



Marine Corps Community Services Vision and Strategy 2025

Taking Care of Marines and Their Families

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Introduction

Marine Corps Community Services was established in 1999 and remains the only organization within the Department of Defense that combines Family Services; Off-Duty Voluntary Education; Children, Youth and Teen Programs; Morale, Welfare and Recreation; and Marine Corps Exchanges under a single organizational construct. Since its inception, Marine Corps Community Services has been supported by two iterations of strategic planning aimed at integrating and appropriately aligning these vital support services to meet the current and future needs of the unit, individual Marine, and broader Marine Corps family. Although we have made significant accomplishments, the impact of the Global War on Terrorism has strained many of our programs and support functions that were essentially built on a peace-time model. As a result of program assessments, direct leadership feedback, and hearing from the voices of our Marines and family members, we have embarked on an institutional effort to transition our programs to better meet the operational and family readiness requirements of our Corps.

This ‘call for change’ also mandated a shift to the organization’s strategic planning, and resulted in the development of the enclosed Marine Corps Community Services Vision and Strategy 2025. This document, which is nested in the broader Marine Corps Vision and Strategy 2025, establishes the foundation of our operational concepts and identifies the critical steps to ensure that we are properly organized, trained, equipped, and prepared to meet tomorrow’s challenges today. This vision outlines the values, principles, and core competencies of our organization, and is built around these seven key components: ***People, Places, Policies, Performance, Processes, Perceptions, and Programs.***

Marine Corps Community Services Vision and Strategy 2025, along with the supporting tactical plans, outlines how we will achieve our vision and strategy, which, in turn, serves as the catalyst that assures we will accomplish our primary mission: ***Taking Care of Marines and Their Families.***



Section I - Vision

Chapter I

Marine Corps Community Services Vision 2025

The Marine Corps Community Services organization is committed to taking care of Marines and their families. In order to do this, it must be:

➤ ***The employer of choice for individuals who are dedicated to supporting our warfighters.*** Our success as an organization depends directly on our human capital and our ability to continue to attract, retain, develop, and motivate high quality and diverse employees. It is not only our responsibility to provide our employees with the training, tools, and opportunities for assessing and developing their skills, but to acculturate our employees to understand the value and importance of our mission to support Marines and their families. We will provide the vision, resources, and management support dedicated to fostering a wholesome environment where they are encouraged to increase their professional competencies and successfully develop their careers. A customer-focused workforce, comprised of military personnel, non-appropriated and appropriated fund employees, contractors, and volunteers, will optimize service delivery. We will be functionally integrated to maximize performance, matching position requirements with employee skill sets, all while exploring the full range of compensation and benefit options, as well as a comprehensive awards program.

➤ ***The provider of premier facilities that promote personal and family readiness.***

Facilities will be unparalleled in terms of capability and efficiency, capitalizing on innovation and technology. As an expeditionary force, facility planning will also include virtual places through the exploitation of technology, where direct operations and other complimentary support services are easily accessible. Installations will be supported by a centralized capitalization planning process



(non-appropriated fund construction and Information Technology), rendering decisions based on sound business case analysis and vigorous due diligence. Improved processes will ensure that infrastructure and facility-based planning is appropriately balanced between revenue and non-revenue generating requirements, and that corresponding resource strategies optimize the use of appropriated and non-appropriated funds.

➤ ***A steward for promoting effective policy and business practices that are intended to support and compliment our mission.*** Organizational policies will: be flexible; provide clear guidance; minimize unnecessary variation; clearly articulate the spirit and intent of their purpose; and be supported by sound evaluation methods and

performance metrics. Policies will ultimately promote harmony, satisfaction, and a positive image.

