

MARINE & FAMILY PROGRAMS
**CAMPAIGN PLAN
2014**



Marines, Sailors, Civilian Marines, and Families;

“Keeping Faith” means that Marine and Family Programs exist to support the mission readiness requirements of the Corps and the unit and individual health and wellness goals of those we serve. Following 12 years of combat and many lessons learned, we have been tested, strengthened through shared experiences, and extended to new levels of performance. To commanders—thank you for trusting Marine and Family Programs and providing us an opportunity to serve you. To our Marines, Sailors and family members, your perseverance and unity of purpose is a model for the nation—we have been honored to serve you. Finally, to our dedicated and tireless Marine and Family Programs staff throughout the Corps—thank you for your faithfulness and efforts to meet wartime footing requirements.

As the Marine Corps resumes traditional roles, responsibilities, and missions, Marine and Family Programs must quickly embrace and understand the changing needs of those we serve. As we shift from wartime to traditional training and special mission models, we must ensure that Marine and Family Programs remains relevant aboard installations and unit settings, whilst remaining capable of supporting the Corps’ expeditionary requirements. Our future actions must be prioritized in support of Marines returning from war and transitioning out of the Marine Corps. Shifting priorities does not mean an abandonment of family needs; rather, it is a balancing of resources to build greater “community capacity” with public and private organizations. This will build on the strong unit Command Team influence that has become the focal point for many of the Marine and Family Programs at the unit and installation levels.

This opportunity for Marine and Family Programs and the anticipated financial austerity may in effect take away our “easy button” and truncated planning processes; but in return we gain thinking space and the ability to get it right. Challenging our old think and beginning with more blank sheets of paper will enable greater innovation and advancement of our service delivery models and products; whilst increasing our transparency, coordination, and collaboration. This will allow us to formally assess the needs of Marines and their families, as well as our program performance. The next generation of Marine and Family Programs starts now! Join me in this effort and bring your ideas.



R. A. C. Sanborn
Director, Marine and Family Programs Division



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What defines us?



PURPOSE

The Marine and Family Program's Campaign Plan provides a guide for describing and accomplishing the Marine and Family Programs priorities over the next 3 years. It serves as the foundational structure that allows unit commanders and installation commanders to take care of Marines, Sailors, and their families.



VISION

A seamless Total Force health and community support system where care providers build comprehensive community capacity. Marines, Sailors and their families ready to serve, strengthened by their Marine Corps experience, and responsible for their service commitment and transition from the Corps.



MISSION

Oversee, plan, direct, coordinate, and execute Marine and Family Programs. Communicate, advocate and educate Marines and Families on accessible services and points of availability. Provide capabilities to operational commanders that support individual and unit readiness.



TENETS

Marine and Family Programs is guided in its mission and vision by the following tenets which underscore our intent:

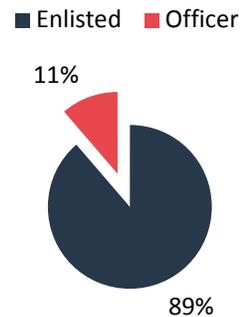
- **Transparency** - Our actions are focused and attentive, but open to question, inspection, or audit.
- **Fact Based** - Decisions are determined on facts generated through performance evaluation, experience, or well defined requirements.
- **Fairness** - Provide Marines, Sailors and their families with what they need. We strive to meet them where they are at in life and experience.
- **Objectivity** - While deeply committed and knowledgeable, Marine and Family Program's subject matter experts and operators serve the greater good and need of the Marine Corps with objective and clear support to Marines and their families.

Who are we helping?

Marines are the youngest, most junior, and least married of the four military services. With approximately 83,000 spouses and 110,000 children, there are nearly just as many active duty Marines as there are respective family members. For purposes of this document, the Marine family is defined as the number of married Marines with a child, the number of married Marines without a child, and the number of single Marines with a dependent child.

