



# **Marine Corps Community Services Vision and Strategy**

January 2025

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## FOREWORD

The Marine Corps Community Services (MCCS) Vision and Strategy document is more than just a plan - it is a crucial roadmap that guides our commitment to unifying the pillars of quality-of-life services. I am honored to present this strategic document, which outlines our vision and approach for the coming years.

In today's rapidly changing global landscape, Marines face unprecedented challenges that demand unwavering readiness both on and off the battlefield. MCCS is a vital partner in ensuring our Marines and their families have the necessary resources and support to adapt, thrive, and maintain mission readiness.

This document serves as a cornerstone for our unified approach to enhancing the quality of life for Marines and their families. It reflects our dedication to delivering purpose-driven programs that alleviate the burdens of military life, foster resilience, and strengthen bonds within our Marine Corps community. This strategic framework is not merely a plan - it is a commitment to uphold the core values of Honor, Courage, and Commitment that define our Service. By aligning our efforts across diverse programs and services, we empower our Marines to focus on their mission, knowing their families are supported.

Facing modern challenges requires us to remain agile and innovative. MCCS is committed to addressing current needs and anticipating future demands of our Marines and their families. This document lays out clear objectives and lines of effort to guide our actions, ensuring that our services evolve to meet the dynamic requirements of those we serve. We demonstrate our unwavering commitment to being a reliable and indispensable ally.

As we look ahead, let us remember that the Marine Corps' readiness is intrinsically linked to the well-being of its Marines and their families. Together, through the initiatives outlined in this document, we will continue to build a strong and resilient Marine Corps community, ready to meet any challenge.

Semper Fidelis



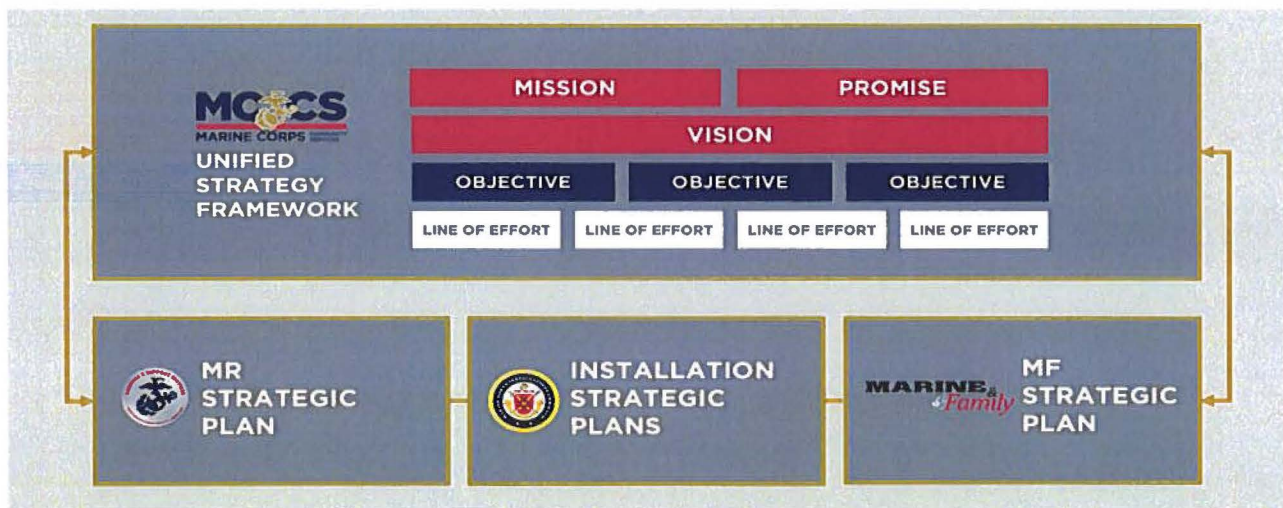
J.H. Adams  
Lieutenant General, U.S. Marine Corps  
Chair of the Board of Directors  
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## **BOTTOM LINE UP FRONT**

Today's Marines face a unique set of geopolitical, technological, and logistical challenges that require them now—more than ever—to be always ready and on the alert as our nation's expeditionary force-in-readiness. We are confident that a strong Marine Corps Community Services, unified by a collective purpose and bold ambition, can continue to ensure Marines are effectively supported on and off duty so they remain ready at all times to fight and win.