- ***Performance driven, fiscally responsible, and financially viable.*** Operational resources will be managed effectively and efficiently. Resource requirements will be validated through comprehensive baseline assessments and appropriately coordinated with all stakeholders in the chain of command. Resource prioritization and allocation decisions will be driven by the evaluation of program performance and customer needs, as well as historic budget and execution analysis. Through the Marine Corps Community Services Board of Directors, the organization will aggressively monitor financial performance and, when warranted, take appropriate corrective action. To assess financial performance, financial goals will be set, measured, and evaluated. We will seek viable new business ventures, that, when combined with current business operations, will generate sufficient revenues to recapitalize assets, infrastructure, and employees. Program and Resource Managers will be competent in both appropriated and non-appropriated fund management and planning.
- ***Cross-functional and continually seeking synergy across all processes.*** Through strong management and oversight, we will foster and develop high levels of cooperation, synergy, and assistance between all processes and programs. Impediments and inefficiencies will be removed and our efforts will lead to expense reduction, increased business efficiencies, thorough and deliberate planning, and appropriate levels of standardization. Additionally, “centers of excellence” that represent the most effective and efficient delivery of program and support services will be identified and employed to institutionalize process improvements across the Marine Corps Community Services enterprise.
- ***Responsive to customer behaviors and generating goodwill.*** We will assess the current and future needs of commanders, and Marines and their families to implement programs and services that are responsive and predictive of needs, engender goodwill, and create a positive and rewarding experience for all who partake of the goods and



services offered. We will aggressively market our programs and services to reflect them as the best value, and develop an awareness program that touches all Marines throughout their careers. The focus of these information tools is to maximize awareness and understanding of program capabilities.

- ***Delivering quality programs and services to meet current and future needs.*** First and foremost, Marine Corps Community Services will provide market-driven programs and services comprised of direct operations and innovative business partnerships. Privatization, outsourcing and regionalization strategies that enhance

operational and family readiness will be vigorously pursued. Program and service delivery will be supported by leading edge technologies that enhance program management and customer service.

In summary, the following Vision Statement projects the future state of integrated capabilities (people, places, programs, processes, policies, perception, performance) that are vital to accomplishing our mission: *Taking Care of Marines and Their Families*:

VISION STATEMENT

The Marine Corps Community Services of 2025 is aligned to the Marine Corps mission offering innovative and expeditionary program and service delivery in its approach to taking care of Marines and their families. We are a progressive organization, focusing on creative expansion, wider technological capabilities, premier services and infrastructure, workforce development, and sound planning that is supported by flexible policies and fully automated executive information and decision-making systems. Marine Corps Community Services is valued by leadership as being a user-friendly and a responsive single portal that provides constant and unwavering support to Marines and their families throughout their entire service or affiliation with the United States Marine Corps.



Chapter II

MCCS Values, Philosophy, Principles, and Competencies

This vision and strategy document describes what Marine Corps Community Services is, believes in, and where it is going. As a vital supporting arm of our Corps, the organization is grounded in the Marine Corps' mission, purpose, culture, ethos, and values.

a. Marine Corps Community Services Values. The Marine Corps holds true to the Core Values of Honor, Courage, and Commitment. These Core Values serve as fundamental touch points for moral character, professional behavior and conduct of the Marine Corps. Every Marine Corps Community Services team member is additionally guided by similar customer service values including Courtesy, Responsibility, and Loyalty. Additionally, the Marine Corps Community Services team:

- Takes care of Marines and their families and is predisposed to offer assistance
- Is professional and knowledgeable
- Is resourceful
- Is personally invested in the mission of the Marine Corps and the health and welfare of Marines and their families

b. Our Marine Corps Community Services Philosophy.

- We operate in the spirit of boldness, creativity, responsiveness, and intelligence, providing a positive experience to all we serve.
- We are committed to pursuing all opportunities to implement new and innovative programs and services based on forward-thinking planning and operational synergies.
- We capitalize on our organizational strengths, and combine our business acumen with appropriately designed policies, in order to align all our resources to improve program delivery and service.
- We embrace the importance of the organization's human dimension and recognize that program management and delivery of quality service is a skill that must be learned, practiced, reinforced, and rewarded.

c. Marine Corps Community Services Enduring Principles. Principles help to define fundamental beliefs that form the foundation from which we derive our mission and basic operating instincts. The following principles, combined with our aforementioned values and philosophy, help to further define our cultural identity in the most basic terms; they express *what we believe*:

- ***Premier community service workforce and customer advocate.*** Every team member provides a wide range of customer service capabilities that are unmatched by others. Those joining the team know that they are required to act on behalf of Marines and their families in all that they do.

