OMBUDSMAN JOURNAL

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The Ombudsman Quality Management Board 2003

At the end of the July Ombudsman Quality Management Board, recommendations were made that would accomplish the following:

1. Provide a clear statement in the instruction that the reason for the Ombudsman Program is to improve mission readiness.

2. Designate responsibility for all aspects of the program (Policy, Funding, Training, Execution, etc.).

3. Develop metrics and an attendant evaluation and feedback process in order to improve and strengthen the Ombudsman Program.

4. Establish a program feedback process to improve and strengthen the Ombudsman Program.

5. Conduct a regular program review by senior fleet representatives and active volunteers in the program who have been identified at least a year in advance as specific members of the reviewing board (OPAB).

6. Provide early initial feedback to the fleet and volunteers as to action to be taken on the recommendations of the OPAB and provide regular reports updating the status of action being taken on OPAB recommendations.

7. Ensure volunteers are qualified to perform duties as Command Ombudsman prior to appointment.

8. Develop a plan for implementation of the recommended changes (including making required changes to training manuals) and for the training of Command Ombudsmen on changes that affect them.

9. Establish a positive tone (with respect to volunteers and their services) throughout the Ombudsman Manual.

10. Establish the roles of the Command Support Team (Note: This is the Navy instruction which defines the Command Support Team)

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From the Naval Services FamilyLine Chairman

To all ombudsmen world-wide: I would like to extend my thanks and appreciation to each of you for the outstanding volunteer work that you have done throughout the past year. The Navy has been deployed frequently and your help in keeping our families ready through your 24/7 work has clearly improved the mission readiness of our Navy. CONGRATULATIONS!

Part of the message from the Chief of Naval Personnel which was provided to all commands for Ombudsman Appreciation Day on 12 September is reprinted here – I wanted to make sure that each of you has had the opportunity to read what our Navy's senior leadership thinks of your wonderful contributions to our Navy.

> THE PAST YEAR HAS BEEN MARKED BY MANY VIVID REMINDERS OF THE CHALLENGES LIFE ROUTINELY PLACES IN OUR PATHS. MANY OF OUR SAILORS WERE -- AND STILL ARE -- DEPLOYED IN DIRECT SUPPORT OF OPERATION NOBLE EAGLE, IRAQI FREEDOM AND THE GLOBAL WAR ON TERROR. THE SUPPORT WE OFFER THEM AND THEIR FAMILIES THROUGH THE NAVY OMBUDSMAN PROGRAM IS CRITICAL TO ENSURING THEIR SUCCESS AND OUR READINESS.
>
> THOUGH NAVY FAMILY OMBUDSMEN DO NOT WEAR MILITARY UNIFORMS, THEY STAND FIRMLY BESIDE OUR SAILORS AND THEIR FAMILIES AS VALUED MEMBERS OF COMMAND LEADERSHIP TEAMS. THEY ARE PROFESSIONALLY TRAINED INFORMATION AND REFERRAL SPECIALISTS, WHO VOLUNTEER COUNTLESS HOURS SO COMMANDS CAN FOCUS ON THE DETAILS OF PREPARING FOR AND EXECUTING THEIR MISSIONS. THEY ARE THE CALM, COOL VOICES WHO ENCOURAGE AND INSPIRE, CONSOLE AND CONSULT.

We have recently had a number of changes in the volunteers who work with me in my capacity as the Ombudsman-at-Large. Nancy Skardon has assumed duties from Ashlie Counts-Jenkins as the Ombudsman Coordinator and Melissa Worthington will assume duties from Ashlie Counts-Jenkins as the Ombudsman Journal Editor. I want to thank Ashlie for her outstanding work in supporting the Ombudsman Program and in getting the *Ombudsman Journal* published.

I'd like to discuss several things in this issue of the *Ombudsman Journal*. These will each be found as separate articles in your *Ombudsman Journal*. I have had questions about what role Naval Services FamilyLine [Previously, The Navy Wifeline Association (NWA)] has had in the Ombudsman Program and what the duties of the Ombudsmen-at-Large are. Often times we forget our heritage and what has been done in the past in support our programs and it is good to review for those who are new and not familiar.