- As of December 2013, there were 194,132 Active Duty Marines ¹
- 46% are married and 27% have children ¹
- 63% are 25 or younger ¹
- 42% are Lance Corporal or below ¹
- 25% are not old enough to legally consume alcohol ¹

Active Duty



Marital Status

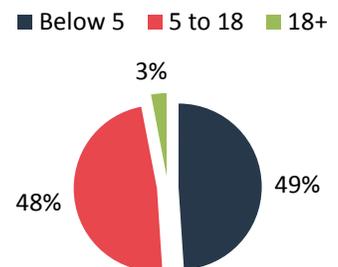
■ Single ■ Married



- As of December 2013, there were 89,880 married Marines ¹
- Average age of a married, Enlisted Marine is 28 years old ¹
- 8% of married Marines partners are also in the military ²
- Annual divorce rate is 3.4%, the lowest of all the military services ²
- Average of 1.2 children involved in each divorce ²

- As of December 2013, there were 109,835 children of Marines ¹
- Average age of a Marine at birth of first child is 24 years old ³
- 5,264 single Marines have 7,828 dependent children ¹
- 8,776 Marines with 11,019 exceptional family members ⁴
- 49% of Marine Corps children are 5 years of age or younger, compared to approximately 41% for the other services ³

Child Dependent's Age



1) TFDW – Dec 2013

2) DMDC – CY 2012

3) DMDC – June 2013

4) EFMP Case Management – Dec 2013

Why are we here?

Marine and Family Programs is comprised of seven operational areas listed below. Programs, services, training and education are delivered via installation, unit, and independent duty environments. On installations, Marine and Family Programs is a component of Marine Corps Community Services. Marine Corps units and commands are led by commanders specifically accountable for the welfare and accountability of their assigned Marines and families



BEHAVIORAL HEALTH

Behavioral Health acts as an integrated service delivery model facilitating the collaborative efforts and resources of all behavioral health elements, including programs such as Community Counseling, Substance Abuse, and Family Advocacy. These installation based programs and the prevention programs within the Marine Expeditionary Forces (MEFs), such as Military Family Life Consultants, MEF prevention capabilities, and OSCAR, ensure comprehensive care are available to Marines and families across the Corps. Behavioral Health programs are designed to prevent issues which detract from personal, unit, and/or mission readiness by increasing individuals' total fitness. Specialized services address behavioral health issues early; preventing further escalation and need for more intensive intervention.



SEXUAL ASSAULT PREVENTION AND RESPONSE

Sexual assault corrodes the trust between Marines and undermines our war fighting mission. Our goal is to build and fortify the trust between Marines, their leaders, and the American public to eradicate this crime from within our ranks. Sexual Assault Prevention and Response Programs have expanded to better reinforce our prevention and response efforts, while maintaining one instance of sexual assault is one too many. We provide policy, guidance, and training to commanders to improve their capability to prevent and treat incidents of sexual assault that detract from unit performance and mission readiness.



PERSONAL & PROFESSIONAL DEVELOPMENT

Personal and professional development begins before recruits hit the “yellow footprints” and continues throughout a Marines’ career, whether it is for 4 years or 40 years. We provide a continuum of tangible learning or experienced based opportunities supporting performance or career goals of Marines and their families. We strive to establish a one stop shop to help Marines navigate more effectively throughout their military career in preparation for departure as some point in the future.



FAMILY READINESS

Family Readiness provides training, education, and services designed to strengthen and fortify all Marines, single, married, and their families. We offer official communication via eMarine, a web-based communication application, just-in-time readiness preparedness training, information/referral to qualified helping professionals, increased socialization that connects Marines and Families to their unit and community services available aboard Marine Corps installations.



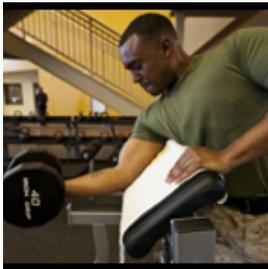
FAMILY CARE

Family Care supports the care and developmental continuum of Marine Corps children from birth to age 18. The Children, Youth and Teen Program, Exceptional Family Member Program and School Liaison Programs form the basis of support and attend to unique and typical family needs while addressing or mitigating the impacts of mission and other environmental factors that may challenge the resiliency, care, health, quick acclimation, education or safety of Marine Corps children.



MILITARY PERSONNEL SERVICES

Military Personnel Services are responsible for operational over-sight concerning Individual Identification Cards/Common Access Cards (CAC), Dependency Determinations and the associated authorization of Basic Allowance for Housing (BAH); Personal Property Claims incident to service or natural disaster; Postal Affairs; and Absentee Voting. It is important for our Marines to provide housing for themselves and their dependents, as well as remain aware of their voting rights and procedures. Additionally, we protect the noble legacy of our fallen Marines by ensuring their families receive prompt and accurate information on their Marine's death; issuance of Invitational Travel Orders to Bedside, Burial and Dignified Transfers for the Repatriation of Marines recovered, identified and returned from past conflicts; and for the conduct of all Military Funeral Honors.