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- ***Combined arms organization.*** We are not restricted to a single operating domain nor is any one domain more important than another to the welfare of Marines and their families. Whether providing social services, selling retail products or food services, delivering recreational programs, or providing organizational support, each represent a common thread that bind these activities together in direct support of Marines and their families.
 - ***Ready and Forward Deployed.*** We operate with a ready force, supporting the expeditionary nature of the Marine Corps. We expect to respond quickly, and to operate in austere or isolated locations directly alongside the Marines we are committed to support.
 - ***Agile and Adaptable.*** We are capable of transitioning seamlessly to quickly respond to diverse requirements and contingencies. Through strong advocacy, we work to overcome imposed restrictions and perceived barriers.

d. Core Competencies. Our core competencies reflect particular skill sets and describe what we do. They embody a sense of purpose and represent our contribution and value to Marine Corps aims of retaining a fit and ready force - but also for adding rigor to the Corps' commitment of "taking care of our own." As necessary, new competencies will be developed and honed to meet emerging challenges and to help shape future organizational strategies. In this planning document, the organization's commitment to take care of Marines and their families, and its role within the Marine Corps, rests upon three core competencies:

- ***Providing World Class Customer Service.*** We take care of our employees, who in turn take care of our Marines and families.
- ***Providing products, goods, and services to ensure the strength and readiness of Marines and their families during peacetime, contingency, crisis, and war.*** We provide a necessary outlet to mitigate stress, and to foster the sustainment, restoration, and preservation of the force.
- ***Providing integrated and seamless quality of life operations that span across the spectrum of need and throughout the lifecycle of a Marine and their family members.*** We are focused on supporting the holistic Marine Corps family that is defined as the family a Marine is born into, sworn into and married into. As an empowered advocate, we will work to identify, address and resolve issues that cross organizational and functional lines, to include local, state, and federal jurisdictions.

Section II - Strategy

Chapter III Marine Corps Community Services Planning

To prepare for an unpredictable future and to maintain its relevancy, organizational planners must be responsive to the Marine Corps' youthful demographic and expeditionary mission, and agile enough to evolve, grow, and transition in unison with broader Marine Corps plans.

The larger purpose and goals for which we conduct strategic planning is to maintain relevancy by aligning with the Commandants Vision and Marine Corps Planning Guidance. In this regard, we will continue to transition and align our programs and services to meet current and future challenges, ensuring expeditionary excellence by equipping Marines with the readiness tools they need to uphold their moral, physical, and mental obligations, and by providing their families with programs to support cohesion and stability. Specifically, we will:

- Provide programs and services that contribute to the stability and strength of Marines and families
- Improve program and service standards
- Build lifelong customers
- Explore creative expansion through strategic partnerships, innovation, and technology



Chapter IV

Emerging Environment, External Threats, and Internal Challenges

The organization's future will be shaped by a wide range of influences and trends, such as the changing demographics of the Marine Corps and workforce, resources and economics, science and technology, Defense spending, and other program patterns. The following section outlines several influences and trends to consider in organizational planning:

Demographics and Workforce

- The Marine Corps of 2025 will be more racially and ethnically diverse than today, and with a different outlook on life. The emerging generations, identified as Generation X, Generation Y, and Millennial, will more aggressively seek opportunities to further their life experiences and education. As a customer service organization, we must closely monitor their motivation and needs; and as these generations become increasingly predominant, properly adapt programs and services. As an example, the Millennial Generation, those born roughly between 1982 and 2003, will insist on solutions to an accumulation of society's problems. Their impatience and drive will very likely shake the world and its institutions, including schools. General experts predict that Millennials will be willing to lay down their lives for causes they consider right and just.
- These emerging generations will also comprise the future workforce of the organization. Trends in workforce size and composition, coupled with the pace of technological change and economic globalization, will have implications for the future work. Employees will work in more decentralized, special firms; slower labor growth will encourage employers to recruit groups with relatively low labor force participation; greater emphasis will be placed on retraining and lifelong learning; and future productivity growth will support higher wages and may affect the wage distribution. The new workforce will place a larger value on training and seek the optimum opportunity to mesh their job with their outlook on life. The workforce will be better educated; more easily rely upon technology; and be highly invested in social/community causes.
- In terms of workforce composition, the trend is for a shift toward a more balanced distribution by age, sex, and race/ethnicity. The U.S. population and workforce have been growing older as the baby-boom generation ages. This has created a workforce that has become more evenly distributed across age groups. Also, steadily increasing female labor force participation rates, combined with declining male rates, have brought the labor force closer to gender balance. Finally, the inflow of immigrants has been largely responsible for a continuing increase in the racial and ethnic diversity of the workforce, with Hispanics and Asians being the fastest growing groups in the workforce.
- Labor markets will remain tight, particularly in skilled fields. This calls for new creativity in recruiting, benefits, and perks, especially profit sharing. This hypercompetitive business environment demands new emphasis on rewarding

speed, creativity, and innovation within the workforce.

Technology

- The pace of technological change will continue to accelerate, with synergies across technologies and disciplines generating advances in research and development, production processes, and the nature of products and services. Technological advances are expected to continue to increase demand for a highly skilled workforce, support higher productivity growth, and change the organization of business and the nature of employment relationships.
- New models of knowledge production, access, distribution and ownership are emerging. But while knowledge is increasingly available, and knowledge production a growing phenomenon, organizations will have to avoid being emerged in too much information.
- Ever expanding science and technology is creating a knowledge-dependent global society. The number of Internet users in the United States more than doubled between 2000 and 2007, to nearly 231 million, or 69% of the population. In the United States, the “digital divide” seems to be disappearing as Internet access becomes increasingly available to all. In 10 years, most digital devices will combine multimedia communication functions and real-time voice translation, so that conversations originating in one of seven or eight common languages can be heard in any of the others. These technologies will enable organizations to quickly reach all customers and improve the knowledge of employees.
- The Internet will continue to bring manufacturers closer to remote customers, cutting middlemen out of the distribution chain. Business-to-business marketing on the Internet will continue to introduce operational efficiencies.
- The technology industry stands to benefit immensely from a more robust relationship with tech-savvy veterans seeking employment. Employers are increasingly recognizing the value of military experience, and the IT industry is no different.

Program Patterns

- Greater awareness of the relation of exercise to healthcare costs has started to motivate monetary incentives. The fitness market is maturing, along with U.S. demographics, to provide a broader wellness service to its expanding customer base. Body sculpting has been replaced by the desire for solid healthy exercise practices. Overweight and obesity rates are on the rise and the healthcare costs for obesity now rival those attributable to smoking. The medical insurance industry, employers, and the insured population are getting involved in the process, with the desire to create healthier, more “well” population of participants. Neither government nor corporations can continue to support an “illness” model versus the new “wellness” model. Although there is a growing awareness of this issue, organizations must act to provide the appropriate types of programs. Emerging trends in fitness focus on several distinct training areas: Outreach Programs; Circuit Training; Functional Exercise; Hydro riding; and Virtual gyms and exercise machines.

