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# Support for National Security Families

The Department of Defense (DoD) has a deep and wide-ranging set of programs and services that are designed to address the health and well-being of service members and their families. Indeed, this portfolio is designed to promote and foster the readiness and resilience of the force so that service members can protect the safety and security of the nation.<sup>1</sup> In part, this support portfolio reflects the unique experiences and stressors that military families experience. Spouses of service members, as well as service members themselves, indicate that time spent away from family, spouse employment, child education, and general quality of life are areas of concern.<sup>2</sup> The military has also been described as a “greedy institution” that affects every aspect of

service and family members’ lives.<sup>3</sup> Therefore, it is perhaps not surprising that DoD has developed such a robust portfolio of support programs for service members and their families.

However, military families are not the only families who support national security. We define *national security families* as families that contain at least one member whose career is tied to a federal agency—other than DoD—that is dedicated to protecting the interests and security of the United States. Importantly, the experiences of national security families may mirror those of their military peers (e.g., they relocate frequently, deploy to hostile zones, or experience accompanied tours to international locations). Ultimately, supporting the health and well-being of these national security families is a national security issue.

## KEY FINDINGS

- Overall, the portfolio for military families appears to be larger, covering more domains and having more offerings, than the portfolio for national security families. However, similar types of services exist in both portfolios (e.g., consultation, and coaching and training).
- Spouse employment support efforts feature more prominently in the military family portfolio than in the national security portfolio, as do child- and youth-oriented programs and services; however, child care is common in both.
- For both national security and military families, most programs and services are targeted not only at the employee or service member but at the entire family (i.e., employee or service member, spouse, and dependent child).
- Among non-DoD national security agencies, the Department of Homeland Security, especially the Coast Guard, and the Department of State have the most offerings for national security employees and families. This might not be surprising because these two organizations most closely resemble the Department of Defense and its lifestyle for both employees and families (e.g., overseas living, deployments).
- National security families are more likely than military families to have access to general employee assistance programs, perhaps because of a federal contract with the organization that manages WorkLife4You programs.

## Abbreviations

AEFM	Appointment Eligible Family Member
CIA	Central Intelligence Agency
DEA	Drug Enforcement Administration
DHS	Department of Homeland Security
DoD	Department of Defense
DoE	Department of Energy
DoS	Department of State
EAP	employee assistance program
ODNI	Office of the Director of National Intelligence
PCS	permanent change of station

## Study Objective

Unlike military families, who are centralized under one overarching federal agency, national security families do not have a centralized management system. There is no comprehensive list of support programs and services similar to what is produced and managed by DoD through the Military One-Source website or to other military department or service branch-specific portals.<sup>4</sup> Thus, it is not clear what is actually available to national security families in terms of support efforts. The objective of this study was to conduct an environmental scan of the programs and services available to national security families, comparing them with the portfolio of resources that are provided to military families by DoD, the military departments,<sup>5</sup> and the service branches.<sup>6</sup> The findings help identify gaps where additional programs and services might be needed to comprehensively address the concerns of national security families.

## Support Programs and Services

The results of our environmental scan focus first on support programs and services for national security families, second on programs and services for military families, and third on a comparison of the two portfolios. For each of five program or service domains, we provide summary tables that include the organization and specific department or office that owns the program or service, the name of the pro-

gram or service, a brief description, the types of services that are available, and the eligible population.

## National Security Families

The support programs and services for national security families cover five domains: *general/multi-topic*, *spouse employment and financial well-being*, *child and youth*, *mental and behavioral health*, and *quality of life*. The Department of Homeland Security (DHS), especially the Coast Guard, and the Department of State (DoS) are responsible for the majority of the national security family programs and services that we identified.

In the *general/multi-topic* domain (Table 1), the Department of Energy (DoE), DHS, DoS, the National Security Agency, and the U.S. Agency for International Development all have programs that are designed to address multiple issues spread across several domains.<sup>7</sup> DHS—largely the Coast Guard—and DoS have the largest number of programs.

The programs and services in this domain offer support to employees, spouses, and dependent children across a wide variety of topics, including legal and financial issues, child care and education, social connections, general life skills and work-life balance, and health and well-being. Many of these offerings are considered employee assistance programs (EAPs).<sup>8</sup> Specific types of services provided are equally as varied and include consultation with an expert, referrals, coaching and training, counseling, child care, and networking.

In the *spouse employment and financial well-being* domain (Table 2), only DHS and DoS offer programs and services that target related issues. The services cluster around the topics of education about various aspects of personal finance (e.g., money coaching), career coaching and skill development, employment searches (and, in some cases, actual employment), child care during work hours, and subsidies to pay for such care. The types of services include consultation, referrals, coaching and training, and networking. Many of the DoS programs are targeted at spouses who are currently overseas.

In the *child and youth* domain (Table 3), the Central Intelligence Agency (CIA), DoE, DHS, DoS, the National Security Agency, and the Office

of the Director of National Intelligence (ODNI) all offer programs and services to employees and their families. The services are largely related to the provision of child care and education, but some also offer subsidies or other financial assistance for these activities.<sup>9</sup> In some cases, programs serve double duty by helping enable spouses of employees to run their own child-care facilities, thus providing both employment opportunities and child care. Although these programs and services are targeted at children and youth, many are designed to help spouses by enabling them to work and to have careers. Here, too, there is some emphasis on families who are stationed overseas.

In the *mental and behavioral health* domain (Table 4), programs and services are offered by DoE, DHS, DoS, the Drug Enforcement Administration (DEA), and ODNI. These programs offer consultation, counseling services from licensed mental health professionals, and coaching and training on a variety of topics related to work-life balance, stress, and

health. Many are targeted at the employees or their spouses, although a few do focus specifically on the needs of dependent children. Others offer referrals to specialists and experts outside the program or service itself. Here again, these offerings are clustered in DoS and DHS.

DoS and DHS, specifically the Coast Guard, offer programs in the *quality-of-life* domain (Table 5). In addition to quality-of-life activities that are designed to boost morale and well-being, these programs offer consultation, referrals, networking, employment, and child and youth education services.

We were unable to find documentation about programs and services that are available to Federal Bureau of Investigation employees and their family members. It seems improbable that such programs and services do not exist. Rather, it is more likely that these resources do exist but that we were not able to locate them in our search of the public domain.

## Research Approach

*National security families* are defined as families that

- have at least one member employed by a federal agency that is dedicated to protecting the interests and security of the United States
- are not uniformed military personnel and employed as part of DoD<sup>a</sup>
- have experiences and a lifestyle similar to their military peers (e.g., deployments, unaccompanied tours).

We identified nine umbrella national security agencies and 24 suboffices or subdepartments that were consistent with our inclusion and exclusion criteria for employers of national security families (see Table A.1, in the appendix).<sup>b</sup>

To identify specific programs and services provided by these national security agencies, we performed an environmental scan (i.e., a systematic survey of a particular landscape or environment) that focused on three specific domains: spouse employ-

ment and family financial well-being, child and youth, and mental and behavioral health. After an initial review of programs, we added two additional domains: general/multi-topic (programs and services that address more than a single issue) and quality of life (programs that address issues related to the daily lives of families and offer recreational services to enhance overall family well-being).

Once programs and services were identified, we reviewed publicly available websites and documents to extract key pieces of information about each program and service (e.g., type of service provided, target audience, eligibility). Tables 13 and 14 briefly summarize these key program and service characteristics. (Coding details can be found in the appendix.) A similar scan was completed for DoD-provided programs and services that are targeted at military families. By comparing the results of the two scans, we were able to identify gaps in the support portfolios available to national security and military families.

<sup>a</sup>The only exception is the Coast Guard, which is part of DHS, not DoD.

<sup>b</sup>*National security agencies* should not be confused with the National Security Agency. See National Security Agency Central Security Service, homepage, undated.

TABLE 1

## General/Multi-Topic Programs for National Security Families

Department or Component	Program	Type of Service Provided	Eligible Population	Sources
Department of Energy				
Organization-wide	<i>EAP: Work-life balance services</i> Provides a variety of services, including legal and financial consultation, academic resources, pet care services, and daily living and concierge services	Consultation, referral, child and youth education	Employees, spouses, dependents	U.S. Department of Energy, Office of the Chief Human Capital Officer, "Employee Assistance Program," webpage, undated. <a href="https://www.energy.gov/hc/services/benefits/wellness-program/employee-assistance-program">https://www.energy.gov/hc/services/benefits/wellness-program/employee-assistance-program</a>
Department of Homeland Security				
Federal Emergency Management Agency	<i>WorkLife4You</i> Helps find needed services (e.g., child or adult care, movers, schools); offers emergency dependent care	Consultation, referral, child care	Employees, dependents	Federal Emergency Management Agency, "Work-Life Balance and Wellness," webpage, last updated June 10, 2020. <a href="https://www.fema.gov/careers/work-fema/balance">https://www.fema.gov/careers/work-fema/balance</a>
Coast Guard	<i>CG SUPRT</i> "Provides health coaching, money coaching, professional counseling, education, and referral services"; covers a broad set of topics	Consultation, referral, counseling, coaching and training	Employees, spouses, dependents	U.S. Coast Guard, U.S. Department of Homeland Security, "Sea Legs—Family Support: Coast Guard Work-Life Programs," webpage, undated. <a href="https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Sea-Legs/Family-Support/">https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Sea-Legs/Family-Support/</a>
Department of State				
Organization-wide	<i>Transition Center: Foreign Affairs Life Skills Training</i> Provides life skills and retirement training related to a mobile lifestyle; targeted at overseas members	Coaching and training	Employees, spouses, dependents	U.S. Department of State, "Transition Center," webpage, undated. <a href="https://www.state.gov/bureaus-offices/under-secretary-for-management/foreign-service-institute/transition-center/">https://www.state.gov/bureaus-offices/under-secretary-for-management/foreign-service-institute/transition-center/</a>  U.S. Department of State, "Life Skills Training," webpage, undated. <a href="https://www.state.gov/foreign-affairs-life-skills-training/">https://www.state.gov/foreign-affairs-life-skills-training/</a>
Organization-wide	<i>WorkLife4You</i> EAP that "provides free 24/7 counseling, education, and referral services"; offers emergency dependent care	Consultation, referral, coaching and training, child care	Employees, spouses, dependents	U.S. Department of State, "Counseling Resources and Referral Services," webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/foreign-service-life/counseling-resources-and-referral-services/">https://www.state.gov/global-community-liaison-office/foreign-service-life/counseling-resources-and-referral-services/</a>  WorkLife4You, homepage, undated. <a href="https://www.worklife4you.com/index.html">https://www.worklife4you.com/index.html</a>  U.S. Department of State, "Child Care, Schools and Summer Camps," webpage, undated. <a href="https://www.state.gov/child-care-schools-and-summer-camps/">https://www.state.gov/child-care-schools-and-summer-camps/</a>

Table 1—Continued

Department or Component	Program	Type of Service Provided	Eligible Population	Sources
Organization-wide	<i>Employee Consultation Service</i> “Provides free, confidential counseling by clinical social workers”; covers a broad set of topics	Consultation, counseling	Employees, spouses, dependents	U.S. Department of State, “Foreign Affairs Offices and Organizations,” webpage, undated. <a href="https://www.state.gov/foreign-affairs-offices-and-organizations/">https://www.state.gov/foreign-affairs-offices-and-organizations/</a>
National Security Agency				
Organization-wide	<i>WorkLife4You program</i> Resource and referral program that offers direct connection to trained specialists 24 hours per day, seven days per week on such topics as “family, health and wellness, education, finance/legal and daily living”	Consultation, referral	Employees	National Security Agency, “Benefits,” webpage, undated. <a href="https://www.intelligencecareers.gov/nsa/nsabenefits.html">https://www.intelligencecareers.gov/nsa/nsabenefits.html</a>
U.S. Agency for International Development				
Organization-wide	<i>USAID Staff Care</i> EAP/employee resilience program that provides around-the-clock access to well-being and work-life balance resources	Consultation, referral, counseling, coaching and training, child care	Employees, spouses, dependents	USAID, “Staff Care,” webpage, undated. <a href="https://www.usaid.gov/staffcare">https://www.usaid.gov/staffcare</a>  USAID, “Staff Care Overview,” briefing slides, Washington, D.C.: Staff Care Service Center, undated. <a href="https://oig.usaid.gov/sites/default/files/2019-01/Current%20DC%20Staff%20Care%20Overview%20August%202018.pdf">https://oig.usaid.gov/sites/default/files/2019-01/Current%20DC%20Staff%20Care%20Overview%20August%202018.pdf</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. All URLs are current as of October 7, 2021.