SEMPER FIT

Semper Fit supports individual Marine and unit fitness and contributes to military effectiveness by promoting and maintaining the mental and physical well-being of Marines and other authorized patrons through physical fitness, Single Marine Programming, combat fitness capabilities, benefits-base recreation, competitive sports, and health promotions. Programs include Fitness and Health Promotion (Tobacco Use and Cessation, Physical Fitness, Injury Prevention, Nutrition, Weight Management); Sports (All Marine, Intramurals, Varsity, and Youth); Deployment Support; Single Marine Program; and Recreation Programs and Activities.

What are our goals?

The 35th Commandant of the Marine Corps Planning guidance established a priority for “keeping faith with Marines and their Families.” Our priorities and goals serve as the pathway to further achieve the Commandant’s imperative, while continuing to seek innovation in program design and customer service. With this Campaign Plan, we will not be constrained by traditional program stovepipes, approaches to customer needs and services, and methods of delivery. While each program area will continue to pursue necessary sustainment requirements and day-to-day activities, we must commit to strategic intent that crosses boundaries and breaks with traditional methods. Our traditional ways cannot support our new generation of Marines, Sailors, and families.

The future will not be served by “the way it’s always been” mentality or returning to pre-combat environments. With changing demographics, mission, and environment at hand, we will need to be resourceful, gain keen insights, and sharpen our focus of effort to leap ahead of those we serve. Marine and Family Programs must be flexible enough to surge and retract as the Corps requires to support the demands of future missions and training requirements. Wartime footing investments must be adjusted, as we surge capacity in our behavioral health and transition assistance programs. Traditional installation based models must be evaluated for effectiveness and efficiency opportunities. Unit level capacity, which was initially supported for wartime footing requirements, has proven beneficial in the supports of commanders by providing assets at the greatest point of need.

Sequestration and fiscal constraints, global engagements, force shaping, and many other environmental conditions impose challenges and opportunities. As our landscape changes, regardless of the funds available, each dollar must yield positive return and contribution to unit, personal or family readiness requirements of the Marine Corps. We must shift from parallel to integrated planning, strike new relationships, and build more non-traditional partnerships. Unlocking our collected data that spans information areas including incident reporting, access and availability of services, and capacity will increase our ability to pin point care requirements. Quality assurance and performance management must go hand in hand with proving the effectiveness of programs and services. Greater integration of operations reduces inefficiencies and closes program gaps.

With opportunities at all levels, the following section expands upon our priority, integrated goals. To measure these goals, activities will be assessed to determine contribution to stated organizational mission and objectives defined in this campaign plan, as well as intended outcomes. A tiered level of targeted goals will be developed and used as measurement of performance. A cost-benefit analysis will be conducted to ensure we are maximizing resources.

01

ENHANCE SUPPORT FOR MARINES RETURNING FROM WAR

Although the sights, sounds, and experiences of war were shared by all those who fought in Iraq and Afghanistan, each Marine reacts to those experiences differently. War can cause psychological trauma that is not evident until weeks, years or even decades later. Post-Traumatic Stress Disorder (PTSD), for instance, is often accompanied by depression, substance abuse, or other anxiety related disorders. The U.S. Department of Veterans Affairs estimates that PTSD afflicts 31 percent of Vietnam, 10 percent of Gulf War, 11 percent of Afghanistan, and 20 percent of Iraqi war veterans.

To address priority counseling requirements of Marines returning from war, the Marine Corps has established a surge care capacity that expands installation and unit level capabilities. In addition to integrating 259 Military Family Life Consultants to augment existing behavioral health and resource services, we are establishing Community Counseling Programs at all installations to offer non-medical counseling. Ensuring comprehensive care across the Total Force Health continuum, Marine and Family Programs, the Medical Officer of the Marine Corps, and the Bureau of Medicine are working to identify care gaps, scope of practice, and referral practices necessary to ensure access to a wide range of psychological health services and treatment.