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- Trends in child care focus on the transition from traditional child care to early childhood education. This trend to learning centers is partly due to high parent and school expectations; it is also attributable to research that shows that kids are capable of learning early academics and other skills that previously were not taught until later. Increasingly, technology is changing provider/parent connection. Facilities will offer parents video streaming of classroom activities throughout the day. Other providers will regularly take photos of children and send to parents, post daily or weekly blogs or e-newsletters online for parents to view, or even exchange emails or text messages throughout the day. Some providers will create websites where they post monthly menus, weekly day-by-day activities, and even behavioral reports.
 - In the retail sector, organizations must monitor and adapt to improved technology and statistical-control tools, which will shape new management practices. Online stores will continue to expand, listing virtually every product and brand in their industry without significant overhead. Additionally, branded items with good reputations will be even more important for developing repeat business.
 - Business leaders will increasingly use algorithmic decision-making techniques and sophisticated software to manage their organizations. This style of “scientific management” will move organizations further away from the traditional “gut instinct” management style.
 - As national security concerns begin to lose their immediacy, family issues will regain their significance in American society: long-term health care, day care, early childhood education, anti-drug campaigns, and the environment. Demand for child care, universal health coverage, and other family oriented services will continue to grow, particularly in the United States, where national services have yet to develop. Over the next 20 years, American companies may increasingly follow the example of counterparts in Europe, whose taxes pay for national day-care programs and other social services the United States lacks.

Economy, Political Patterns, and Defense Spending

- Of utmost concern is the impact of the availability of natural resources and the state of the art future economy, and how these forces will further shape the future and success of organizations. The imbalance between supply and demand of oil will continue to pose a threat to supply chains. This imbalance will impact construction and fuel costs as organizations continue to modernize its facilities to meet the changing needs of customers. Economic factors will also continue to impact customer behavior and global markets (e.g., spending habits, construction and energy costs).
- Without any new productivity gains from the Public Sector, taxes will increase to stifling proportions. The Public Sector will be required to function with increased levels of efficiency and creativity, and the adoption of private-sector approaches are likely to occur more frequently.
- Political patterns and spending point to a federal government that is focused on initiatives to improve the quality of life for Service members and their families. However, the share of the federal budget available for defense spending may



decline with the rise in domestic entitlement funding. Reductions in defense spending will require difficult ‘balancing’ decisions. Programs will be required to quantify their value and importance to the military mission or risk curtailment or cancellation. The Department of Defense will also continue to explore efficiency measures through the pursuit of *Joint Capabilities* that include a focus on consolidating installation support functions. If not carefully developed, such concepts can infringe on Marine Corps Title 10 authorities and potentially de-couple bases and stations as the *fifth element* of the combined arms Marine Air Ground Task Force.

Internal Challenges

- Further threats include myriad of internal organizational challenges, to include: inertia; confined operating domains; lack of program awareness, standardization, policy enforcement, and clearly defined roles and responsibilities; and ability to effectively re-capitalize in infrastructure, equipment, systems, and our most valuable asset - our employees.

Acknowledging these trends, we must experience an expanded market share focusing on a new generation of Marines and their families. This experience will introduce numerous opportunities, to include: developing a unified vision/strategy, establishing a performance management culture, growing to be an employer of choice, and fostering strategic partnerships.



Chapter V

Major Focus Areas and Goals

Major Focus Areas. As we plan for the future, we foresee five broad focus areas that are potential targets for enhancement of our capabilities. They are:

- **Build and refresh** the quality of life of Marines and their families by **assisting and responding** to their needs through quality programs and services
- Be **predictive and preventative** with our planning efforts to mitigate risk and evolving environmental factors
- **Invigorate strategic partnerships** to ensure that Marines and their families have access to all available resources, regardless of the service delivery or provider
- Be the **premier provider of goods and services** ensuring cost savings and value

Goals.