1. ***Ombudsman Journal***. What is the purpose of the *Ombudsman Journal* and who is responsible for it
2. **Ombudsman Network Advisory Committee**. Why do we have one and who is on it
3. **Ombudsman Support Network.** What is it and how you can participate
4. **Navy-wide Ombudsman-at-large**. Who are they and what duties do they perform

Again, I'd like to congratulate you on your outstanding work this past year and I look forward to hearing from you and working with you in this coming year.

David Tuma
CNO Navy-Wide
Ombudsman-at-Large
Chairman, Naval Services FamilyLine

Commissary Shopping and Scholarships

The 2004 Scholarships for Military Children program opens for business Nov. 3, with the essay topic "*What aspect of military life has had the greatest impact on you?* The Scholarships for Military Children program is administered by the nonprofit Fisher House Foundation, best known for building family comfort homes near military medical facilities.

The program awarded 400 scholarships in its first year and 520 in 2002 and the number of awards is solely based on funding. "Several commissary business partners who had not participated in the past donated to this year's program," said Ken Fisher, Vice

(Continued on page 3)

Dispatch from Doreen

Hi Everyone,

I hope this finds you well and enjoying this beautiful fall weather. This is definitely my favorite time of the year.

A lot has happened since I last wrote an article for the Ombudsman Journal. I've been able to travel some with my husband and meet some of you in person. Others, I've spoken to on the phone or heard from by email. What I've found is that we all share the same concerns for our families and want the best for them. To provide that, we want the best training and tools to help us, help them.

One thing I want to mention is something my husband (MCPON Terry Scott) has said repeatedly when talking to the sailors. It's important for our sailors to know three things in order to do their best job.

1) Know what they do is important
2) Know that someone cares about what they do
3) Know that their families will be taken care of

All of you need to know the same thing. What you do, taking care of the families in your command, is important. You should have the support of your CO, and your CMC/COB, and hopefully the rest of the Command Support Team. These same people also care about you. They want you to succeed in your mission and will do what they can to help you. Others care, too. This past July about 35 senior enlisted and Force Ombudsmen met to review the Ombudsmen Basic Training Manual. We went line by line through the manual to make sure that it served you the best way possible. And the review is still going on. Hopefully the new manual will be available in a few months, but we want to make sure we get it right. You need and deserve the best tools possible to do your job well.

As for point #3, YOU are taking care of our families and we thank you for that. They may not always be aware of how significant you are to their well-being, but your command and the Navy's senior leadership know. Thank you for what you do and remember that there are people looking out for you!

Sincerely,
Doreen Scott,
CNO Ombudsman-at Large

Chairman, Fisher House Foundation. "We are encouraged that we can expand the program as more vendors become involved."

Awards in the Scholarships for Military Children program are based on academics, activities, and the quality of essays written by applicants. "Ben Coté, president of Scholarship Managers, reports that even with the large increase in applications this year, the very high quality continues to impress him," said Fisher House Foundation Public Affairs Director Jim Weiskopf. "Most applicants have at least a 3.5 grade point average and are heavily involved in meaningful activities outside the classroom. The competition level for 2003 remains among the highest of any of the scholarship programs Mr. Coté administers."

Applications for the 2004 program can be downloaded from the Defense Commissary Agency (www.militaryscholar.org) or the Fisher House Website starting Nov. 3. They can also be picked up at any commissary. The deadline for returning applications by hand or mail to a commissary is Feb. 18, 2004.

The scholarship program is open to dependent unmarried children (under the age of 23) of active duty personnel, Reserve, Guard and retired military. Eligibility will be determined using the Defense Enrollment Eligibility Reporting System (DEERS) database. Applicants should ensure that they, as well as their sponsor, are currently enrolled in the DEERS database and that they have a current ID card. All applicants must be citizens of the United States. The applicant must be planning to attend, or already attending, an accredited college or university full-time in the fall term of 2004.

BUPERS FORUM

By Chief John Stockstill, Ombudsman Program Manager

OQMB 2003

The OQMB 2003 meeting was held here in Millington Tennessee, what a week! The MCPON, Fleet/Force/CNO Master Chiefs, and Fleet/Force Ombudsmen and both CNO Ombudsman-At-Large gathered and had a very productive board. On behalf of the program and all who it serves, I would like to say "Thank You" for your time and dedication to our program. Several recommendations were made and incorporated into the draft instruction, which is moving through our organization for approval. Our target date is December of this year (aggressive isn't it). Some of the highlights in the draft are: new requirements from the Department of Defense Instruction (DODI) on volunteer records and forms, clarification on Ombudsman required REPORTABLES and internet cost, Command Support Team (CST), a resource listing and rank chart, just to name a few.

