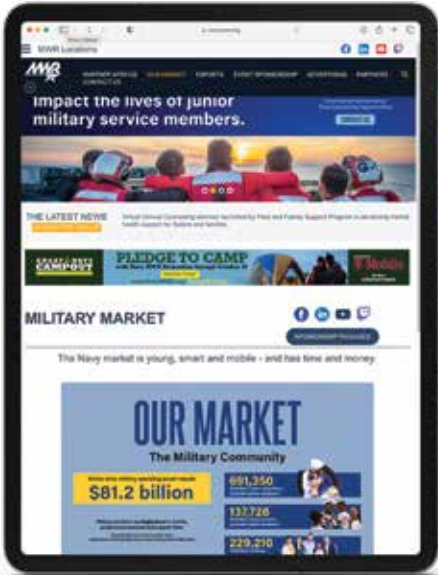
- Morale, Welfare and Recreation
- Child and Youth Programs
- Fleet and Family Support Programs
- Casualty Assistance
- Family Housing
- Unaccompanied Housing
- Intra Station Moves
- Galley





# CSA Impact

The Navy QOL HQ enterprise-wide Commercial Sponsorship and Advertising (CSA) Program supports eligible Navy QOL programs and services through a vibrant and robust network of corporate partners. All proceeds generated through CSA are used to enhance the quality of life for our Sailors and their families. Amounts are included in total revenues on page 17.



ADVERTISING REVENUE	FY24	FY23
Morale, Welfare and Recreation	3,200,572	2,958,591
Total Advertising	3,200,572	2,958,591

SPONSORSHIP REVENUE	FY24	FY23
Morale, Welfare and Recreation	5,227,852	4,315,668
Child and Youth Programs	28,707	7,430
Fleet and Family Support Programs	103,996	42,726
Casualty Assistance	78,217	46,150
Total Sponsorship	5,438,772	4,411,974

The broad portfolio of Navy QOL Programs supports Sailors and their families with a mix of funding streams that are supported by stakeholders within the government and the commercial sector.

# Financial Statements

## Statement of Financial Position

- NAF operations generate positive cash flow to support programs and recapitalization goals.
- NAF consistently achieves 1:1 acid test ratio.
- CNIC Retirement Pension trust is funded well above industry standards.
- Recapitalization strategy supported to \$75 million per year.
- Investment program sustaining targeted levels to support recapitalization while maintaining sufficient liquidity.
- Significant windfall totaling \$49.9 million in interest income due to economic conditions.

## Statement of Comprehensive Income (Profits and Losses)

- Profits generated support the recapitalization strategy and support funding of the pension and benefits plan.

**Adequate funding is essential to the success of Navy QOL Programs, as it directly impacts the delivery of services and the satisfaction of Sailors and family members at every stage of their journey, ultimately elevating the quality of service provided and impacting mission readiness.**





## NAVY QOL VISION

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

## NAVY QOL CORE ATTRIBUTES

Service, Respect, Transparency, Accountability, Integrity, Dedication

## NAVY QOL MISSION

Fleet and Family Readiness Programs at Commander, Navy Installations Command (CNIC) is responsible for policy development, resourcing, and oversight of quality-of-life programs for Sailors and their families. The Navy Quality of Life (QOL) Programs mission 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.



/NavyFFR



/company/us-navy-ffr



/NavyFFR