TABLE 2  
Spouse Employment and Financial Well-Being Programs for National Security Families

Department or Component	Program	Type of Service Provided	Eligible Population	Sources
Department of Homeland Security				
Organization-wide	<i>Employee Assistance Programs: Financial Consultations</i> EAPs “that offer DHS employees and their eligible family members private consultation with financial advisors and referral services”	Consultation, referral	Employees, spouses, dependents	U.S. Department of Homeland Security, “Employee Assistance Programs,” webpage, undated. <a href="https://www.dhs.gov/employee-resources/employee-assistance-programs">https://www.dhs.gov/employee-resources/employee-assistance-programs</a>

Table 2—Continued

Department or Component	Program	Type of Service Provided	Eligible Population	Sources
Coast Guard	<i>Family Child Care</i> Creates “a business opportunity for Coast Guard spouses/legal married partners” and provides “safe and dependable child care for Team Coast Guard members”	Referral, coaching and training, child care	Employees, spouses, dependents	U.S. Coast Guard, U.S. Department of Homeland Security, “Office of Work-Life Programs: Family Child Care (FCC),” webpage, undated. <a href="https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Child-Care/Family-Child-Care-FCC/">https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Child-Care/Family-Child-Care-FCC/</a>
Coast Guard	<i>Spouse Employment Assistance Program</i> “Assist[s] spouses with career and employment information”	Employment, coaching and training	Spouses	U.S. Coast Guard, “Office of Work-Life Programs: Spouse Employment Program,” webpage, undated. <a href="https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Spouse-Employment-Program/">https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Spouse-Employment-Program/</a>
Secret Service	<i>Cameo Consulting Group: U.S. Secret Service Child Care Subsidy Program</i> Assists families with child-care costs; child must be under age 13 or have special needs	Child care, financial assistance	Employees, dependents	Cameo Consulting Group, “USSS Child Care Subsidy Program,” webpage, undated. <a href="https://www.fedbenservices.com">https://www.fedbenservices.com</a>
Department of State				
Organization-wide	<i>Child Care Subsidy Program</i> “Provides child care subsidy assistance for employees whose total family income does not exceed \$68,000”	Child care, financial assistance	Employees, dependents	U.S. Department of State, “Foreign Service Officer Benefits,” webpage, undated. <a href="https://careers.state.gov/work/benefits/fso/">https://careers.state.gov/work/benefits/fso/</a>
Organization-wide	<i>Consular Affairs: Appointment Eligible Family Member (AEFM) Program</i> “Provides opportunities for AEFMs who are at least 21 years of age to fill entry-level Consular positions at selected posts”	Employment	Spouses, dependents	U.S. Department of State, “Consular Affairs—Appointment Eligible Family Member Program,” webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/overseas-family-member-employment/family-member-employment-within-a-u-s-embassy-or-consulate/consular-affairs-appointment-eligible-family-member-program/">https://www.state.gov/global-community-liaison-office/overseas-family-member-employment/family-member-employment-within-a-u-s-embassy-or-consulate/consular-affairs-appointment-eligible-family-member-program/</a>
Organization-wide	<i>Expanded Professional Associates Program</i> “Provides appointment eligible spouses with employment opportunities in key positions at missions abroad”; similar to the Consular Affairs AEFM Program	Employment	Spouses	U.S. Department of State, “Expanded Professional Associates Program (EPAP),” webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/family-member-employment/overseas-family-member-employment/family-member-employment-within-a-u-s-embassy-or-consulate/expanded-professional-associates-program-epap/">https://www.state.gov/global-community-liaison-office/family-member-employment/overseas-family-member-employment/family-member-employment-within-a-u-s-embassy-or-consulate/expanded-professional-associates-program-epap/</a>

Table 2—Continued

Department or Component	Program	Type of Service Provided	Eligible Population	Sources
Organization-wide	<i>FEEA Childcare Services, Inc.</i> Provides child-care subsidy assistance for employees whose total family income does not exceed \$89,000; spouse must be working or enrolled in school full time	Child care, financial assistance	Employees, spouses, dependents	FEEA Childcare Services, Inc., “Childcare Subsidies,” webpage, undated. <a href="https://feeachildcareservices.com/programs/#current">https://feeachildcareservices.com/programs/#current</a>
Organization-wide	<i>Foreign Service Family Reserve Corps</i> Prequalifies AEFMs to quickly fill open positions	Employment	Spouses	U.S. Department of State, “Foreign Service Family Reserve Corps,” webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/family-member-employment-in-the-d-c-area/foreign-service-family-reserve-corps/">https://www.state.gov/global-community-liaison-office/family-member-employment-in-the-d-c-area/foreign-service-family-reserve-corps/</a>
Organization-wide	<i>Global Employment Initiative</i> Supports family members in their job search by providing resources and guidance and facilitating skill development	Consultation, coaching and training, networking	Spouses, dependents	U.S. Department of State, “Global Employment Initiative,” webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/family-member-employment/global-employment-initiative-gei/">https://www.state.gov/global-community-liaison-office/family-member-employment/global-employment-initiative-gei/</a>
Organization-wide	<i>The Network</i> “Connects Foreign Service family members in the Washington area with potential employers within the U.S. Department of State as well as with other federal agencies and private organizations”	Networking	Spouses, dependents	U.S. Department of State, “The Network,” webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/family-member-employment/family-member-employment-in-the-d-c-area/the-network/">https://www.state.gov/global-community-liaison-office/family-member-employment/family-member-employment-in-the-d-c-area/the-network/</a>
Organization-wide	<i>Professional Development Fellowship program</i> “Supports spouses and partners in their efforts to develop, maintain, and/or refresh their professional skills while overseas”	Coaching and training	Spouses	U.S. Department of State, “Professional Development Fellowship Program,” webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/family-member-employment/overseas-family-member-employment/professional-development-fellowship-program/">https://www.state.gov/global-community-liaison-office/family-member-employment/overseas-family-member-employment/professional-development-fellowship-program/</a>
Organization-wide	<i>Professional Associates Program (Hard-to-Fill)</i> Facilitates the hire of AEFMs in hard-to-fill civil service positions	Employment	Spouses, dependents	U.S. Department of State, “Professional Associates Program (Hard-to-Fill),” webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/family-member-employment/overseas-family-member-employment/family-member-employment-within-a-u-s-embassy-or-consulate/professional-associates-program-hard-to-fill/">https://www.state.gov/global-community-liaison-office/family-member-employment/overseas-family-member-employment/family-member-employment-within-a-u-s-embassy-or-consulate/professional-associates-program-hard-to-fill/</a>

Table 2—Continued

Department or Component	Program	Type of Service Provided	Eligible Population	Sources
Organization-wide	<i>Overseas Seasonal Hire Program</i> “Provides job opportunities for eligible high school and college students of U.S. government employees assigned to an overseas post”	Employment	Dependents	U.S. Department of State, “Family Member Employment Within a U.S. Embassy or Consulate,” webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/family-member-employment/overseas-family-member-employment/family-member-employment-within-a-u-s-embassy-or-consulate/">https://www.state.gov/global-community-liaison-office/family-member-employment/overseas-family-member-employment/family-member-employment-within-a-u-s-embassy-or-consulate/</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. All URLs are current as of October 7, 2021.

TABLE 3

## Child and Youth Programs for National Security Families

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Central Intelligence Agency				
Organization-wide	<i>Central Intelligence Agency Childcare</i> “Daycare facility that accepts children three months old through pre-kindergarten”; also provides a subsidy for eligible families	Child care, financial assistance	Employees, dependents	CIA Careers, “Working at CIA—Benefits,” webpage, undated. <a href="https://www.cia.gov/careers/working-at-cia/benefits/#family">https://www.cia.gov/careers/working-at-cia/benefits/#family</a>
Department of Energy				
Organization-wide	<i>Child Development Centers</i> Child-care facility for children aged six weeks through six years; includes priority placement for DoE families and subsidy program	Child care, financial assistance	Employees, dependents	Energy.gov, “Child Development Centers,” webpage, undated. <a href="https://www.energy.gov/hc/child-development-centers">https://www.energy.gov/hc/child-development-centers</a>
Department of Homeland Security				
Organization-wide	<i>Nursing Mothers Programs</i> Work-site lactation programs that provide “private space to express breast milk and reasonable time during the workday to do so”	Child and youth focused	Employees, dependents	U.S. Department of Homeland Security, “Parenting & Child Care,” webpage, undated. <a href="https://www.dhs.gov/employee-resources/parenting-child-care">https://www.dhs.gov/employee-resources/parenting-child-care</a>
Coast Guard	<i>Department of Defense Education Activity</i> Federally operated school system	Child and youth education	Dependents	Department of Defense Education Activity, homepage, last modified October 4, 2021. <a href="https://www.dodea.edu/index.cfm">https://www.dodea.edu/index.cfm</a>

Table 3—Continued

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Coast Guard	<i>Child Development Centers</i> Provide care for children aged six weeks through five years on a full-time, part-time, and hourly basis	Child care	Employees, dependents	U.S. Coast Guard, U.S. Department of Homeland Security, "Office of Work-Life Programs: Child Development Services (CDS)," webpage, undated. <a href="https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Child-Care/">https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Child-Care/</a>
Coast Guard	<i>Family Child Care</i> Creates "a business opportunity for Coast Guard spouses/legal married partners" and provides "safe and dependable child care for Team Coast Guard members"	Referral, coaching and training, child care	Employees, spouses, dependents	U.S. Coast Guard, U.S. Department of Homeland Security, "Office of Work-Life Programs: Family Child Care (FCC)," webpage, undated. <a href="https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Child-Care/Family-Child-Care-FCC/">https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Child-Care/Family-Child-Care-FCC/</a>
Coast Guard	<i>Federal Employee Education and Assistance Fund Tutoring</i> Free, online academic tutoring for most subjects in kindergarten through 12th grade	Child and youth education	Dependents	Federal Employee Education and Assistance Fund, "Tutoring," webpage, undated. <a href="https://feea.org/our-programs/tutoring/">https://feea.org/our-programs/tutoring/</a>
Coast Guard	<i>School Liaison Program</i> School Liaison Officers act as advocates for Coast Guard students and families in local school systems	Consultation, referral, child and youth education	Employees, spouses, dependents	U.S. Coast Guard, "Office of Work-Life Programs: School Liaison Program," webpage, undated. <a href="https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/School-Liaison-Program/">https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/School-Liaison-Program/</a>
Secret Service	<i>Cameo Consulting Group: U.S. Secret Service Child Care Subsidy Program</i> Assists families with child-care costs; child must be under age 13 or have special needs	Child care, financial assistance	Employees, dependents	Cameo Consulting Group, "USSS Child Care Subsidy Program," webpage, undated. <a href="https://www.fedbenservices.com">https://www.fedbenservices.com</a>
Department of State				
Organization-wide	<i>Diplotots, Too</i> Child development center in Washington, D.C., "for children ages six weeks through kindergarten (five years)"	Child care	Employees, dependents	U.S. Department of State, "Child Care, Preschool, and Summer Camps," webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/education-and-youth/child-care-preschool-and-summer-camps/">https://www.state.gov/global-community-liaison-office/education-and-youth/child-care-preschool-and-summer-camps/</a>
Organization-wide	<i>Child Care Subsidy Program</i> "Provides child care subsidy assistance for employees whose total family income does not exceed \$68,000"	Child care, financial assistance	Employees, dependents	U.S. Department of State, "Foreign Service Officer Benefits," webpage, undated. <a href="https://careers.state.gov/work/benefits/fso/">https://careers.state.gov/work/benefits/fso/</a>

Table 3—Continued

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Organization-wide	<i>FEEA Childcare Services, Inc.</i> Provides child-care subsidy assistance for employees whose total family income does not exceed \$89,000; spouse must be working or enrolled in school full time	Child care, financial assistance	Employees, spouses, dependents	FEEA Childcare Services, Inc., “Childcare Subsidies,” webpage, undated. <a href="https://feeachildcareservices.com/programs/#current">https://feeachildcareservices.com/programs/#current</a>
Organization-wide	<i>Foreign Service Institute Child Care Center</i> Child development center in Arlington, Virginia, for infants through preschool-aged children	Child care	Employees, dependents	U.S. Department of State, “Child Care, Schools and Summer Camps,” webpage, undated. <a href="https://www.state.gov/child-care-schools-and-summer-camps/">https://www.state.gov/child-care-schools-and-summer-camps/</a>
Organization-wide	<i>Office of Overseas Schools</i> Provides “quality educational opportunities at the elementary and secondary level for dependents” of overseas employees	Child and youth education	Employees, dependents	U.S. Department of State, “Office of Overseas Schools,” webpage, undated. <a href="https://www.state.gov/bureaus-offices/under-secretary-for-management/bureau-of-administration/office-of-overseas-schools/">https://www.state.gov/bureaus-offices/under-secretary-for-management/bureau-of-administration/office-of-overseas-schools/</a>
Organization-wide	<i>Child and Family Program: Mental health and special needs support for children</i> Works with parents and overseas medical staff to ensure that children’s psychological, behavioral health, and special educational needs are identified, assessed, and treated	Consultation, referral, counseling, child and youth focused, child and youth education	Employees, spouses, dependents	U.S. Department of State, “Child and Family Program,” webpage, undated. <a href="https://www.state.gov/bureaus-offices/under-secretary-for-management/bureau-of-medical-services/office-of-child-and-family-programs/">https://www.state.gov/bureaus-offices/under-secretary-for-management/bureau-of-medical-services/office-of-child-and-family-programs/</a>
National Security Agency				
Organization-wide	<i>Childcare Resources: Child Development Centers</i> Assist with child- and youth-related issues, such as access to a child development system, child-care listings, and information on summer camps and programs	Consultation, referral, child care, child and youth focused	Employees, dependents	National Security Agency, “Benefits,” webpage, undated. <a href="https://www.intelligencecareers.gov/NSA/nsabenefits.html">https://www.intelligencecareers.gov/NSA/nsabenefits.html</a>
Office of the Director of National Intelligence				
Organization-wide	<i>Child-care referral services</i> Provides child-care referral services	Referral, child care	Employees, dependents	Office of the Director of National Intelligence, “Benefits,” webpage, undated. <a href="https://www.intelligencecareers.gov/odni/odnibenefits.html">https://www.intelligencecareers.gov/odni/odnibenefits.html</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. All URLs are current as of October 7, 2021.