OBJECTIVES

- 1.1 Develop surge community counseling capabilities to improve prevention, screening, and non-medical counseling services
- 1.2 Establish MEF level prevention capabilities to coordinate resources to aid installations and operational commands with technical assistance across behavioral health initiatives
- 1.3 Refine Operational Stress Control and Readiness Training to include education for family members
- 1.4 Expand Military and Family Life Consultant Program to better support operational force units; installations; Children, Youth and Teen Programs; and schools
- 1.5 Follow up and monitor Marines identified with suicidal ideation or a suicidal attempt
- 1.6 Implement a comprehensive case management system by making all health information readily available and accessible electronically
- 1.7 Identify and expand strategic partnerships with the Navy Bureau of Medicine and Surgery (BUMED) and the Navy Marine Corps Public Health Center
- 1.8 Realign Semper Fit to Marine and Family Programs and integrate its capabilities

02

ENSURE SUCCESSFUL TRANSITION OF MARINES AND FAMILIES

In 2010, the Commandant directed review and improvement of Transition Assistance to better meet the needs of our Marines. We began by transforming our "Transition Readiness Seminar" (TRS) from a mass training event and information overload into an individualized and practical learning experience with specific career readiness standards that are effective and beneficial to Marines. The revised TRS was implemented Marine Corps-wide in 2013 and continues to be refined.

As we have made great strides with the TRS, we are now focused on indoctrinating the force with the concept that transition is a process that takes place throughout the entire life cycle of a Marine. We are mapping personal and professional growth and development to events, or touch points, that occur in the military lifecycle. For example, by teaching topics from our personal financial management curriculum at each touch point, we are ensuring the Marine has met the readiness standards that require a 12 month post-separation budget. We have also renewed our focus on the Marine for Life Network to provide information, mentorship and career opportunities to transitioning Marines.

Our programs will address these natural transitions through integrated and collaborative frameworks, ensuring that Marines and their families have easy access to information and support services to further build capacity and resilience.

OBJECTIVES

- 2.1 Complete the renewal of Marine For Life Network and continue to grow the resources, connections, and available opportunities
- 2.2 Facilitate career decision making and problem solving of Marines by providing career services and resources in an integrated fashion and employing a differentiated service delivery model in which the client needs are met by self-service, brief staff assistance or case management services, according to their needs and readiness
- 2.3 Develop a plan to achieve Reserve Component VOW Act compliance up to the level of Active Component compliance

03

CONTINUE TO COMBAT SEXUAL ASSAULT

Sexual assault corrodes the trust between Marines and undermines our warfighting mission. Our goal is to eradicate this crime from within our ranks and to reinforce the trust between Marines, their leaders, and the American public. To this end, Sexual Assault Prevention and Response (SAPR) initiatives have been implemented on an unprecedented scale and frequency, strengthening our prevention and response capabilities, and reawakening the Corps' sense of tradition and ethics that has made this institution the greatest expeditionary force in history.

In June 2012, the Commandant of the Marine Corps initiated the three-phase SAPR Campaign Plan outlining the way-ahead to combat sexual assault within our ranks. From peer-to-peer interaction at the unit level, to engaged leadership at the highest levels of command, we are actively working to raise awareness about what constitutes healthy relationships. Ultimately, prevention rests with commanders, as they are accountable for setting a climate of trust and confidence that sexual assault will not be tolerated.

The stated purpose of our SAPR Campaign Plan is to reduce – with a goal to eliminate – sexual assault through the operationalization of the following five lines of effort: Prevention, Victim Care/Advocacy, Investigations, Accountability, and Assessment. Since its launch, the Marine Corps has made significant advancements in each of these areas. Commander involvement and constructive dialogue will continue to be our greatest weapons as we provide Marines with faith that their command ensure their safety and respond properly when a sexual assault occurs. With our collective efforts, we will ensure every Marine knows it is his and her duty to step up and step in to stop sexual assault.