The next item for us to work is the changes to training that will result from revised program policy. We will update and standardize the training material with the new information, and explore different and alternative training venues.

On a different note, the Ombudsman website (www.persnet.navy.mil/pers66/Ombudsman1/index.htm) is your website. If there is something that you would like to see, or can help us do better, please let me know. I would like us to make the website the best tool we can.

Very Respectfully
ETC(SW) John Stockstill

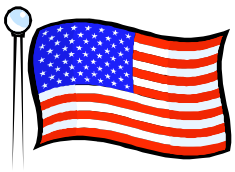
CALLING ALL OMBUDSMEN!

Sign up now for Ombudsman Support Network E-mail, including the *Ombudsman Journal*.

Send an E-mail to: Ombudsman-subscribe@yahoogroups.com

In the body of the E-mail please put the following information:

Your name
Your command
Date appointed as Ombudsman
Date attended Ombudsman Basic Training (If known)
Contact telephone number (This will not be provided to anyone else – do not provide it unless you want to)
Address (This will not be provided to anyone else – do not provide it unless you want to)

Don't  **forget**

our veterans on November 11th

Keep those Ombudsman Newsletters coming! Recently we've received several newsletters via email and have enjoyed reading them VERY much! So, PLEASE keep 'em coming by sending them to:

Nsfamline@aol.com

Or by snail-mail to: Naval Services Family-Line, 1014 "N" St. SE, Suite 120, Washington Navy Yard, DC 20374-5067

The Ombudsman Journal

The *Ombudsman Journal* was begun as part of the Ombudsman Support Network hosted by Naval Services FamilyLine. The purpose of the *Ombudsman Journal* was to provide a forum for the exchange of information about the Ombudsmen Program using FamilyLine as a central point of contact and to provide support to ombudsmen worldwide. The *Ombudsman Journal* is a quarterly newsletter by and for ombudsmen and key volunteers worldwide, containing the most current resource information, as well as articles of general interest. The Ombudsman Manual states that the *Journal* "…is the communication link for you, the ombudsman, and provides a forum for you to share ideas, thoughts, questions, and concerns. BUPERS' Ombudsman Program Manager's column, keeps you "in the loop" and current with policy clarification, ever-changing resources, and special events." It further states that "The Journal is an excellent resource of information on the Navy Family Ombudsman Program."

The *Ombudsman Journal* contains articles from the Navy-wide Ombudsmen-at-Large, the Naval Reserve Ombudsman-at-Large, the Ombudsman Program Manager, and information gathered by the Ombudsman Journal Editor from ombudsmen throughout the world.

The *Ombudsman Journal* was mailed to each ombudsman individually and FamilyLine maintained a central registry of all ombudsmen. Today, we make the *Ombudsman Journal* available online – with Fleet and Family Support Centers printing it for those ombudsmen that cannot receive it online. We will also be providing it direct to ombudsmen as part of an improved ombudsman support network. Please see the article on the Ombudsman Support Network to see how you can tap into this resource.

In order to continue to provide this support to ombudsmen worldwide, we need your input on a continuing basis. Some sample questions that you could answer that would be helpful are:

What makes your command's program successful?

What questions do you have about the program – particularly those that may be applicable to other ombudsmen?

What improvements in the program would make the ombudsman program more successful?

What areas of additional support or training would help you to be a better ombudsman?

We look forward to hearing YOUR answers!

Looking for Volunteers

Naval Services FamilyLine has a very active Field Representative program. For any Navy, Marine Corps, or Coast Guard spouse who would like to volunteer in their local community on behalf of spouses and families - being a Field Representative for FamilyLine is a wonderful opportunity.

We depend upon these volunteers to be our "eyes and ears" in the field, to share information about FamilyLine's publications, services, and programs, and to keep us informed of the needs and concerns of the families in their area.

The following is a list of the communities with active representatives:

Camp Pendleton
Cherry Point
Fallon
Jacksonville
Kings Bay
Mayport
Millington
Newport
Puerto Rico
Rota
San Diego
Singapore
Yokosuka

If you reside in a different location, and would be interested in receiving an information package, please email Naval Services FamilyLine at nsfamline@aol.com. Please visit our web page www.lifelines2000.org/familyline. We provide everything our volunteers require to perform their job, and we even reimburse for certain expenses including childcare. You can also volunteer with a friend and be co-field reps.