TABLE 4

## Mental and Behavioral Health Programs for National Security Families

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Department of Energy				
Organization-wide	<i>Espyr EAP: Counseling and Consultation</i> Comprehensive EAP that supports personal well-being and work-life balance; counseling and coaching on a broad set of topics (e.g., workgroup situations, grief, mental illness)	Consultation, counseling, coaching and training	Employees, spouses, dependents	Energy.gov, "Employee Assistance Program," webpage, undated. <a href="https://www.energy.gov/hc/services/benefits/wellness-program/employee-assistance-program">https://www.energy.gov/hc/services/benefits/wellness-program/employee-assistance-program</a>
Department of Homeland Security				
Organization-wide	<i>EAP: Counseling Services</i> EAPs "that offer pre-paid, confidential counseling sessions with licensed counselors and referral services"; cover a broad set of behavioral health topics and life events	Counseling	Employees, spouses, dependents	U.S. Department of Homeland Security, "Employee Assistance Programs," webpage, undated. <a href="https://www.dhs.gov/employee-resources/employee-assistance-programs">https://www.dhs.gov/employee-resources/employee-assistance-programs</a>
Organization-wide	<i>Building Strong Bonds—Relationship Enhancement Training</i> "Relationship enhancement course that aims to bolster employee resilience by providing support for positive personal relationships"	Counseling, coaching and training	Employees, spouses	U.S. Department of Homeland Security, "Building Strong Bonds—Relationship Enhancement Training," webpage, undated. <a href="https://www.dhs.gov/employee-resources/building-strong-bonds">https://www.dhs.gov/employee-resources/building-strong-bonds</a>
Federal Law Enforcement Training Centers	<i>Critical Incident Stress Management and Peer Support Program</i> "Provides various confidential and free services"; covers a broad set of topics (e.g., trauma reduction, stress management, addiction, legal issues)	Consultation, referral, counseling	Employees, spouses, dependents	Federal Law Enforcement Training Centers, "Critical Incident Stress Management (CISM)," webpage, undated. <a href="https://www.fletc.gov/critical-incident-stress-management-cism">https://www.fletc.gov/critical-incident-stress-management-cism</a>
Department of State				
Organization-wide	<i>Deployment Stress Management Program</i> "Provides information, education, referrals, initial assessment and brief treatment for problems related to the stress of deployment to high threat posts, overseas crises and other stressful situations"	Consultation, referral, counseling, coaching and training	Employees	U.S. Department of State, "About Us: Deployment Stress Management Program," webpage, undated. <a href="https://www.state.gov/about-us-deployment-stress-management-program/">https://www.state.gov/about-us-deployment-stress-management-program/</a>

Table 4—Continued

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Organization-wide	<i>Center of Excellence in Foreign Affairs Resilience</i> “Provides resilience training, education, and support for U.S. Government foreign affairs agencies”	Coaching and training	Employees	U.S. Department of State, “Resilience,” webpage, undated. <a href="https://www.state.gov/resilience-cefar/">https://www.state.gov/resilience-cefar/</a>
Organization-wide	<i>Office of Child and Family Programs: Mental health and special needs support for children</i> Works with parents and overseas medical staff to ensure that children’s psychological, behavioral health, and special educational needs are identified, assessed, and treated	Consultation, referral, counseling, child and youth focused, child and youth education	Employees, spouses, dependents	U.S. Department of State, “Child and Family Program,” webpage, undated. <a href="https://www.state.gov/bureaus-offices/under-secretary-for-management/bureau-of-medical-services/office-of-child-and-family-programs/">https://www.state.gov/bureaus-offices/under-secretary-for-management/bureau-of-medical-services/office-of-child-and-family-programs/</a>
Drug Enforcement Administration				
Organization-wide	<i>DEA EAP</i> EAP that provides “mental health consultation, preventive education, brief counseling, crisis intervention, traumatic incident response, and referral to community resources”	Consultation, referral, counseling	Employees, spouses, dependents	U.S. Drug Enforcement Administration, “Employee Assistance Program,” webpage, undated. <a href="https://www.dea.gov/resources/eap">https://www.dea.gov/resources/eap</a>
Office of the Director of National Intelligence				
Organization-wide	<i>Mental Wellness Training course</i> “Computer-based Mental Wellness training course to help decrease stigma and dispel myths about psychological disorders” and encourage use of the EAP	Coaching and training	Employees	Office of the Director of National Intelligence, “Now Available: Mental Wellness Training,” webpage, July 5, 2018. <a href="https://www.dni.gov/index.php/newsroom/item/1883-now-available-mental-wellness-training">https://www.dni.gov/index.php/newsroom/item/1883-now-available-mental-wellness-training</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. All URLs are current as of October 7, 2021.

## Military Families

Our review of support programs and services for military families began with the five domains previously presented for national security families. After reviewing that portfolio of programs and services for military families, we decided to add two domains that are not in our review of support services for national security families: *permanent-change-of-station* (PCS) *moves* and *transition* (out of the military) *support*.

Programs and services for service members and their families in the *general/multi-topic* domain (Table 6) are managed at both the DoD level and the military department level. The support services include well-known resources, such as Military One-Source and Military Family Life Counselors. These are umbrella programs that cover a variety of work-life balance issues. Types of services include consultation with experts, counseling with mental health

TABLE 5  
Quality-of-Life Programs for National Security Families

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Department of State				
Organization-wide	<i>Global Community Liaison Office</i> Aims to improve quality-of-life issues by “advocating for programs and solutions”; targeted at overseas members	Consultation, quality-of-life activities	Employees, spouses, dependents	U.S. Department of State, “Global Community Liaison Office,” webpage, undated. <a href="https://www.state.gov/bureaus-offices/under-secretary-for-management/bureau-of-global-talent-management/global-community-liaison-office/">https://www.state.gov/bureaus-offices/under-secretary-for-management/bureau-of-global-talent-management/global-community-liaison-office/</a>
Organization-wide	<i>Community Liaison Office Program</i> “Provides morale-enhancing support to U.S. government employees and family members” stationed abroad; cover a broad set of topics	Consultation, referral, networking, employment, quality-of-life activities, child and youth education	Employees, spouses, dependents	U.S. Department of State, “Community Liaison Office Program,” webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/community-liaison-office-program/">https://www.state.gov/global-community-liaison-office/community-liaison-office-program/</a>  U.S. Department of State, “CLO Confidentiality Policy and Responsibilities,” webpage, undated. <a href="https://www.state.gov/global-community-liaison-office/community-liaison-office-program/clo-confidentiality-policy-and-responsibilities/">https://www.state.gov/global-community-liaison-office/community-liaison-office-program/clo-confidentiality-policy-and-responsibilities/</a>
Department of Homeland Security				
Coast Guard	<i>Morale, Well-Being, and Recreation program</i> Recreation program and leisure activities provided to military personnel, their families, and guests; offerings vary based on participant interests, funding, personnel, and facilities	Quality-of-life activities	Employees, spouses, dependents	U.S. Coast Guard Academy Morale, Well-Being, and Recreation, homepage, undated. <a href="https://cgamwr.com">https://cgamwr.com</a>
Coast Guard	<i>Spouses’ clubs</i> Seek to improve quality of life through fostering connections to other Coast Guard spouses; conduct outreach to new spouses	Networking	Spouses	U.S. Coast Guard, “Office of Work-Life Programs: Spouses’ Clubs Program,” webpage, undated. <a href="https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Spouses-Clubs-Program/">https://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Spouses-Clubs-Program/</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. All URLs are current as of October 7, 2021.

professionals, referrals, coaching and training, and networking. These support programs are available to service members, spouses, and dependent children.

Spouse employment and financial well-being (Table 7) are top concerns for military spouses.<sup>10</sup> Given the prominence of this issue for legislators and DoD leadership, the large number of programs and services that target this issue is perhaps not surprising. Many of these efforts are managed by DoD and

are available to spouses throughout DoD. However, all of the military departments provide additional support to military families in this domain. The services that are offered include tuition assistance, help with interstate licensing, networking and mentoring, and career coaching and counseling. As noted earlier, some programs offer child care or subsidies for child care to enable military spouses to work.

TABLE 6  
General/Multi-Topic Programs for Military Families

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Department of Defense				
DoD-wide	<i>Military One Source Specialty Consultations</i> “Provides support from professionally trained consultants by phone on a broad range of issues for service members, their families and survivors”	Consultation	Service members, spouses, dependents	Military OneSource, “Specialty Consultations,” webpage, undated. <a href="https://www.militaryonesource.mil/confidential-help/specialty-consultations/">https://www.militaryonesource.mil/confidential-help/specialty-consultations/</a>
DoD-wide	<i>Military and Family Life Counseling Program</i> Provides “flexible non-medical counseling” across a variety of topics (e.g., deployment, PCS moves, stress management, relationships, work-life balance)	Counseling	Service members, spouses, and dependents	Military OneSource, “The Military and Family Life Counseling Program,” webpage, April 6, 2020. <a href="https://www.militaryonesource.mil/confidential-help/non-medical-counseling/military-and-family-life-counseling/the-military-and-family-life-counseling-program/">https://www.militaryonesource.mil/confidential-help/non-medical-counseling/military-and-family-life-counseling/the-military-and-family-life-counseling-program/</a>
Department of the Air Force				
Air Force, Space Force	<i>Personal and Work Life Program</i> Educational program that targets a variety of topics (e.g., communication skills, relationship building, long-distance relationships, positive parenting, elder care, time management)	Counseling, coaching and training, networking	Service members, spouses, dependents	Air Force’s Personnel Center, “Personal and Work Life,” webpage, undated. <a href="https://www.afpc.af.mil/Airman-and-Family/Personal-and-Work-Life/">https://www.afpc.af.mil/Airman-and-Family/Personal-and-Work-Life/</a>
Department of the Army				
Army	<i>Army Family Team Building</i> Personal growth and development program focused on building resilience	Coaching and training	Service members, spouses, and dependents	Army MWR, “Army Family Team Building,” webpage, last updated July 8, 2021. <a href="https://www.armymwr.com/programs-and-services/personal-assistance/army-family-team-building">https://www.armymwr.com/programs-and-services/personal-assistance/army-family-team-building</a>
Department of the Navy				
Navy, Marine Corps	<i>Fleet and Family Support Program</i> Umbrella program that covers a variety of work and family life issues (e.g., information and referrals, deployment support, financial assistance, transition assistance, family advocacy)	Consultation, counseling, referrals, coaching and training, child and youth focused	Service members, spouses, and dependents	Commander, Navy Installations Command, “Fleet and Family Support Program (FFSP),” webpage, last updated August 16, 2021. <a href="https://www.cniv.navy.mil/ffr/family_readiness/fleet_and_family_support_program.html">https://www.cniv.navy.mil/ffr/family_readiness/fleet_and_family_support_program.html</a>

Table 6—Continued

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Marine Corps	<i>Marine Corps Family Team Building</i> Umbrella program designed to foster personal growth and resilience; covers a variety of work and family life issues (e.g., information and referrals, deployment support, relationship building, networking)	Referrals, counseling, coaching and training, networking	Service members, spouses, dependents	Marine Corps Community Services San Diego, “Marine Corps Family Team Building,” webpage, undated. <a href="http://www.mccsmcrd.com/marine-corps-family-team-building/">http://www.mccsmcrd.com/marine-corps-family-team-building/</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. *Civilian DoD families*—that is, families in which at least one adult is employed by DoD but is not a uniformed member—were not included in the scope of our study. The Department of the Air Force includes both the U.S. Air Force and the U.S. Space Force. The Department of the Navy includes both the U.S. Navy and the U.S. Marine Corps. All URLs are current as of October 7, 2021.