OBJECTIVES

- 3.1 Implement a holistic training strategy built on engaged leadership that emphasizes the importance of bystander intervention and underscores every Marine's inherent duty to step up and step in to prevent sexual assault
- 3.2 Utilize an integrative, victim-centric model to guide victims through the comprehensive response system and provide them with compassionate, multidisciplinary support from initial contact to the conclusion of services
- 3.3 Coordinate with NCIS on unrestricted reports of sexual assault, and strengthen and expedite investigative capabilities, emphasizing proper sexual assault evidence collection, legal jurisdiction, and victim sensitivities
- 3.4 Strengthen offender accountability and special victims capabilities, to ensure the right counsel is assigned to the right case, and to provide close and confidential legal guidance to victims of sexual assault throughout the prosecution process
- 3.5 Measure efforts to create a positive command climate and ensure victim satisfaction with all available supportive services
- 3.6 Maximize SAPR resources and personnel through strategic up-staffing, placement, and training requirements to ensure full SAPR capacity across the Corps

04

IMPROVE ENGAGEMENT ACROSS GENERATIONS

With today's force encompassing multiple generations, communicating our value proposition will require segmented strategies and prioritization of resources. The increasing dependence on mobile devices and digital media platforms has shifted the communication paradigm among Marines and their families. Once reliant on e-mail, a new generation of Marines has emerged as the first adopters of new technology that places personalized, real-time information at their fingertips.



The utilization of video and chats feeds, micro-blogging and web apps are allowing Child Care Centers to better engage parents, behavioral health counselors to communicate instantaneously with Marines in the field, and families to receive official communication from unit commanders. As the influence of technology has crossed generational lines, we must continue to embrace computer-based training for Marines and their families to develop a two-way dialogue. As such, we have begun to transform the Children, Youth and Teen Program historically book and paper modules to on-line learning modules, via a virtual school lab.

This digital overhaul must extend beyond our external facing communication platforms to our organizational SharePoint as well, in an effort to bolster internal brand engagement. Capitalizing on portal advancement will significantly impact our future program design and operation, as employees and customers seek new opportunities to conduct business previously dependent on direct communication with program staff.

OBJECTIVES

- 4.1 Develop strategic use plan for major communication platforms to include: SharePoint; mobile apps; social media; forward and rear facing websites
- 4.2 Proactively engage the media to better position our programs, convey our brand story and control message delivery
- 4.3 Identify audience segments and develop marketing materials that effectively target and leverage new technology, whilst maintaining consistent branding and messaging
- 4.4 Deliver integrated strategic communication plan, to include a brand platform and marketing plan
- 4.5 Increase capacity to conduct market research to procure and analyze data through customer surveys and focus groups
- 4.6 Leverage technology to deliver physical fitness programs in a virtual environment

05

FURTHER INTEGRATE OPERATIONS

As we strike external partnerships, we must also focus on parallel, interdependent relationships within Marine and Family Programs. Sharing a common culture, we can bring together disparate clinical, social and educational elements, collectively identify desired community based outcomes, and diminish redundancy within our operations. Family Readiness, Behavioral Health, Personal and Professional Development, Family Care, and Military Personnel Services are all portals of access supporting the same client, part of the community care model, and must learn to invest and economize together. These same clients are often overwhelmed by the volume of programs and providers available and cannot effectively navigate the sea of services, training, and education.

The long-standing navigation challenges and our fiscal environment provide the opportunity to develop a logical continuum of care with well-defined portals and services. The intent is not to reduce access, but to identify a single point of entry for multiple customers' requirements, adjust availability of options to match outcome intent, and ensure the most competent provider leads care areas.

OBJECTIVES

- 5.1 Inventory and catalog existing programs, services, training and education available to customers to achieve shared understanding of service landscape
- 5.2 Diagnose utilization of all programs, services, training and education and identify best-of-class for sustainment and elimination or shelving targets
- 5.3 Design integrated operations meeting the needs of multiple customer requirements, map navigation pathways, service provider leads, and service specifications
- 5.4 Deliver financially sustainable operations codified in policy
- 5.5 Develop partnerships between Marine Corps Family Team Building trainers, Family Readiness Officers, Behavioral Health, Semper Fit, and Family Care to build on and focus on the needs of Marine Corps families
- 5.6 Collaborate with traditional and nontraditional partner organizations on the development of a strategic framework for delivering shared services
- 5.7 Enhance volunteer workforce to augment existing programs and services by facilitating the contribution of skills, knowledge, experience, tools and community relationships

06

EXPAND COMMUNITY BASED CAPACITY

Our current service delivery models are predominantly installation based, providing centralized service delivery. While an installation based model provides opportunities for cost efficiency, it may also inadvertently estrange or compete with unit commanders care responsibilities and those of other service providers. Community based models allow “settings of care” and involves all who are engaged in the education, health and welfare of Marines, Sailors, and their families. When community connection is drawn and partners are linked in common goals, responsibilities become clearer and result in shared knowledge of clients and improved results.