This report, heavily informed by the latest command guidance and 2030 strategies from across the Corps, outlines an approach to further align MCCA's efforts to support Marines around the globe. Across 17 self-contained installations, which are an increasingly critical component of deterrence and power projection, MCCA serves as a force multiplier, enabling an intense training cadence, readiness for frequent deployments and permanent changes of station, and growing a sense of in-garrison community that helps Marines and families build the resilience needed to meet the significant challenges of Marine Corps life.



## **BACKGROUND**

The MCCA Vision and Strategy document was developed to create unity of purpose across MCCA's 40+ organizations. Such unity and alignment are important for any organization, but MCCA's unique characteristics make the need for unity especially salient:

- MCCA is uniquely customer-centric within the USMC. No one is forced to use MCCA services; patrons must choose MCCA. The organization must be aligned in understanding what patrons need and how to offer programs and services they value.
- MCCA actively competes for Marine patronage on a day-to-day and minute-to-minute basis with some of the most innovative organizations in the world. It cannot hope to win the time and attention of patrons without unity of focus.
- MCCA has an incredibly broad portfolio of services, operating everything from behavioral health counseling to childcare to bowling alleys. Alignment helps deliver greater benefits by finding connection points across and efficiencies within this portfolio.
- MCCA is a diverse and decentralized organization. Unity of purpose allows for the flexibility that different installations and programs require while remaining true to common goals.



## THE APPROACH

This document showcases a strategic *MCCS Vision and Strategy Strategic Construct* organization, providing the common cause and understanding necessary for unified action construct to balance unity and adaptation. The structure begins with a Unified Strategy Framework accepted across the entire MCCS. Each organization within MCCS will use the Unified Strategy Framework to guide and orient their strategic plans. This document outlines the agreed Unified Strategic Framework.

The Unified Strategy Framework comprises elements that link high-level goals to specific actions. This construct balances familiar military-style strategic planning with the corporate-style strategic planning required for MCCS' customer-centric operations.



*Unified Strategy Framework Construct*

**MISSION** outlines how MCCS' efforts contribute to the success of the Marine Corps in winning battles.

**PROMISE** is MCCS' commitment to Marines and other patrons. It states how the organization is focused on solving their problems.

**VISION** focuses MCCS on a shared ambition for its future that allows it to deliver on its **MISSION** and **PROMISE**.

**OBJECTIVES** define measurable goals for the organization. The Marine Corps will know MCCS has achieved its **VISION** when it can demonstrate it has achieved its **OBJECTIVES**.

**LINES OF EFFORT (LOEs)** describe specific initiatives, in addition to normal operations, that MCCS must execute to achieve **OBJECTIVES**.

The Unified Strategy Framework is planned down: **OBJECTIVES** and **LOEs** are set based on the **MISSION**, **PROMISE**, and **VISION**. The Unified Strategy Framework is executed up: the organization will carry out the **LOEs** and measure its performance to ensure it is achieving **OBJECTIVES**, **VISION**, **PROMISE**, and **MISSION**.



### **THE MCCS UNIFIED STRATEGY FRAMEWORK**

The completed strategy describes complementary goals for supporting the USMC mission, serving MCCS' patrons, and motivating the MCCS team. These goals exist in harmony and reinforce one another. Fulfilling the PROMISE to patrons is how MCCS serves the MISSION and achieves the VISION. The next sections of this document describe each element of the Unified Strategy Framework.