TABLE 7  
Spouse Employment and Financial Well-Being Programs for Military Families

Department or Component	Program Name	Type of Service Provided	Eligibility Population	Sources
Department of Defense				
DoD-wide	<i>Adoption Reimbursement program</i> Federal reimbursement (up to \$2,000 per child; annual cap of \$5,000) “for certain expenses associated with adoption”	Financial assistance	Service members, spouses	Defense Finance and Accounting Service, “Adoption Reimbursement,” webpage, last updated September 2, 2021. <a href="https://www.dfas.mil/militarymembers/payentitlements/adoptionreimbursement/">https://www.dfas.mil/militarymembers/payentitlements/adoptionreimbursement/</a>
DoD-wide	<i>Military Spouse Employment Partnership</i> Employment and career partnership that connects military spouses with partner employers	Referrals, networking	Spouses	Military Spouse Employment Partnership, “About MSEP,” webpage, undated. <a href="https://msepjobs.militaryonesource.mil/msep/about-us">https://msepjobs.militaryonesource.mil/msep/about-us</a>
DoD-wide	<i>MilLife Learning</i> “Offers resources designed to assist service members, their families, survivors and those who support them”; covers a range of topics (e.g., sponsorship; Exceptional Family Member Program; morale, welfare, and recreation; family advocacy; suicide prevention; resilience)	Coaching and training	Service members, spouses, dependents	Military OneSource, “MilLife Learning,” webpage, undated. <a href="https://millifelearning.militaryonesource.mil/f?p=SIS:WELCOME">https://millifelearning.militaryonesource.mil/f?p=SIS:WELCOME</a>
DoD-wide	<i>MilTax</i> “Free tax services include tax prep and e-filing software and personalized support”	Consultation	Service members	Military OneSource, “MilTax: Tax Services for the Military,” webpage, undated. <a href="https://www.militaryonesource.mil/financial-legal/tax-resource-center/miltax-military-tax-services/">https://www.militaryonesource.mil/financial-legal/tax-resource-center/miltax-military-tax-services/</a>

Table 7—Continued

Department or Component	Program Name	Type of Service Provided	Eligibility Population	Sources
DoD-wide	<i>MilSpouse Money Mission</i> Financial education website for military spouses	Coaching and training	Spouses	MilSpouse Money Mission, “About Us,” webpage, undated. <a href="https://www.milspousemoneymission.org/about-who-we-are/">https://www.milspousemoneymission.org/about-who-we-are/</a>
DoD-wide	Child Care Aware of America Provides referrals for child-care options and fee assistance for families who do not live near on-base child care	Referrals, child care, financial assistance	Service members, spouses, dependents	Child Care Aware of America, “Fee Assistance/ Respite Providers,” webpage, undated. <a href="https://www.childcareaware.org/fee-assistancerespite/feeassistancerespiteproviders/#programs">https://www.childcareaware.org/fee-assistancerespite/feeassistancerespiteproviders/#programs</a>
DoD-wide	<i>Military Spouses eMentor Community</i> Online mentoring program that connects military spouses with more-experienced veterans, spouses, career mentors, and veteran-friendly employers	Coaching and training, networking	Spouses	eMentor, homepage, undated. <a href="https://www.ementorprogram.org/veteran-spouse-ementor/">https://www.ementorprogram.org/veteran-spouse-ementor/</a>
DoD-wide	<i>My Career Advancement Scholarship program</i> “Provides eligible military spouses with up to \$4,000 in financial assistance for licenses, certifications, national tests or associates degrees”	Financial assistance	Spouses	Military OneSource, “MYCAA: Scholarship for Milspouses,” webpage, undated. <a href="https://www.militaryonesource.mil/education-employment/for-spouses/mycaa-scholarship/">https://www.militaryonesource.mil/education-employment/for-spouses/mycaa-scholarship/</a>
DoD-wide	<i>Non-DoD Schools Program</i> Provides support and funding for overseas families who home-school their children	Financial assistance, child and youth education	Service members, spouses, dependents	Department of Defense Education Activity, “Non-DoD Schools Program (NDSP),” webpage, last modified June 28, 2021. <a href="https://www.dodea.edu/nonDoD/index.cfm">https://www.dodea.edu/nonDoD/index.cfm</a>
DoD-wide	<i>Spouse Education and Career Opportunities Program</i> Provides education, career resources, guidance, and coaching to military spouses	Coaching and training	Spouses	Military OneSource Spouse Education and Career Opportunities, homepage, undated. <a href="https://myseco.militaryonesource.mil/portal/">https://myseco.militaryonesource.mil/portal/</a>
Department of the Air Force, Department of the Army, Department of the Navy				
Air Force, Space Force, Army, Navy, Marine Corps	<i>Family Child Care</i> “Provides quality home based care for children 4 weeks to 12 years old and is offered in government owned and government leased housing located on post”	Child care	Service members, dependents	Army MWR, “Family Child Care (FCC),” webpage, last updated August 16, 2021. <a href="https://www.armymwr.com/programs-and-services/cys/family-child-care-homes">https://www.armymwr.com/programs-and-services/cys/family-child-care-homes</a>

Table 7—Continued

Department or Component	Program Name	Type of Service Provided	Eligibility Population	Sources
Air Force, Space Force, Army, Navy, Marine Corps	<i>Spouse State Licensure and Certification Costs Reimbursement</i> Reimbursement program for “up to \$1,000” in fees related to state licensure or certifications following a PCS move	Financial assistance	Spouses	Military OneSource, “Transferring Your Professional License: What’s Involved?” webpage, October 1, 2021. <a href="https://www.militaryonesource.mil/education-employment/for-spouses/education-training-licensing/transferring-your-professional-license-what-s-involved/">https://www.militaryonesource.mil/education-employment/for-spouses/education-training-licensing/transferring-your-professional-license-what-s-involved/</a>
Air Force, Space Force, Army, Navy, Marine Corps	<i>Financial Readiness Program</i> “Provides comprehensive educational and counseling programs in personal financial readiness”	Consultation, coaching and training	Service members, spouses, dependents	Army MWR, “Financial Readiness,” webpage, last updated May 19, 2021. <a href="https://www.armymwr.com/programs-and-services/personal-assistance/financial-readiness">https://www.armymwr.com/programs-and-services/personal-assistance/financial-readiness</a>
Department of the Air Force				
Air Force, Space Force	<i>Child and Youth Programs</i> “Provide developmental activities that promote the cognitive, social, emotional, cultural, language and physical development of children/youth through programs and services”; includes programs that provide free child care for returning airmen and their families and families who are going through a PCS move	Coaching and training, financial assistance, child care, child and youth focused	Service members, spouses, dependents	MyAirForceBenefits, “Child and Youth Programs,” webpage, April 22, 2021. <a href="https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-Benefits/Child-and-Youth-Programs?serv=20">https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-Benefits/Child-and-Youth-Programs?serv=20</a>
Air Force, Space Force	<i>Employment Assistance Program</i> Provides airmen and family members with employment information; topics include job search skills, education, training, transition, and volunteer opportunities	Consultation, coaching and training	Service members, spouses, dependents	Air Force’s Personnel Center, “Employment Resources,” webpage, undated. <a href="https://www.afpc.af.mil/Airman-and-Family/Employment-Resources/">https://www.afpc.af.mil/Airman-and-Family/Employment-Resources/</a>
Department of the Army				
Army	<i>Employment Readiness Program</i> Provides job search resources, including job opportunities, classes and seminars, resume building, career counseling, and job fairs	Coaching and training, consultation	Service members, spouses, dependents	Army MWR, “Employment Readiness Program (ERP),” webpage, last updated June 29, 2021. <a href="https://www.armymwr.com/programs-and-services/personal-assistance/employment-readiness-program">https://www.armymwr.com/programs-and-services/personal-assistance/employment-readiness-program</a>

Table 7—Continued

Department or Component	Program Name	Type of Service Provided	Eligibility Population	Sources
Department of the Navy				
Navy	<i>Family Employment Readiness Program</i> Provides employment resources for military spouses stationed overseas and in remote locations, including career workshops, job search tips, and skill building	Consultation, coaching and training	Spouses	Commander, Navy Installations Command, “Family Employment Readiness Program,” webpage, undated. <a href="https://www.cnic.navy.mil/ffr/family_readiness/fleet_and_family_support_program/work-and-family-life/family_employment/family_employment_readiness_program.html">https://www.cnic.navy.mil/ffr/family_readiness/fleet_and_family_support_program/work-and-family-life/family_employment/family_employment_readiness_program.html</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. *Civilian DoD families*—that is, families in which at least one adult is employed by DoD but is not a uniformed member—were not included in the scope of our study. The Department of the Air Force includes both the U.S. Air Force and the U.S. Space Force. The Department of the Navy includes both the U.S. Navy and the U.S. Marine Corps. All URLs are current as of October 7, 2021.

Programs and services that address child and youth issues represent the largest share of support efforts for military families (Table 8). Here also, DoD and the military departments are responsible for providing these programs and services. Most of these efforts address military families’ child care and educational needs, but others offer parents an opportunity to increase their knowledge through consultation, and coaching and training, or provide an opportunity to network with other parents. In addition, some programs are designed to provide military kids with an opportunity to learn new skills, have fun, and engage with one another. Some of these services are specifically designed to help military families with children adjust after a PCS move to a new installation.

Excluding medical and counseling services provided though the Military Health System, our review identified several support programs that address military families’ mental and behavioral health (Table 9). The programs are largely managed by DoD, although each of the military departments has a substance abuse program. DoD programs offer resilience training; relationship and parenting education; wellness coaching; access to remote counselors 24 hours per day, seven days per week; family violence prevention (and treatment) services; and crisis support for victims of sexual assault. The Department of the Army and the Department of the Navy also offer programs that provide consultation, counseling with mental

health professionals, and referrals. Most of these support services are available to service members, spouses, and dependent children.

Quality-of-life programs and services are a unique feature of support efforts for military families (Table 10). A morale, welfare, and recreation program is managed by each of the military departments and is designed to provide service members and their families with programs, activities, and services that enhance quality of life, resilience, and readiness and ultimately lead to retention. A similar set of services is targeted at single service members.

Military families generally relocate every two or three years. DoD and the military departments offer a unique set of PCS programs and services for military families that we did not find in our review of support efforts for national security families (Table 11). These programs offer general relocation assistance (e.g., websites that link service members to available housing at their new installations, orientation sessions at new installations). The Department of the Air Force offers additional assistance, such as child care, for airmen and guardians who are going through a PCS move. The Department of the Army has a general relocation assistance program that offers comprehensive resources for soldiers who are experiencing a PCS move.

Finally, we identified a set of programs and services that are associated with the transition out of the military (Table 12). These included one general/

multi-topic DoD-wide assistance program and three programs operated by a military department or service branch. These support programs and services

offer consultation, referrals, coaching and training, and networking opportunities to transitioning service members and their families.