This is truly an exciting and worthwhile volunteer opportunity for anyone interested in providing support and assistance to the families in their local military community.

NAVAL RESERVE OMBUDSMAN NEWS

By Yonna Diggs, Naval Reserve Force Ombudsman-at-Large

Reach Out To Help Others

As we begin to celebrate the holiday season, let's remember those families that have been separated from their families in support of Operation Iraqi Freedom. Many of the families are facing challenges that are normal for post deployment. If you know of families that are in need of support, take some time to reach out to assist them. Many of the Reserve Families that have supported the war do not live in fleet concentrated areas, so their local resources must be utilized to aid them. How can you help?

Church/Civic Organizations - Many church and civic organizations around the country have put on various initiatives to assist families in their local area. Consult your organization for ideas and volunteers willing to support your efforts

Local Schools - Schools often look for projects where children can be part of the helping process and in turn feel good about supporting their country.

Retired Military Organizations - It has been my experience that the retired military community is always looking to help active duty military families in some way. Their help can be as simple as mentoring a young family to share how they successfully dealt with the challenges of military life.

If you are not a member of an organization, it does not preclude you from reaching out to a family that may benefit from your assistance. One person can make a difference in the lives of many. Supporting and mentoring each other is a contributing factor of what keeps America strong.

Note: If you would like additional information about the Naval Reserve Ombudsman Program, you may contact me at Yonna.Diggs@cnet.navy.mil.

Need Family Support Information? Visit Lifelines at http://www.lifelines.navy.mil

OMBUDSMAN NETWORK ADVISORY COMMITTEE (ONAC)

The Ombudsman Network Advisory Committee (ONAC) was established with the support of Pers 66 to assist in the operation of the Ombudsman Support Network. The ONAC was begun back in 1988 and Dorothy Benford, the Ombudsman Program Manager, was a member of the board. One of the initial advisors to the ONAC was Harriet (Trink) Howe (As FamilyLine's Ombudsman Coordinator, she authored the "Navy Family Ombudsman Training Guide" and the "Ombudsman Manual" which were in use in 1988 – a reminder of the important role FamilyLine personnel have played in the Ombudsman Program).

In reviewing one of the early ONAC directives (1988), membership of the ONAC consisted of [Note: The Navy Wifeline Association (NWA) was the original name of Naval Services FamilyLine]:

Honorary Chair: Chairman of NWA
Chairman: NWA Ombudsman Advisor
NWA Ombudsman Coordinator
NWA Family Research Coordinator
Spouses of: MCPON, Sgt Major of USMC, and MCPOCG (Coast Guard)
NWA Ombudsman Journal Editor
NWA Ombudsman Council Chair man
Past NWA Chairmen
BUPERS Ombudsman Program Manager

Early specific goals of ONAC were to:

- Aggresively pursue basic needs and flow of communication between all entities dealing with family support issues
- Establish Measurement/management standards
- Maintain a Central Registry of Ombudsmen

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CNO Navy-Wide Ombudsman-at Large Duties

The duties of the CNO Navy-wide Ombudsman-at-Large come from the appointment letter which states: "Your role as Navy-wide Ombudsman-at-Large is a unique position of trust and responsibility. There is no formal qualification for this position of leadership. The 'unwritten' requirements of a willingness to server and understanding what it means to be a Navy spouse are essential. You will provide vital, timely, and responsive information to the Navy community."

The two CNO Navy-wide Ombudsman-at-Large were selected because of the unique positions that both hold. One is the spouse of the Master Chief Petty Officer of the Navy (MCPON) and the other is the Chairman of Naval Services FamilyLine.

The MCPON's spouse frequently travels with the MCPON and is able to communicate with Navy spouses and ombudsmen worldwide and to look at how Navy family programs are implemented at Navy facilities. This provides a unique venue for providing information and receiving feedback.