1. ***Focus on the individual Marine and their family.*** We will listen to the voice of Marines and their families through constant program evaluations and assessments, and will adapt our programs and services to meet both their career and life events. We will stay attuned to environmental, market, and mission conditions that afford the best chance of remaining relevant and responsive to the demographics of our Corps.
2. ***Build multi-capable and adaptable programs and services.*** Our programs and services will be delivered through a synergistic and multi-capable model that is not impeded by boundaries and lack of collaboration. We will exploit the integrated characteristics of our organization, the skill set of our employees, and innovative approaches and technologies to deliver programs. We will develop and maintain a strategically relevant expeditionary and home-station capacity, with the freedom to maneuver, as required.
3. ***Posture to better counter “Threats” in complex business operating environments.*** We recognize that threats pose a significant impact and barrier to our ability to effectively serve Marines and their families. Once discovered, these barriers must be mitigated through continual process improvements and business re-engineering initiatives. As such, the organization will endeavor to meet established benchmarks, standards, and policies that are necessary to position the organization for success.
4. ***Invigorate Partnerships and Internal and External Relationships.*** We will pursue internal and external strategic partnerships designed to enhance our current capabilities, and improve access and availability of programs and services both on and off the installation. We will also build strong relationships with other service providers and work in unison to address and meet divergent needs.
5. ***Expand presence and communication.*** The image of Marine Corps Community Services must be understood throughout the Marine Corps. Marketing and communication plans, as well as official Marine Corps awareness programs, will be

implemented to aggressively promote programs and services in order to ensure that our message is ubiquitous throughout the Corps.

6. ***Become a “Critical Enabler” for Programs and Services to support Marines and their Families.*** We will be built on management principles, plans and policies that provide the necessary tools to effectively and efficiently deliver programs and services. Integrated training, technical assistance and enhanced communications will be used to implement and exploit best practices and lessons-learned across the enterprise.

Chapter 6

Organizational Oversight

The following outlines the organizational hierarchy and documents the areas of responsibility as it relates to oversight and program execution:

Board of Directors. The Board of Directors, chaired by the Deputy Commandant for Programs and Resources, serves as the decision making forum for Marine Corps Community Services matters that have a major impact on the Marine Corps. The Board of Directors advises the Commandant regarding organizational matters, as well as monitors and makes decisions on the following:

- a. Program development and the allocation of funds
- b. Program execution at the Personal and Family Readiness Division and installations
- c. Military Construction program development and execution
- d. Assessment rates for the Headquarters Operating and Central Construction Funds
- e. Annual non-appropriated fund Central Construction and Information Technology program development and execution
- f. Non-appropriated fund benefits fund and Installation funds
- g. Investment of centrally managed non-appropriated funds
- h. Strategic planning
- i. Major policies
- j. Operation and financial performance

The Board of Directors also represents the organization's strategic direction to the Department of the Navy, Department of Defense, and Congress.

Budget Oversight Committee. The Budget Oversight Committee, chaired by the Commander Marine Corps Installations East, oversees the development and execution of appropriated and non-appropriated fund budgets, and develops financial strategies to support the strategic plan. The duties of the Budget Oversight Committee include:

- a. Monitors execution of appropriated and non-appropriated funds
- b. Reviews and recommends annual non-appropriated fund operating budgets for the Personal and Family Readiness Division and each Installation
- c. Monitors appropriated fund programming and resource management
- d. Develops appropriated and non-appropriated financial strategies to support the Strategic Plan
- e. Conducts annual reviews of non-appropriated fund centrally managed funds and recommends assessment and premium changes, as appropriate

Construction Committee. The Construction Committee, chaired by the Commander Marine Corps Installations West, oversees development and execution of the non-appropriated fund construction program, which delivers facilities that are aligned with

customer needs and properly maintained. The Committee provides guidance to the Director, Facilities and Services Division on Military Construction requirements, as appropriate. The duties of the Construction Committee include:

- a. Ensures the non-appropriated fund construction and Military Construction programs are in consonance with the Strategic Plan
- b. Develops non-appropriated fund construction and information technology program guidance based on the priorities of the Board of Directors, and recommends requirements to the Board
- c. Validates major and minor installation capitalization requirements and specific projects