TABLE 8  
Child and Youth Programs for Military Families

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Department of Defense				
DoD-wide	<i>4-H Military Partnership</i> “Collaboration of military and land grant university partners who intentionally integrate research-based programs and resources” to promote positive youth development; program trains 4-H educators	Coaching and training, child and youth focused	Dependents	4-H Military Partnership, homepage, undated. <a href="https://4-hmilitarypartnerships.org">https://4-hmilitarypartnerships.org</a>
DoD-wide	<i>Department of Defense Education Activity</i> Federally operated school system	Child and youth education	Dependents	Department of Defense Education Activity, homepage, last modified October 4, 2021. <a href="https://www.dodea.edu/index.cfm">https://www.dodea.edu/index.cfm</a>
DoD-wide	<i>Family Child Care Homes</i> In-home child care for children aged four weeks to ten years by trained providers	Child care	Service members, dependents	Military OneSource, “For Children and Youth—Benefits,” webpage, undated. <a href="https://www.militaryonesource.mil/education-employment/for-children-and-youth/for-children-and-youth-benefits/">https://www.militaryonesource.mil/education-employment/for-children-and-youth/for-children-and-youth-benefits/</a>
DoD-wide	<i>Knowledge Management for Pregnant and New Parents Program</i> Free program that provides pregnancy, parenting, and breastfeeding digital education	Coaching and training	Service members, spouses	Department of Defense and TRICARE, “Knowledge Management for Pregnant and New Parents Program,” webpage, undated. <a href="https://info.ubicare.com/tricare_pregnancy-childhood-education">https://info.ubicare.com/tricare_pregnancy-childhood-education</a>
DoD-wide	<i>Military Child Care in Your Neighborhood (Child Care Aware of America)</i> Provides referrals for child-care options and fee assistance for families who do not live near on-base child care	Referrals, child care, financial assistance	Service members, spouses, dependents	Child Care Aware of America, “Fee Assistance,” webpage, undated. <a href="https://www.childcareaware.org/fee-assistancerespice/feeassistancerespiceproviders/feeassistance/#programs">https://www.childcareaware.org/fee-assistancerespice/feeassistancerespiceproviders/feeassistance/#programs</a>
DoD-wide	<i>New MilParent</i> Free confidential help and resources for new parents; offers consultation with trained professionals for a variety of topics	Consultation	Service members, spouses	Military OneSource, “New Milparent—The Essentials,” webpage, undated. <a href="https://www.militaryonesource.mil/confidential-help/specialty-consultations/new-milparent/new-milparent-the-essentials/">https://www.militaryonesource.mil/confidential-help/specialty-consultations/new-milparent/new-milparent-the-essentials/</a>

Table 8—Continued

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
DoD-wide	<i>Military Kids Connect</i> Website that helps children connect to an online community of other military kids, prepare for upcoming moves, and have fun	Networking, child and youth focused	Dependents	Military Kids Connect, homepage, May 26, 2021. <a href="https://militarykidsconnect.health.mil">https://militarykidsconnect.health.mil</a>
DoD-wide	<i>Military Teen Adventure Camps</i> Free or low-cost camps for military dependents aged 14–18 designed to build leadership, self-confidence, and teamwork skills in an outdoor setting	Coaching and training; child and youth focused	Dependents	Purdue Agriculture, “Military Teen Adventure Camps,” webpage, undated. <a href="https://ag.purdue.edu/extension/adventurecamps/Pages/default.aspx">https://ag.purdue.edu/extension/adventurecamps/Pages/default.aspx</a>
DoD-wide	<i>Mission: Youth Outreach</i> Partnership between Boys and Girls Clubs of America and the military to support military youth, especially those who live away from an installation	Child and youth focused	Dependents	Boys and Girls Clubs of America, “Military Youth Programs,” webpage, undated. <a href="https://www.bgca.org/about-us/military">https://www.bgca.org/about-us/military</a>
DoD-wide	<i>New Parent Program</i> “Staffed by nurses, social workers and home visitation specialists, [this program] provides many services including: supportive home visits to expectant and current parents; prenatal and parenting classes; play groups”	Consultation, coaching and training	Service members, spouses	Military OneSource, “Parenting and Children—Benefits,” webpage, undated. <a href="https://www.militaryonesource.mil/family-relationships/parenting-and-children/parenting-and-children-benefits/">https://www.militaryonesource.mil/family-relationships/parenting-and-children/parenting-and-children-benefits/</a>
DoD-wide	<i>Non-DoD Schools Program</i> Provides support and funding for overseas families who home-school their children	Financial assistance, child and youth education	Service members, spouses, dependents	Department of Defense Education Activity, “Non-DoD Schools Program (NDSP),” webpage, last modified June 28, 2021. <a href="https://www.dodea.edu/nonDoD/index.cfm">https://www.dodea.edu/nonDoD/index.cfm</a>
DoD-wide	<i>Operation Purple Camp</i> Designed to help military kids relieve stress through participation in fun events and interaction with other military kids	Coaching and training, child and youth focused, networking	Dependents	National Military Family Association, “Operation Purple® Camp,” webpage, undated. <a href="https://www.militaryfamily.org/programs/operation-purple/operation-purple-camp/">https://www.militaryfamily.org/programs/operation-purple/operation-purple-camp/</a>
DoD-wide	<i>School Liaison Program</i> School Liaison Officers act as advocates for military students and families in local school systems	Consultation, referral, child and youth education	Service members, spouses, dependents	Marine Corps Community Services San Diego, “Welcome to MCCR-MCRD/WRR-SD School Liaison Program,” webpage, undated. <a href="http://www.mccsmcrd.com/school-liaison/">http://www.mccsmcrd.com/school-liaison/</a>

Table 8—Continued

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
DoD-wide	<i>Sure Start</i> Department of Defense Education Activity program for overseas military families; provides education services, meals, health and nutrition services, dental and medical screenings	Child and youth education, child care, child and youth focused, other	Service members, dependents	MilitaryOne Source, “Get Your Child the Right Start with Sure Start,” webpage, March 12, 2021. <a href="https://www.militaryonesource.mil/education-employment/for-children-and-youth/pre-k-to-12-education/get-your-child-the-right-start-with-sure-start/">https://www.militaryonesource.mil/education-employment/for-children-and-youth/pre-k-to-12-education/get-your-child-the-right-start-with-sure-start/</a>
DoD-wide	<i>Thrive</i> Online parenting education program	Coaching and training, child and youth focused	Service members, spouses	Military OneSource, “Thrive Helps Military Parents and Children,” webpage, December 21, 2020. <a href="https://www.militaryonesource.mil/family-relationships/parenting-and-children/parenting-youth-and-teens/thrive-online-program-for-military-parents/">https://www.militaryonesource.mil/family-relationships/parenting-and-children/parenting-youth-and-teens/thrive-online-program-for-military-parents/</a>
Department of the Air Force, Department of the Army, Department of the Navy				
Air Force, Space Force, Army, Navy, Marine Corps	<i>Family Child Care</i> “Provides quality home based care for children 4 weeks to 12 years old and is offered in government owned and government leased housing located on post”	Child care	Service members, dependents	Army MWR, “Family Child Care (FCC),” webpage, last updated August 16, 2021. <a href="https://www.armymwr.com/programs-and-services/cys/family-child-care-homes">https://www.armymwr.com/programs-and-services/cys/family-child-care-homes</a>  Marine Corps Community Services, “Child and Youth Programs,” webpage, October 2, 2021. <a href="https://usmc-mccs.org/services/family/child-and-youth-programs/#local">https://usmc-mccs.org/services/family/child-and-youth-programs/#local</a>
Department of the Air Force				
Air Force, Space Force	<i>Child and Youth Programs</i> “Provide developmental activities that promote the cognitive, social, emotional, cultural, language and physical development of children/youth through programs and services”; includes programs that provide free child care for returning airmen and their families and families who are going through a PCS move	Coaching and training, financial assistance, child care, child and youth focused	Service members, spouses, dependents	MyAirForceBenefits, “Child and Youth Programs,” webpage, April 22, 2021. <a href="https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-Benefits/Child-and-Youth-Programs?serv=20">https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-Benefits/Child-and-Youth-Programs?serv=20</a>
Air Force, Space Force	<i>Youth Employment Skills</i> Scholarship fund for Air Force youth	Financial assistance	Dependents	Pacifica Chehy, “YES Gives Teens Work Skills, Scholarships,” Joint Base Andrews, June 19, 2008. <a href="https://www.jba.af.mil/News/Features/Display/Article/338317/yes-gives-teens-work-skills-scholarships/">https://www.jba.af.mil/News/Features/Display/Article/338317/yes-gives-teens-work-skills-scholarships/</a>

Table 8—Continued

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Department of the Army				
Army	<i>Parent and Outreach Services</i> Umbrella set of services that provides assistance to parents, including access to behavioral counselors, respite care, and child care	Counseling, referral, financial assistance, child care	Service members, spouses, dependents	Army MWR, “Parent and Outreach Services,” webpage, last updated August 16, 2021. <a href="https://www.armymwr.com/programs-and-services/cys/parent-outreach-services">https://www.armymwr.com/programs-and-services/cys/parent-outreach-services</a>
Army	<i>School Age Services</i> Provide programming for military children aged six to 12 years before and after school and during the school year and the summer; focus on recreation and the arts, sports and fitness, life skills and leadership, and mentoring	Child and youth focused	Dependents	MyArmyBenefits, “School Age Services and Care,” webpage, undated. <a href="https://myarmybenefits.us.army.mil/Benefit-Library/Federal-Benefits/School-Age-Services-and-Care">https://myarmybenefits.us.army.mil/Benefit-Library/Federal-Benefits/School-Age-Services-and-Care</a>
Department of the Navy				
Navy	<i>Child Development Homes</i> Child care provided by trained professionals in their own homes	Child care	Service members, dependents	Navy Child and Youth Programs, “Child Development Homes,” webpage, undated. <a href="https://www.navycyp.org/programs-services/child-development-homes">https://www.navycyp.org/programs-services/child-development-homes</a>
Navy	<i>Youth Sponsorship Program</i> Connects elementary, preteen, and teenage children with peers at new installation after a PCS move	Networking, child and youth focused	Dependents	Navy Child and Youth Programs, “Child and Youth Education Services,” webpage, undated. <a href="https://www.navycyp.org/programs-services/child-and-youth-education-services">https://www.navycyp.org/programs-services/child-and-youth-education-services</a>
Marine Corps	School Age Care “Offers organized and supervised recreational, educational, and social activities for children” between the ages of six and 12 outside school hours	Child care, child and youth focused	Dependents	Marine Corps Community Services, “Child and Youth Programs,” webpage, undated. <a href="https://usmc-mccs.org/services/family/child-and-youth-programs/#local">https://usmc-mccs.org/services/family/child-and-youth-programs/#local</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. *Civilian DoD families*—that is, families in which at least one adult is employed by DoD but is not a uniformed member—were not included in the scope of our study. The Department of the Air Force includes both the U.S. Air Force and the U.S. Space Force. The Department of the Navy includes both the U.S. Navy and the U.S. Marine Corps. All URLs are current as of October 7, 2021.

TABLE 9

## Mental and Behavioral Health Programs for Military Families

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Department of Defense				
DoD-wide	<i>Building Healthy Relationships</i> “Free education-based consultation designed to strengthen” service members’ relationships with their spouses and family members	Counseling, coaching and training	Service members, spouses	Military OneSource, “Building Healthy Relationships—The Essentials,” webpage, undated. <a href="https://www.militaryonesource.mil/confidential-help/specialty-consultations/building-healthy-relationships/building-healthy-relationships-the-essentials/">https://www.militaryonesource.mil/confidential-help/specialty-consultations/building-healthy-relationships/building-healthy-relationships-the-essentials/</a>
DoD-wide	<i>Non-Medical Counseling</i> Offers around-the-clock access to trained mental health professionals	Counseling	Service members, spouses, dependents	Military OneSource, “Non-Medical Counseling—Resources,” webpage, undated. <a href="https://www.militaryonesource.mil/confidential-help/non-medical-counseling/non-medical-counseling-resources/">https://www.militaryonesource.mil/confidential-help/non-medical-counseling/non-medical-counseling-resources/</a>
DoD-wide	<i>Family Advocacy Program</i> “Designed to address domestic abuse, child abuse and neglect, and problematic sexual behavior in children and youth”; focus is on prevention, treatment and rehabilitation, and victim support	Counseling, child and youth focused	Service members, spouses, dependents	Military OneSource, “Family Advocacy Program—The Essentials,” webpage, undated. <a href="https://www.militaryonesource.mil/family-relationships/family-life/preventing-abuse-neglect/family-advocacy-program-the-essentials/">https://www.militaryonesource.mil/family-relationships/family-life/preventing-abuse-neglect/family-advocacy-program-the-essentials/</a>
DoD-wide	<i>FOCUS: Resilience Training for Military Families</i> Provides resilience training to military children, families, and couples by teaching practical skills to help overcome challenges	Coaching and training	Service members, spouses, dependents	FOCUS, “About Us,” webpage, undated. <a href="https://www.focusproject.org/about">https://www.focusproject.org/about</a>
DoD-wide	<i>Health and Wellness Coaching</i> Provides free consultations with a Military OneSource health and wellness coach on a wide variety of topics (e.g., losing weight, managing stress, deployments, PCS moves)	Coaching and training	Service members	Military OneSource, “Health and Wellness Coaching—The Essentials,” webpage, undated. <a href="https://www.militaryonesource.mil/confidential-help/specialty-consultations/health-wellness-coaching/health-wellness-coach-the-essentials/">https://www.militaryonesource.mil/confidential-help/specialty-consultations/health-wellness-coaching/health-wellness-coach-the-essentials/</a>
DoD-wide	<i>Love Every Day</i> Free relationship resilience tool aimed at improving relationship quality and communication between romantic partners	Coaching and training	Service members, spouses	Military OneSource, “Relationship Tool Helps You Love Every Day,” webpage, October 8, 2020. <a href="https://www.militaryonesource.mil/confidential-help/interactive-tools-services/resilience-tools/relationship-tool-helps-you-love-every-day/">https://www.militaryonesource.mil/confidential-help/interactive-tools-services/resilience-tools/relationship-tool-helps-you-love-every-day/</a>