The Chairman of Naval Services FamilyLine leads an organization which , since 1965, has prepared and provided vital information to Navy families. Furthermore, FamilyLine volunteers provide information and referral services via E-mail and telephone to Navy families world-wide. It was as a direct result of FamilyLine's support of Navy families and its volunteers performing ombudsmen functions that the Chairman was appointed a Navy-wide Ombudsman-at-Large and the Chairman and the volunteers were provided appropriate support by the Navy to carry out that work. The Chairman of FamilyLine, as an Ombudsman-at-Large, frequently travels on area visits with the Navy's Inspector General in order to communicate with Navy spouses and ombudsmen worldwide and to look at how Navy family programs are implemented at Navy facilities.

As a result of the tasking in the appointment letters and the Ombudsman Manual, the following duties are performed by the Ombudsmen-at-Large:

1. Serve as standing members of the Ombudsman Program Advisory Board (OPAB) and as standing members of the Ombudsman Network Advisory Committee (ONAC).

2. In addition to travel performed to meet with ombudsmen, service members and Navy families when accompanying the MCPON or the Navy IG Staff, they may be asked to travel to Navy sites to visit with commands, family members, or to attend meetings and conferences concerning Navy families. During these visits, information important to the successful operation and improvement of the ombudsman program and the needs of Navy families is expected to be learned. This information will be provided, as appropriate, to the MCPON, CNP, CNO, and Ombudsman Program Manager. By virtue of their broad roles based upon extensive Navy experience, they should:

a. Understand the broad challenges affecting our Navy families and communicate those challenges along with appropriate recommendations.
b. Understand Navy family programs and help Navy families learn and understand the programs available to them.
c. During meetings with Ombudsmen, learn what makes their programs successful and communicate these ideas to ombudsmen and as discussed above.
d. Communicate regularly with the Navy Family Ombudsman Program Manager concerning the Ombudsman Program.
e. Communicate regularly with the Fleet and Force Ombudsmen, Ombudsmen Assembly Chairpersons, and other members of the OPAB.
f. Communicate regularly with Ombudsmen through the "Ombudsman Journal," the Ombudsman Network, and during visits to Navy commands.
g. Participate as a CNO representative at meetings and conferences held by Navy and other DoD activities when discussing broad family issues.

3. Provide vital, timely, and responsive information to the Navy community.

4. Perform similar functions as Command Ombudsmen to include:
a. Communicate information to Navy families.
b. Provide information and referral services to Navy families.
c. Be an advocate of the Navy and the Navy Family Ombudsman Program.
d. Participate in indoctrination and orientation programs for Navy families.
e. Assist in organizing and implementing Navy family "welcome" programs.
f. Work with committees, boards, and working groups in the military or civilian communities which are concerned with services to and support of Navy families.
g. Participate in activities which promote the morale, health, and welfare of Navy families.

5. There is no formal qualification for this position of leadership. While Ombudsmen-at-large are not Command Ombudsmen, they should attend OBT prior to or as soon as possible after appointment and other training to ensure continued familiarization with the Ombudsman Program.

6. In carrying out their duties, it is recognized that Ombudsmen-at-large may frequently require the assistance of volunteers. Ombudsmen-at-large may accept volunteer services under references (DODI 1100.21) and (SECNAVINST 5380.1) to assist them in the performance of their official duties.

Funding for the CNO appointed Navy-wide Ombudsmen-at-Large for travel, expenses, supplies, and equipment required in connection with their duties is provided by the Chief of Naval Personnel. Administrative support for the Ombudsman-at-Large is provided by the Ombudsman Program Manager or, for the MCPON's spouse, through the office of the MCPON.

SOMETHING NEW!!
OMBUDSMAN SUPPORT NETWORK

The objectives of the Ombudsman Support Network are to exchange information among ombudsmen through FamilyLine's service as a central point of contact and to develop a program that will keep ombudsmen informed and be a great resource for ombudsmen as they endeavor to help Navy families.

FamilyLine has had a strong commitment to the Navy Family Ombudsman Program and Navy families. The association, through the chairman's role as one of the CNO's Navy-wide Ombudsman-at-Large, is the primary interactive support system for the worldwide ombudsman network.

E-mail has made it possible to strengthen and improve the Ombudsman Support Network. Previously, FamilyLine maintained a central registry of all ombudsmen – with commands mailing their Letter of Appointment to FamilyLine. There were a large number of changes in ombudsmen and some were not reported. As a result, it was difficult to maintain a good list of ombudsmen.

With this issue of the *Ombudsman Journal*, we are improving the Ombudsman Network by offering you the opportunity to sign up to receive the *Ombudsman Journal* and real time updates to the program in addition to notifications of the posting of new information on the Ombudsman Webpage.