Family Readiness Committee. The Family Readiness Committee, chaired by the Commanding General of either I or II Marine Expeditionary Force, advises the Board of Directors on matters having a Marine Corps wide impact on family readiness. Family readiness is defined as families who are prepared and equipped with the skills and tools to successfully meet the challenges of the military lifestyle. Family readiness directly affects the fundamental purpose of the Marine Corps to make Marines and win battles by building commitment, raising morale, and increasing Corps readiness. The duties of the Family Readiness Committee include:

- a. Oversees the continuum of military life and career events, with supporting programs and services
- b. Reviews family readiness policies, strategic plans, and resources
- c. Identifies and resolves family readiness concerns or issues

Investment Oversight Committee. The Investment Oversight Committee, chaired by the Fiscal Director at Headquarters Marine Corps, oversees the safety and security of non-appropriated fund investments. The duties of the Investment Oversight Committee include:

- a. Periodically reviews portfolio structure by composition of investments (percent of certificates of deposit, percent of repurchase agreements, percent of government securities)
- b. Reviews and advises on short and long-term investment strategies
- c. Reviews pension plan and employee 401 (k) plan
- d. Monitors rates of return by type of investment
- e. Reviews risk vs. rate of return by type of investment institution
- f. Monitors collateralization requirements
- g. Reviews and advises on requirement for reserve funds (insurance, medical and dental, non-appropriated fund employee retirement)
- h. Monitors market trends and unique situations, such as yen fluctuation

Personal and Family Readiness Division. The Personal and Family Readiness Division serves as the organization's program and resource sponsor, and also delivers centralized support programs, some of which extend beyond the Marine Corps Community Services

organization (i.e., Postal, Casualty Affairs, Defense Enrollment Eligibility Reporting System, Claims). The Division functions include:

- a. Organizational representation to Higher Headquarters, Department of Defense and Congress
- b. Legislation and testimony
- c. World-wide oversight of programs and services
- d. Resource and program advocacy
- e. Program management and administration of centrally managed programs and support services
- f. Marine Corps-wide policy development and promulgation
- g. Planning, program validation, assessments, and program establishment and disestablishment
- h. National level research
- i. Public affairs

Marine Forces, Major Commands and Regions. The functions of the Marine Forces, Major Commands and Regions, as it relates to Marine Corps Community Services, include:

- a. Resource allocation and prioritization
- b. Oversight and support of subordinate commands
- c. Policy implementation and enforcement
- d. Quality assurance
- e. Strategic plan oversight and execution
- f. Technical assistance
- g. Program evaluations and assessments

Installations. Installations provide the primary oversight for program and service management, delivery, and execution. Commanders are empowered to directly resolve issues for Marines and families at their onset, identify and validate programs, provide fiscal oversight and fiduciary responsibility, and ensure proper facility management.

Marine Corps Community Services Directors. Directors are responsible for overseeing the Marine Corps Community Services organization comprised of the following primary component areas: Unit Family Readiness and Marine Corps Family Team Building, Marine and Family Services, Semper Fit, and Business Operations. The Director reports to the Commanding General/Officer. Areas of responsibility include:

- a. Development of business strategies
- b. Ensuring policy and procedural compliance
- c. Measuring the organization's performance
- d. All aspects of fiscal activities
- e. Plans, reviews, interprets and implements policies
- f. Resolves financial, personnel, and operational problems

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- g. Oversees management of property resources and provides direction on facility renovations and improvements
 - h. Directly or indirectly through subordinate supervisors, manages the workforce through supervision, counseling, training, and appraising performance
 - i. Provides world class customer service with an emphasis on courtesy

Chapter VII

Conclusion

This strategic document establishes the way-ahead for the Marine Corps Community Services organization, as well as our posture in the year 2025. It will be operationalized through the execution of detailed tactical plans that are driven by established and reportable timelines and performance measures.

As a services-oriented organization, we will never waver in our commitment to our Corps. We will ensure that our planning strategies stay abreast and predictive of future requirements in order to provide premier programs and services for all whom we are entrusted to serve: Our Marines and their families.