Table 9—Continued

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
DoD-wide	<i>Safe Helpline</i> Around-the-clock crisis support “for members of the DoD community affected by sexual assault”; provides one-on-one specialized support, information, and referrals to other DoD resources	Counseling, referrals	Service members	Safe Helpline, “About Safe Helpline,” webpage, undated. <a href="https://safehelpline.org/about">https://safehelpline.org/about</a>
DoD-wide	<i>Thrive</i> Online parenting education program	Coaching and training, child and youth focused	Service members, spouses	Military OneSource, “Thrive Helps Military Parents and Children,” webpage, December 21, 2020. <a href="https://www.militaryonesource.mil/family-relationships/parenting-and-children/parenting-youth-and-teens/thrive-online-program-for-military-parents/">https://www.militaryonesource.mil/family-relationships/parenting-and-children/parenting-youth-and-teens/thrive-online-program-for-military-parents/</a>
DoD-wide	<i>Operation Purple Camp</i> Designed to help military kids relieve stress through participation in fun events and interaction with other military kids	Coaching and training, child and youth focused, networking	Dependents	National Military Family Association, “Operation Purple@ Camp,” webpage, undated. <a href="https://www.militaryfamily.org/programs/operation-purple/operation-purple-camp/">https://www.militaryfamily.org/programs/operation-purple/operation-purple-camp/</a>
Department of the Air Force, Department of the Army, Department of the Navy				
Air Force, Space Force, Army, Navy, Marine Corps	<i>Substance Abuse Program</i> Addresses use of drugs and alcohol by focusing on prevention education, early intervention, counseling, and deterrent activities	Counseling, coaching and training, referrals, other	Service members	Marine Corps Community Services, “Substance Abuse,” webpage, undated. <a href="https://www.usmc-mccs.org/services/support/substance-abuse/">https://www.usmc-mccs.org/services/support/substance-abuse/</a>
Department of the Army				
Army	<i>Parent and Outreach Services</i> Umbrella set of services that provides assistance to parents, including access to behavioral counselors, respite care, and child care	Counseling, referrals, financial assistance, child care	Service members, spouses, dependents	Army MWR, “Parent and Outreach Services,” webpage, last updated August 16, 2021. <a href="https://www.armymwr.com/programs-and-services/cys/parent-outreach-services">https://www.armymwr.com/programs-and-services/cys/parent-outreach-services</a>
Army	<i>Soldier and Family Assistance Center</i> Provides one-stop-shop assistance to wounded, ill, and injured soldiers attached to Warrior Transition Units and their families	Consultation, counseling, referrals	Service members, spouses, dependents	Army MWR, “Soldier and Family Assistance Center (SFAC),” webpage, last updated August 16, 2021. <a href="https://www.armymwr.com/sfac">https://www.armymwr.com/sfac</a>
Department of the Navy				
Marine Corps	<i>Community Counseling Program</i> Provides “short-term counseling focused on prevention and intervention”	Counseling, referrals	Service members, spouses, dependents	Marine Corps Community Services San Diego, “Community Counseling Program,” webpage, undated. <a href="http://www.mccsmcrd.com/community-counseling-program/">http://www.mccsmcrd.com/community-counseling-program/</a>

Table 9—Continued

Department or Component	Program Name	Type of Service Provided	Eligible Population	Sources
Marine Corps	<i>DSTRESS Line</i> Around-the-clock support line available to marines “to help callers manage stress in all forms”	Counseling, consultation	Service members	Marine Corps Community Services, “DSTRESS Line,” webpage, undated. <a href="https://usmc-mccs.org/services/support/dstress-line/">https://usmc-mccs.org/services/support/dstress-line/</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. *Civilian DoD families*—that is, families in which at least one adult is employed by DoD but is not a uniformed member—were not included in the scope of our study. The Department of the Air Force includes both the U.S. Air Force and the U.S. Space Force. The Department of the Navy includes both the U.S. Navy and the U.S. Marine Corps. All URLs are current as of October 7, 2021.

TABLE 10  
Quality-of-Life Support Programs for Military Families

Department or Component	Program Name	Type of Service Provided	Eligibility Population	Sources
Department of the Air Force				
Air Force	<i>Key Spouse Program</i> “Designed to enhance readiness, personal/family resiliency and establish a sense of Air Force community” via commander-appointed Key Spouses	Coaching and training, networking	Spouses	Air Force’s Personnel Center, “Key Spouse Program,” webpage, undated. <a href="https://www.afpc.af.mil/Airman-and-Family/Key-Spouse-Program/">https://www.afpc.af.mil/Airman-and-Family/Key-Spouse-Program/</a>
Department of the Army				
Army	<i>Army Family Action Plan</i> Mechanism for service members and their families to provide feedback on quality-of-life issues and offer ideas and suggestions to Army leadership	Quality-of-life activities	Service members, spouses, dependents	Army MWR, “Army Family Action Plan,” webpage, last updated July 8, 2021. <a href="https://www.armymwr.com/programs-and-services/personal-assistance/army-family-action-plan">https://www.armymwr.com/programs-and-services/personal-assistance/army-family-action-plan</a>
Department of the Air Force, Department of the Army, Department of the Navy				
Air Force, Space Force, Army, Navy, Marine Corps	<i>Morale, Welfare, and Recreation program</i> Umbrella program that provides service members and families with programs, activities, and services that enhance quality of life, resilience, readiness, and retention	Quality-of-life activities	Service members, spouses, dependents	Army MWR, homepage, last updated October 7, 2021. <a href="https://www.armymwr.com">https://www.armymwr.com</a>  Military OneSource, “Morale, Welfare and Recreation—Marine Corps,” webpage, undated. <a href="https://www.militaryonesource.mil/leaders-service-providers/morale-welfare-and-recreation/mwr-marine-corps/">https://www.militaryonesource.mil/leaders-service-providers/morale-welfare-and-recreation/mwr-marine-corps/</a>
Air Force, Space Force, Army, Navy, Marine Corps	<i>Single Service Member Program</i> Umbrella program designed to address the unique needs of single service members and improve their quality of life	Consultation, quality-of-life activities	Service members	Marine Corps Community Services, “Single Marine Program,” webpage, undated. <a href="https://usmc-mccs.org/services/activities/single-marine-program/#local">https://usmc-mccs.org/services/activities/single-marine-program/#local</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. *Civilian DoD families*—that is, families in which at least one adult is employed by DoD but is not a uniformed member—were not included in the scope of our study. The Department of the Air Force includes both the U.S. Air Force and the U.S. Space Force. The Department of the Navy includes both the U.S. Navy and the U.S. Marine Corps. All URLs are current as of October 7, 2021.

TABLE 11

## Permanent-Change-of-Station Moves Support Programs for Military Families

Department or Component	Program Name	Type of Service Provided	Eligibility Population	Sources
Department of Defense				
DoD-wide	<i>Homes.mil</i> “A service designed to connect service members and their families with community housing rental listings located near U.S. military bases”	Referrals	Service members, spouses	Military OneSource, “Housing—Resources,” webpage, undated. <a href="https://www.militaryonesource.mil/moving-housing/housing/housing-resources/">https://www.militaryonesource.mil/moving-housing/housing/housing-resources/</a>  Homes.mil, homepage, undated. <a href="https://www.homes.mil/homes/DispatchServlet/HomesEntry">https://www.homes.mil/homes/DispatchServlet/HomesEntry</a>
DoD-wide	<i>Move.mil</i> Provides comprehensive information and referrals for service members who are planning a PCS move	Referrals, consultation	Service members	Military OneSource, “PCS and Military Moves,” webpage, undated. <a href="https://www.militaryonesource.mil/moving-housing/moving/pcs-and-military-moves/">https://www.militaryonesource.mil/moving-housing/moving/pcs-and-military-moves/</a>
Department of the Air Force				
Air Force, Space Force	<i>Relocation Assistance Program</i> Provides “assistance, counseling, education, and training throughout all phases of the relocation process”	Counseling, coaching and training, consultation, referrals	Service members, spouses, dependents	MyAirForceBenefits, “Relocation Assistance Program,” webpage, August 4, 2021. <a href="https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-Benefits/Relocation-Assistance-Program?serv=23">https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-Benefits/Relocation-Assistance-Program?serv=23</a>
Air Force, Space Force	<i>Child and Youth Programs</i> “Provide developmental activities that promote the cognitive, social, emotional, cultural, language and physical development of children/youth through programs and services”; includes programs that provide free child care for returning airmen and their families and families who are going through a PCS move	Coaching and training, financial assistance, child care, child and youth focused	Service members, spouses, dependents	MyAirForceBenefits, “Child and Youth Programs,” webpage, April 22, 2021. <a href="https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-Benefits/Child-and-Youth-Programs?serv=20">https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-Benefits/Child-and-Youth-Programs?serv=20</a>
Department of the Army				
Army	<i>Army Community Service Relocation Readiness Program</i> A comprehensive resource for service members who are in the process of a PCS move, including pre-arrival info, moving planning, lending closets, and newcomer orientation	Coaching and training, consultation, referrals, other	Service members, spouses, dependents	Army MWR, “Relocation Readiness,” webpage, last updated June 29, 2021. <a href="https://www.armymwr.com/acs-relocation-readiness">https://www.armymwr.com/acs-relocation-readiness</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. *Civilian DoD families*—that is, families in which at least one adult is employed by DoD but is not a uniformed member—were not included in the scope of our study. The Department of the Air Force includes both the U.S. Air Force and the U.S. Space Force. The Department of the Navy includes both the U.S. Navy and the U.S. Marine Corps. All URLs are current as of October 7, 2021.

TABLE 12  
Transition Support Programs for Military Families

Department or Component	Program Name	Type of Service Provided	Eligibility Population	Sources
Department of Defense				
DoD-wide	<i>Transition Assistance Program</i> “Provides information and training to ensure Service members transitioning from active-duty are prepared” for civilian life	Coaching and training, referrals, networking	Service members	DoD Transition Assistance Program, “About DoD TAP,” webpage, undated. <a href="https://www.dodtap.mil/about_DoDTAP.html">https://www.dodtap.mil/about_DoDTAP.html</a>
Department of the Air Force, Department of the Army, Department of the Navy				
Air Force, Space Force, Army, Navy, Marine Corps	<i>Military for Life Networks</i> “Connects transitioning [service members] and their family members to education resources, employment opportunities, and other Veterans services that aid in their career and life goals outside of military service”	Networking, referrals	Service members, spouses, dependents	Marine Corps Community Services, “Marine for Life Network,” webpage, undated. <a href="https://usmc-mccs.org/services/career/marine-for-life-network/#local">https://usmc-mccs.org/services/career/marine-for-life-network/#local</a>  U.S. Army Soldier for Life, homepage, undated. <a href="https://soldierforlife.army.mil">https://soldierforlife.army.mil</a>  Air Force Wounded Warrior (AFW2) Program, “Airman for Life,” webpage, undated. <a href="https://www.woundedwarrior.af.mil/Support/Airman-for-Life/">https://www.woundedwarrior.af.mil/Support/Airman-for-Life/</a>
Department of the Army				
Army	<i>Soldier and Family Assistance Center</i> Provides one-stop-shop assistance to wounded, ill, and injured soldiers attached to Warrior Transition Units and their families	Consultation, counseling, referrals	Service members, spouses, dependents	Army MWR, “Soldier and Family Assistance Center (SFAC),” webpage, last updated August 16, 2021. <a href="https://www.armymwr.com/sfac">https://www.armymwr.com/sfac</a>
Department of the Navy				
Marine Corps	<i>Transition Readiness Program</i> Encompasses all transition programs, services, and benefits available to active-duty marines who are separating or retiring and their families	Coaching and training	Service members, spouses, dependents	Marine Corps Community Services, “Transition Readiness,” webpage, undated. <a href="https://usmc-mccs.org/services/career/transition-readiness/">https://usmc-mccs.org/services/career/transition-readiness/</a>

NOTES: *Dependent* refers to an employee’s child. Spouses are not included in the dependent category. *Civilian DoD families*—that is, families in which at least one adult is employed by DoD but is not a uniformed member—were not included in the scope of our study. The Department of the Air Force includes both the U.S. Air Force and the U.S. Space Force. The Department of the Navy includes both the U.S. Navy and the U.S. Marine Corps. All URLs are current as of October 7, 2021.

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Overall, the portfolio for military families appears to be larger, covering more domains and having more offerings, than the portfolio for national security families.