Units have always had the responsibility to assign collateral duty officers to critical health and welfare positions that were intended to coordinate with and refer for service to installation operations. Wartime footing requirements, however, opened the door to community capacity development with the placement of full time Family Readiness Officers in unit settings. Additionally, Sexual Assault Response Coordinators, Victim Advocates, Military Family Life Consultants, and MEF Prevention Specialists will become part of a unit Commander’s arsenal of support services available to Marines and their families. The Unit Command Team will serve as the purveyor for the identification and coordination efforts of all available resources and appropriate coordination for provision of services.

OBJECTIVES

- 6.1 Inventory and catalog unit level assets
- 6.2 Map current unit connections to community based providers
- 6.3 Develop community capacity framework based on common goals for education, health, and welfare of Marines, Sailors, and their families
- 6.4 Define installation support and unit support requirements
- 6.5 Organize and develop an information based Volunteer Management system that coordinates volunteer efforts available for all Marine Corps programs



07

PROVIDE LEADING AND EVIDENCE BASED PRACTICES

Leading practices challenge the natural biases of subject matter experts, lower the cost and risk innovation and, if evidence based, immediately realize return on investment if implemented and adopted within our organization. Leading or evidence based approaches build trust with commanders by ensuring Marines, Sailors and their families are offered the most up-to-date, empirically supported practices, education or trainings available.

Evidenced-based delivery methodology allows for cultural relevant initiatives which enhance mission readiness and the welfare of Marines and their families. Marines are the first and most important preventative resource, engaging at the first signs of distress can reduce the debility of behavioral health issues. Evidence based practices require disciplined implementation and an ongoing analytical approach to policy, management, and practices whereby unfounded beliefs are questioned and interventions are rigorously scrutinized.

Leading and evidence based practices first emerged within medicine and health, but quickly expanded across all areas of Marine and Family Programs. Evaluating our programs, processes, and technology against other leading organizations allows us to learn through the experience of others. Innovation demands continuous evaluation of our fields of practice to ensure currency with changing expectations and needs.

OBJECTIVES

- 7.1 Assess current programs, practices, and processes to ensure the most up-to-date, empirically supported practices, education or training are available
- 7.2 Review literature and identify leading or evidence based capabilities to be adopted
- 7.3 Develop policy and procedural guidance



08

UNLOCK DATA TO IMPROVE PERFORMANCE MANAGEMENT

Today, disparate systems manage program specific data collection and analysis. Incongruent elements such as incidents, training and education spaces, budget execution, and participation can become intelligence when we manage, share, and utilize the data effectively. Customer lifecycles can be tracked as they enter and exit programs, increasing our understanding of the need and holistic requirements of individuals. Monitoring customer behaviors such as satisfaction and repetition allow us to target communication and improve program quality.

Data needs to travel throughout Marine and Family Programs to generate value. To do so effectively requires development of a structural framework and procedures to direct movement and data authentication. Having accurate and reliable data is essential to identifying weaknesses, evaluating the effectiveness of operating procedures, and developing actions to mitigate risk and improve processes. Unlocking data, however, comes with a cost that must be equally evaluated for return on investment.

Trust in an organization is determined by its ability to provide impactful results, thus revealing its credibility and integrity. Objective results inform policy, future operations and safeguarding of funds. Establishing a performance management framework requires shared understanding of goals, programs, strategies, and transparent relationships. Performance management data is critical to making fact-based decisions on program priorities and alignment of funding, leading to a more predictive organization.

OBJECTIVES

- 8.1 Develop a robust performance management framework that identifies critical inputs, outputs, and outcome measures and develops standardized definitions for metrics
- 8.2 Implement a performance management plan that defines how each entity in the process hierarchy (from unit/installation up to HQMC and OSD/DON) will measure data and provide a roll-up capability
- 8.3 Develop an analytical plan to objectively assess the data to evaluate and rate performance
- 8.4 Evaluate data to make informed programmatic decisions, as well as share with internal and external stakeholders to ensure transparency
- 8.5 Complete internal risk assessment to identify weakness areas and mitigation actions to capitalize on opportunities for improvement
- 8.6 Oversight of installation program through inspections, ensuring effective program operation, in compliance with current policy