The group will be set up as a Yahoo Group. The name of the group is Ombudsmen@yahoogroups.com. Only the moderator will be able to post a message to this group.

The purpose of the Ombudsman Group: Provide a networking tool for Ombudsman to receive and share information that enables members to provide information and referral services to families.

If you have information to send, please send it to: nsfamline@aol.com. In the subject line mark it for either the Ombudsman-at-Large, Ombudsman Coordinator, or Ombudsman Journal Editor.

To **sign up** to receive this information, please do the following:

Send an E-mail to: Ombudsman-subscribe@yahoogroups.com

In the body of the E-mail please put the following information:

Your name
Your command
Date appointed as Ombudsman
Date attended Ombudsman Basic Training (If known)
Contact telephone number (This will not be provided to anyone else – do not provide it unless you want to)
Address (This will not be provided to anyone else – do not provide it unless you want to)

To **remove** yourself from the list, all you have to do is:

Send an E-mail to: Ombudsman-unsubscribe@yahoogroups.com

We hope we hear from you soon!

Have a Wonderful, Family-filled Thanksgiving

Happy Holidays!

(Continued from page 6)

- Maintain Mobile Training Teams
- Finish revision of Manuals
  - Add: Confidentiality clarifications
    - Crisis response
    - Deployment/Mobilization

Today, the membership of ONAC is very similar to what it was in the past:

Chairman: FamilyLine Chairman (Navy-wide Ombudsman-at-Large)
Spouses of:
MCPON (Navy-wide Ombudsman-at-Large)
Sgt Major of the Marine Corps
MCPOCG (Coast Guard)
Naval Reserve Ombudsman-at-Large
Ombudsman Coordinator
Ombudsman Journal Editor
Past FamilyLine Chairmen
Coast Guard Ombudsman Program representative
Ombudsman Program Manager

The ONAC today continues to provide support to the Ombudsman Support Network and serves as a forum for discussion of the Navy and Coast Guard Ombudsman Program and the Marine Corps Key Volunteer Program as a means to improving support of these important programs.

WHAT IS COMPASS?

Want to learn more about the Navy lifestyle from other spouses? COMPASS is the program for you. All Navy spouses are welcome! This 12 – hour, three – session course links spouses with available resources. Experienced, trained, volunteer spouses offer valuable insights and knowledge to help make your journey as a Navy spouse successful. COMPASS is free (including babysitting). When you are prepared, the challenges of Navy life are exciting and rewarding. For current COMPASS locations, call toll- free 877-673-7773 or go online to http://www.lifelines2000.org/familyline.

NAVAL SERVICES FAMILYLINE

Ombudsman Network Advisory Committee

Navy-Wide Ombudsman-at-Large
Chairman, Naval Services FamilyLine

Navy-Wide Ombudsman-at-Large,
MCPON Spouse

Navy Ombudsman Program Manager PERS662e2
Director, NavRes Ombudsman Program
NavResFor Ombudsman-at-Large
SgtMaj, USMC Spouse
HQMC Key Volunteer Coordinator
USCG Ombudsman Coordinator
Ombudsman Coordinator, NS FamilyLine
Editor, Ombudsman Journal

Naval Services FamilyLine is an all-volunteer, non-profit organization dedicated to improving the quality of life for sea service families. All Navy, Marine Corps, and Coast Guard spouses are automatic members and no dues are required.

Our mission is to empower Sea Service families to meet the challenges of a military lifestyle with information and resource assistance.

Naval Services FamilyLine volunteers provide assistance, information or referral in all matters pertaining to the military or its lifestyle, and its chairman serves as one of the Chief of Naval Operations' Navy-wide Family Ombudsmen-at-Large. Naval Services FamilyLine also produces and provides informational booklets, and coordinates educational seminars. Volunteers are at the office Monday through Friday from 10:00 am to 1:00 pm eastern time.

Naval Services FamilyLine
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Washington Navy Yard, D.C. 20374-5067
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Toll Free: 1-877-673-7773 DSN: 288-2333
E-mail: nsfamline@aol.com

On-line Homepage Address:

http://www.lifelines2000.org/familyline

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The ***Ombudsman Journal*** is emailed directly to the Director/ Ombudsman Coordinator at Navy Fleet and Family Support Centers in a printable format.