### **Comparing National Security Families and Military Families**

For national security families and military families, respectively, Tables 13 and 14 summarize the support programs and services in all of the domains covered in the previous tables and discussions. These tables, which facilitate a comparison of the support portfolios, use various cell colors to indicate eligible populations. We highlight a few key observations:

- Overall, the portfolio for military families appears to be larger, covering more domains and having more offerings, than the portfolio for national security families. However, similar types of services exist in both portfolios (e.g., consultation, and coaching and training).
- Spouse employment support efforts feature more prominently in the military family portfolio than in the national security portfolio, as do child- and youth-oriented programs and services; however, child care is common in both.
- For both national security and military families, most programs and services are targeted not only at the employee or service member but at the entire family (i.e., employee or service member, spouse, and dependent child).
- Among non-DoD national security agencies, DHS, especially the Coast Guard, and DoS have the most offerings for national security employees and families. This might not be surprising because these two organizations most closely resemble DoD and its lifestyle for both employees and families (e.g., overseas living, deployments).

- National security families are more likely than military families to have access to general EAPs, perhaps because of a federal contract with the organization that manages WorkLife4You programs.<sup>11</sup>

Even though national security and military families are similar in terms of the nature of the jobs that their members are asked to do, several reasons could explain these observed differences between the two portfolios of support programs and services:

- First, it is possible that the programs and services in the DoD portfolio are more publicly advertised than those offered by other national security agencies. National security agencies may be less likely to place information about their employee and family benefits in the public domain because of security concerns. For example, this could be the case for the Federal Bureau of Investigation, for which we found no publicly available information about employee or family support services. If this is the case, then the differences that we observed in terms of programming and services could be artificial.
- Second, it is possible that the demographic profiles of the two workforces, and their families, are so different that one would not expect the number (or types) of support efforts to look the same. For example, a workforce of mostly unmarried, childless adults would likely need different support from that of a workforce that is largely married with children. If the workforces are considerably different, then the comparison between national security and military families might not be

as warranted as we believe based solely on job characteristics.

- Third, the issues that national security families face may be different from those that military families face, in both type and frequency. Different stressors, experienced at different levels, would necessitate different types of support systems. More information about national security families' experiences is required before we can adjudicate this reason for the differences that we observed.
- Fourth, the support portfolios may vary as a function of the maturity of the organization.

DoD has been an all-volunteer force since the early 1970s, and with that change came an increasing recognition that families must have access to resources to ensure their health and happiness in order for service members to choose to remain in the military.<sup>12</sup> In comparison with the U.S. military, some of the other national security agencies that were included in our review are far less established. (For example, DHS, including some of its components, was established in 2002 in the wake of the terrorist attacks on September 11, 2001.)<sup>13</sup>

TABLE 13  
Summary of National Security Family Support Programs and Services

Agency or Department	Spouse Employment and Financial Well-Being	Child and Youth	Mental and Behavioral Health	Quality of Life	General/Multi-Topic
Central Intelligence Agency		Central Intelligence Agency Childcare			
Department of Energy		Child Development Centers	Espyr EAP: Counseling and Consultation		EAP: Work-life balance services
Department of Homeland Security	Cameo Consulting Group: U.S. Secret Service Child Care Subsidy Program	Cameo Consulting Group: U.S. Secret Service Child Care Subsidy Program	Building Strong Bonds— Relationship Enhancement Training	Morale, Well-Being, and Recreation Program	CG SUPRT
	Spouse Employment Assistance Program (Coast Guard)	Child Development Centers (Coast Guard)		Spouses' clubs (Coast Guard)	WorkLife4You (Federal Emergency Management Agency)
	Family Child Care (Coast Guard)	Family Child Care (Coast Guard)	Critical Incident Stress Management and Peer Support Program		
	Employee Assistance Programs: Financial Consultations	Federal Employee Education and Assistance Fund Tutoring (Coast Guard)	EAP: Counseling Services		
		School Liaison Program (Coast Guard )			
		Department of Defense Education Activity (Coast Guard only)			
		Nursing Mothers Programs			

Table 13—Continued

Agency or Department	Spouse Employment and Financial Well-Being	Child and Youth	Mental and Behavioral Health	Quality of Life	General/Multi-Topic
Department of State	Child Care Subsidy Program	Child Care Subsidy Program	Center of Excellence in Foreign Affairs Resilience	Global Community Liaison Office	Community Liaison Office Program
	Consular Affairs: AEFM Program	Diplotots, Too	Deployment Stress Management Program	Community Liaison Office Program	Global Community Liaison Office
	Expanded Professional Associates Program	FEEA Childcare Services, Inc.	Office of Child and Family Programs: Mental health and special needs support for children		Employee Consultation Service
	FEEA Childcare Services, Inc.	Foreign Service Institute Child Care Center			Transition Center: Foreign Affairs Life Skills Training
	Foreign Service Family Reserve Corps	Office of Child and Family Programs: Mental health and special needs support for children			WorkLife4You
	Global Employment Initiative	Office of Overseas Schools			
	Professional Development Fellowship program				
	Professional Associates Program (Hard-to-Fill)				
	Overseas Seasonal Hire Program				
	The Network				
Drug Enforcement Administration			DEA EAP		
Federal Bureau of Investigation					
National Security Agency		Child Development Centers			WorkLife4You
Office of the National Director of Intelligence		Child-care referral services	Mental Wellness Training course		
U.S. Agency for International Development					USAID Staff Care

NOTES: Programs in the *general/multi-topic* and *quality-of-life* domains were not cross-listed with any other domain. Blank cells indicate areas where we were unable to locate programs using publicly available documents. The eligible population for each program is indicated by cell color. Red = spouses; orange = employees and spouses; gold = spouses and dependents; green = employees; blue = employees and dependents; purple = employees, spouses, and dependents; gray = dependents. *Dependent* refers to an employee's child.

TABLE 14

Summary of Military Family Support Programs and Services

Agency or Department	Spouse Employment and Financial Well-Being	Child and Youth	Mental and Behavioral Health	Quality of Life	General/Multi-Topic
Department of Defense	Adoption Reimbursement program	4-H Military Partnership	Building Healthy Relationships		Military OneSource Specialty Consultations
	Military Spouse Employment Partnership	Department of Defense Education Activity	Non-Medical Counseling		Military and Family Life Counseling Program
	MilLife Learning	Family Child Care Homes	Family Advocacy Program		
	MilTax	Knowledge Management for Pregnant and New Parents Program	FOCUS: Resilience Training for Military Families		
	MilSpouse Money Mission	Military Child Care in Your Neighborhood (Child Care Aware of America)	Health and Wellness Coaching		
	Child Care Aware of America	New MilParent	Love Every Day		
	Military Spouses eMentor Community	Military Kids Connect	Safe Helpline		
	My Career Advancement Scholarship program	Military Teen Adventure Camps	Thrive		
	Non-DoD Schools Program	Mission: Youth Outreach	Operation Purple Camp		
	Spouse Education and Career Opportunities Program	New Parent Program			
		Non-DoD Schools Program			
		Operation Purple Camp			
		School Liaison Program			
		Sure Start			
	Thrive				

Table 14—Continued

Agency or Department	Spouse Employment and Financial Well-Being	Child and Youth	Mental and Behavioral Health	Quality of Life	General/Multi-Topic
Department of the Air Force, Department of the Army, Department of the Navy	Family Child Care	Family Child Care	Substance Abuse Program	Morale, Welfare, and Recreation Program	
	Spouse State Licensure and Certification Costs Reimbursement			Single Service Member Program	
	Financial Readiness Program				
Department of the Air Force	Child and Youth Programs	Child and Youth Programs		Key Spouse Program	Personal and Work Life Program
	Employment Assistance Program	Youth Employment Skills			
	Employment Readiness Program				
Department of the Army		Parent and Outreach Services	Parent and Outreach Services	Army Family Action Plan	Army Family Team Building
		School Age Services	Soldier and Family Assistance Center		
Department of the Navy	Family Employment Readiness Program	Child Development Homes	Community Counseling Program		Fleet and Family Support Program
		Youth Sponsorship Program	DSTRESS Line		Marine Corps Family Team Building
		School Age Care			

NOTES: Programs in the *general/multi-topic* and *quality-of-life* domains were not cross-listed with any other domain. Blank cells indicate areas where we were unable to locate programs using publicly available documents. The eligible population for each program is indicated by cell color. Red = spouses; orange = service members and spouses; green = service members; blue = service members and dependents; purple = service members, spouses, and dependents; gray = dependents. *Dependent* refers to a service member's child. *Civilian DoD families*—that is, families in which at least one adult is employed by DoD but is not a uniformed member—were not included in the scope of our study. The Department of the Air Force includes both the U.S. Air Force and the U.S. Space Force. The Department of the Navy includes both the U.S. Navy and the U.S. Marine Corps.

## Recommendations for Further Research

This systematic survey of publicly available information on support programs available to national security families allowed us to draw preliminary conclusions about what their portfolio of resources looks like and to compare these offerings with those of their military peers, given that these two groups are integral to U.S. national security and face similar challenges.

When we conducted our environmental scan, we found that there are fewer support options for national security families than for their military peers, except for two agencies that have offerings that

are more similar to DoD's portfolio (i.e., DoS and DHS). However, without additional data, analysis, and evaluation, it is not clear whether the lack of support options for national security families translates into a less healthy or ready workforce. We offer three areas for future research that could help national security agencies assess the health, well-being, and readiness of their workforces and their families:

1. We have limited information about the characteristics of national security families. For example, we do not know how many employees of the various national security agencies deploy and, if they do, to where and for how long. Similarly, we do not know how many

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The national security agencies that we identified should consider conducting formal needs assessments of their populations to better understand what issues national security families face and what support programs and services could be provided to alleviate these issues.

national security families have children and, if they do, the children's ages. **A better understanding of the demographic profiles and experiences of national security families would allow a more robust assessment of the portfolio that would compare the types of support programs and services that national security families may actually need based on their characteristics with what is currently offered.**

2. If they have not already done so, **the national security agencies that we identified should consider conducting formal needs assessments of their populations to better understand what issues these families face and what support programs and services could be provided to alleviate these issues.** It is possible that no additions to the portfolio are needed and that the existing set of programs and services fully addresses the needs of the population. However, it is also possible that these agencies might not have a complete understanding of the difficulties that their employees and family members face.
3. We were unable to assess the quality of the existing portfolio of programs and services that are provided to national security families. Relative to DoD support programs and services,<sup>14</sup> offerings for national security families have generally not been the target of effectiveness assessments. Thus, **national security agencies might wish to conduct**

**program evaluations of their offerings.** Such evaluations should include both a process component and an outcome component. A process evaluation would identify whether a program or service is implemented as intended, whether the resources dedicated to the effort are sufficient, and whether participants are satisfied. An outcome evaluation would identify whether a program or service is achieving its desired goals and whether it is leading to change at the individual level. That is, does the support effort make a difference in the lives of national security families? Note that our review of programs and services was not designed to identify existing evaluations. Thus, it is possible that some evaluations have already occurred.

National security families are integral to the safety and security of the United States. In many respects, they face similar challenges to those faced by service members and their families. Therefore, it is important to understand their needs and to make sure that any needs that have a detrimental effect on readiness or resilience are adequately addressed. Yet little research has focused on the health and well-being of these families. This report represents a first step in better understanding the existing set of programs and services available to national security families and points to directions for moving the conversation about these families forward.

## Limitations

We used a systematic process to search for and to identify programs and services for both national security and military families. However, because we relied on publicly available websites and documents, we may not have captured the full breadth of supports available. If resources for families—both national security and military—are difficult to find or access (i.e., information is not available in the public domain), this could be detrimental for health and well-being. Furthermore, it could send a signal to potential recruits that these organizations are not supportive of the needs of employees and their families.

It is likely that some programs and services are described only in locations that are available to employees, service members, or their families (e.g., on a website requiring a password or other credentials). This also means that our search was limited to formal support services and would not have captured any informal resources (e.g., online support groups) that might be available for employees or service members and their families. In addition, given our limited resources, we were unable to have discussions with agency representatives who might have been able to provide additional information about their agencies' support offerings. Nor did we examine third-party service-provision organizations that might be designed to help national security families, military families, or both.

## Appendix: Environmental Scan Method

The environmental scan involved a number of steps, including identifying relevant national security agencies, developing a set of search terms to identify programs and services, and describing key aspects of the identified programs and services. In this appendix, we describe each step of the environmental scan.

### Identification of Agencies and Offices

#### National Security Agencies

The study's goal was to identify a set of programs and services that were designed to help national security families and compare them with the resources that are provided to Department of Defense, or military, families. Therefore, we were specifically interested

in agencies whose primary mission involves national security and that may ask some employees and their families to relocate frequently, deploy personnel to hostile zones, or provide for accompanied tours to international locations. We developed a progressively more restrictive three-tiered system for categorizing these agencies (see Table A.1). Tier 1 included all federal agencies that are dedicated to protecting the interests and security of the United States. This included all agencies that were listed as members of the U.S. Intelligence Community,<sup>15</sup> as well as programs that came up in the results of a Google search and which we selected on the basis of their being legitimate national security organizations.<sup>16</sup> After the initial Tier 1 list was created, we reviewed each Tier 1 agency's website and added agency offices, departments, and centers related to national security to the Tier 1 list.

Tier 2 excluded all agencies with uniformed military personnel (see the discussion of DoD in the following subsection). The only exception was the Coast Guard, which is a component of DHS and not DoD. The list was then further restricted; Tier 3 included only federal agencies that are dedicated to protecting the interests and security of the United States and do not have uniformed military personnel but whose employees' experiences mirror those of their military peers (e.g., frequent relocation, deployment to hostile zones, accompanied tours outside the United States). We searched the website of each Tier 2 agency, reading descriptions of agencies, offices, departments, and centers. The website review focused on identifying key terms to determine whether employees' experiences in these agencies mirrored those of their military peers.<sup>17</sup> For those agencies and the offices, departments, and centers within them, Tier 3 included only those that met the criteria outlined in Table A.1. Table A.2 includes the final list of national security agencies in Tier 3.

#### Department of Defense

All military departments and service branches were included in our environmental scan of programs and services. This included the Department of the Air Force,<sup>18</sup> the Department of the Army, and the Department of the Navy.<sup>19</sup> *Civilian DoD families—*

that is, families in which one adult is employed by DoD but is not a uniformed member—were not included in the scope of our study. In many cases,

these families are not entitled to the same support services as their uniformed peers.<sup>20</sup>

TABLE A.1  
Three-Tier Identification of National Security Agencies

Tier	Description
1	Federal agencies that are dedicated to protecting the interests and security of the United States.
2	Federal agencies that are dedicated to protecting the interests and security of the United States and do not have uniformed military personnel. The Coast Guard is included in Tier 2.
3	Federal agencies that are dedicated to protecting the interests and security of the United States and do not have uniformed military personnel but whose employees' experiences mirror those of their military peers (e.g., frequent relocation, deployment to hostile zones, accompanied tours outside the United States).

NOTE: Councils, executive boards, executive offices, schools, training centers, think tanks, policy organizations, and nonprofit research institutions were all excluded.

TABLE A.2  
Tier 3 National Security Agencies

Agency	Office, Department, or Center
Central Intelligence Agency	Clandestine Service Support to Mission
Department of Energy	Office of Intelligence and Counterintelligence Office of Cybersecurity, Energy Security, and Emergency Response National Nuclear Security Administration
Department of Homeland Security	Immigration and Customs Enforcement Countering Weapons of Mass Destruction Office Office of Intelligence Analysis Coast Guard Secret Service Federal Emergency Management Agency Federal Law Enforcement Training Centers
Department of State	Bureau of Conflict and Stabilization Operations Bureau of International Narcotics and Law Enforcement Affairs Bureau of Intelligence and Research Bureau of International Security and Nonproliferation
Drug Enforcement Administration	Law Enforcement: Intelligence Law Enforcement: Operations
Federal Bureau of Investigation	Intelligence Branch National Security Branch
National Security Agency	Central Security Service
Office of the Director of National Intelligence	National Counterproliferation Center National Counterintelligence and Security Center
U.S. Agency for International Development	Bureau of Democracy, Human Rights, and Governance

## Developing a Set of Search Terms to Identify Programs and Services

Focusing on the national security agencies in Tier 3, as well as the military departments and service branches in DoD, we sought to systematically identify programs and services targeted at employees or service members and their families.

At the outset, we developed a set of inclusion and exclusion criteria for programs and services. In terms of inclusion, we were specifically interested in support provided in the domains of spouse employment and financial well-being, child and youth, and mental and behavioral health. Ultimately, a fourth domain, general/multi-topic, was added to capture programs that cut across multiple domains.<sup>21</sup> Medical programs—for example, those provided by the Military Health System for service members and their families—were not included. We also decided to exclude any benefits related to health or other insurance (e.g., death benefits).

### National Security Agencies

We began looking for national security family programs and services by searching the website of each national security agency in Tier 3 for a list of employee benefits. If the website had a search bar, we used the search terms “employee benefits,” “employee support,” “family programs,” and “family services” to find webpages that featured employee benefits and family programs. After searching the general webpage for each agency, we looked at separate webpages for the offices and centers listed under each agency (e.g., the Coast Guard within DHS).

We then conducted an extensive Google search for additional programs and services using a list of search terms that we developed. Our search was limited to publicly available documentation. After the initial Google search, we conducted an additional search including agency offices, departments, and centers using a shorter list of search terms. The Google search terms that we used are “agency + support programs,”<sup>22</sup> “agency + family support,” “agency + spouse employment programs,” “agency + financial well-being programs,” “agency + mental health programs,” “agency + behavioral health programs,” “agency + child programs,” “agency + edu-

cation,” “agency + childcare,” “agency + employee benefits,” “agency + employee assistance program,” “agency + employee support,” “agency + employee mental health programs,” “agency + employee financial well-being programs,” “agency + employee behavioral health programs,” “agency + employee child education,” “agency office/department/center + employee support,”<sup>23</sup> “agency office/department/center + family services,” “agency office/department/center + employee childcare,” “agency office/department/center + employee benefits,” and “agency office/department/center + employee support.”<sup>24</sup>

Once the list of programs and services was complete, we organized them into five domains: general/multi-topic, spouse employment and financial well-being, child and youth, mental and behavioral health, and quality of life. Programs and services listed in the general/multi-topic and quality-of-life domains were not cross-listed with other domains; however, programs and services in the other three domains (i.e., spouse employment and financial well-being, child and youth, and mental and behavioral health) could be cross-listed with one another.

### Department of Defense

We began our search for DoD programs and services by first reviewing the Military OneSource website and a 2019 report from the National Academies of Sciences, Engineering, and Medicine on strengthening support for military families.<sup>25</sup> We then conducted an extensive Google search for additional programs and services using the following search terms: “service branch + employee assistance program,”<sup>26</sup> “service branch + service member benefits,” “service branch + service member support,” “service branch + service member mental health programs,” “service branch + service member financial well-being,” “service branch + service member behavioral health programs,” “service branch + service member child education,” “service branch + service member childcare.” As with our search for programs and services for national security families, this search was limited to publicly available documentation.

After completing the Google search, we searched the website of each service branch for a list of employee and family benefits. If the website

had a search bar, we used the search terms “service member benefits,” “service member support,” “family programs,” and “family services” to find additional employee benefits and family programs. After reviewing the programs and services, we added two additional support domains to the four that we used for the national security agencies: *PCS moves* and *transitions out of the military*.

## Describing Key Aspects of the Identified Programs and Services

Once we identified relevant national security and DoD programs and services, we abstracted several key characteristics about each, including the eligible population, eligibility requirements, and types of services provided:

- eligible population: employees or service members, spouses, dependents<sup>27</sup>
- eligibility requirements: as listed on a program’s or service’s website
- types of services provided:
  - consultation: one-on-one interaction with a program representative or adviser; could include an advocacy role (e.g., a caseworker)
  - counseling: one-on-one interaction with a mental health professional
  - referral: program representative provides a referral to other providers, programs, or services
  - coaching and training: provides knowledge-based services or skill-development programming
  - networking: connects users to other users
  - financial assistance: provides financial assistance to user (e.g., child-care or education subsidy)
  - child care (e.g., provision of care services for families who need or want them; may facilitate spouse employment)
  - employment: program hires users
  - child and youth education: broadly defined; includes both information about education options and actual provision of education services (e.g., in the context of a child-care facility or an actual school)
  - child and youth focused: addresses any number of issues related to children and adolescents (does not include education)
  - quality-of-life activities: includes programs or services that are designed to improve morale and improve options for activities that enhance general well-being
  - other.

## Notes

- <sup>1</sup> Sarah O. Meadows, Megan K. Beckett, Kirby Bowling, Daniela Golinelli, Michael P. Fisher, Laurie T. Martin, Lisa S. Meredith, and Karen Chan Osilla, *Family Resilience in the Military: Definitions, Models, and Policies*, Santa Monica, Calif.: RAND Corporation, RR-470-OSD, 2016.
- <sup>2</sup> Jessica D. Strong, Jennifer L. Akin, Kim D. Hunt, Drew S. Brazer, Kathleen Farace, Karly Howell, Carrie Carter, Rosalinda V. Maury, Rachel K. Linsner, and Jeanette Yik Harvie, *2020 Military Family Lifestyle Survey: Comprehensive Report*, Encinitas, Calif.: Blue Star Families, 2020.
- <sup>3</sup> Mady Wechsler Segal, “The Military and the Family as Greedy Institutions,” *Armed Forces & Society*, Vol. 13, No. 1, Fall 1986.
- <sup>4</sup> Military OneSource, “About Us,” webpage, undated.
- <sup>5</sup> The military departments are the Department of the Air Force, the Department of the Army, and the Department of the Navy.
- <sup>6</sup> The service branches are the U.S. Air Force, U.S. Space Force, U.S. Army, U.S. Marine Corps, and U.S. Navy. Given that the U.S. Space Force is a relatively new, independent branch, created in 2019, we assume that all Department of the Air Force programs and services are available to guardians and their families.
- <sup>7</sup> Programs listed in the general/multi-topic domain or the quality-of-life domain are not cross-listed in other domains.
- <sup>8</sup> Society for Human Resource Management, “General: What Is an Employee Assistance Program (EAP)?” webpage, undated.
- <sup>9</sup> Such programs would be cross-listed under both the child and youth domain and the spouse employment and financial well-being domain.
- <sup>10</sup> Strong et al., 2020.
- <sup>11</sup> U.S. Department of Health and Human Services, Federal Occupational Health, “Work/Life Program Services,” fact sheet, undated.
- <sup>12</sup> Sondra Albano, “Military Recognition of Family Concerns: Revolutionary War to 1993,” *Armed Forces & Society*, Vol. 20, No. 2, Winter 1994.
- <sup>13</sup> This, of course, is not true of all of the national security agencies in our study. DoS was founded in 1789, the Coast Guard was founded in 1790, and the Federal Bureau of Investigation can trace its origins back to 1908.
- <sup>14</sup> See, for example, Pennsylvania State University, “Clearing-house for Military Family Readiness,” webpage, undated.
- <sup>15</sup> See Office of the Director of National Intelligence, “Members of the IC,” webpage, undated.
- <sup>16</sup> The primary search term used in this search was “organizations national security.”
- <sup>17</sup> Key terms included “deployment,” “relocation,” “accompanied tours,” “personnel in hostile zones,” and “employee death benefits.”
- <sup>18</sup> The Department of the Air Force includes both the U.S. Air Force and the U.S. Space Force. For this study, we assumed that guardians and their family members were eligible for all of the programs and services that were available to airmen and their families.
- <sup>19</sup> The Department of the Navy includes both the U.S. Navy and the U.S. Marine Corps.
- <sup>20</sup> Nor do we consider dual-families, which may have a combination of military members and national security employees who reside in the same household. These families would be eligible for support programs and services provided by both DoD and a national security agency.
- <sup>21</sup> As noted, two additional domains were eventually added for DoD programs and services: *PCS moves* and *transition support*.
- <sup>22</sup> “Agency” refers to the overarching national security agency identified in Tier 3 (e.g., the Federal Bureau of Investigation).
- <sup>23</sup> “Agency office/department/center” refers to refined searches limited to subunits with a single agency (e.g., the Coast Guard in DHS).
- <sup>24</sup> The search terms “agency + employee benefits” and “agency + employee benevolent fund” were added to the list after an initial review of programs and services but were ultimately not included because these benefits were largely related to employee health or other insurance or benefits, which did not fall within the parameters of our inclusion criteria.
- <sup>25</sup> Military OneSource, homepage, undated; and National Academies of Sciences, Engineering, and Medicine, *Strengthening the Military Family Readiness System for a Changing American Society*, Washington, D.C.: The National Academies Press, 2019.
- <sup>26</sup> *Service branch* refers to the U.S. Air Force, U.S. Army, U.S. Marine Corps, and U.S. Navy.
- <sup>27</sup> *Dependents* were defined as children (i.e., under age 18) of employees or service members. Spouses were not considered to be dependents.

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## About This Report

The Department of Defense has a deep and wide-ranging set of programs and services that are designed to address the health and well-being of service members and their families. Indeed, this portfolio is designed to promote and foster the readiness and resilience of the force so that service members can protect the safety and security of the nation. However, military families are not the only families who support national security. In this report, we review what programs and services are available to nonmilitary national security families and how the portfolio of resources for them compares with that of their military peers.

The research reported here was completed in June 2021 and underwent security review with the sponsor and the Defense Office of Prepublication and Security Review before public release.

### RAND National Security Research Division

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