#### **MISSION**

The Mission Statement describes why MCCS exists and the connection to the larger Mission of the USMC. It provides clarity on how MCCS will support individual Marines and families. MCCS is an organization within the Marine Corps that strengthens and enables quality of life, mission readiness, and lethality through programs and services for Marines and their families.

MCCS enables Marines to adapt, thrive,  
and stay Mission ready with  
purpose-driven programs and solutions

**Adapt and Thrive:** MCCS responds to the changing needs of Marines and families, in life and for duty. The organization meets challenges together to adapt and overcome, providing Marines the foundation needed to lean forward, achieve life milestones, stay resilient, and always be ready to deploy.

**Purpose-driven programs and solutions:** MCCS knows what it takes to be a Marine. Services and programs are targeted with the end in mind, solutions to help Marines and families win life's battles.

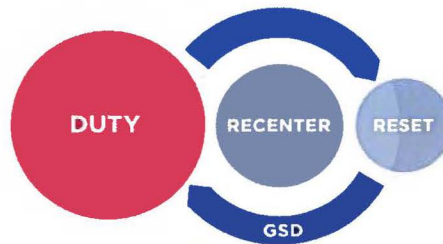
#### **PROMISE**

The Promise Statement describes why patrons choose MCCS, and the needs MCCS is best positioned to fulfill for them. It clarifies why MCCS is relevant and unique. Programs and solutions are simply a means to meet patrons' needs. By describing the Promise (instead of programs), MCCS gives itself license to change, innovate, and adapt solutions accordingly.



# ADAPT, THRIVE, WIN LIFE'S BATTLES

Marines and families stay ready for life with MCCS



## DUTY

### CAREER | REIGNITE

Be a connection to the Corps. Marines have a fire inside, a passion to serve with purpose. We actively engage with our Marine community to help stoke that flame and advance their careers.

## GET STUFF DONE

### FUEL | PREP | SUPPLY

Be a step ahead. Anticipate Marines' duty and liberty needs to be a trusted service to keep them fueled, prepped, and supplied.

## RECENTER

### PROACTIVE | RESPONSIVE

Be the support. Keep our Marine community centered and forward leaning to overcome obstacles and achieve life milestones through life skills and resources.

## RESET

### RECHARGE | RECONNECT

Be the source for our Marines and community to balance duty with self and family, enabling them to return at their best.

As they prepare to win the nation's battles, Marines see the great challenge in their life as balancing between duty and the rest of life to remain ready. Marines and families seek to optimize off-duty time and achieve a sense of balance so they can return at their best. MCCS is the support for Marines and families, always. Purpose-driven programs and solutions enable the force to stay mission-ready, get stuff done, and be a balancing force for Marines and families to recenter and reset.

Military service is unique, and life as a Marine is exceptional. MCCS is the only organization that can understand, anticipate, and meet the unique duty and life needs of Marines and their families.

MARINES' ALLY FOR LIFE

## VISION

The Vision Statement describes an end-state that MCCS is trying to achieve. It is an audacious goal to strive for, a flag on a mountain top. The Vision Statement speaks to people who work in MCCS. This statement is a rally call. The vision should motivate and align the team to work together for a defined end-state. When the Vision is fulfilled, MCCS will truly be delivering on the Mission and the Promise, ensuring it is serving its role for the Corps and the people who are part of it.

## By 2030, MCCS will be...

Every day, Marines are fighting a battle. A battle to thrive in, adapt to, and always be ready for the toughest assignment on Earth: to deploy, fight, and win as a United States Marine. It's a battle Marines can't win alone. They need an ally; someone on their side; someone to turn to. Serving as a partner and force multiplier, MCCS will serve the Marine Corps by helping them stay mission-ready, get stuff done, recenter and reset so that they can stay balanced and be their best.

## **OBJECTIVES**

How will MCCA know it is achieving its Vision? As a unified organization, MCCA is committing to adopt these objectives. By achieving them, MCCA will know it is achieving the Vision. These objectives are a work in progress. The LOEs include an initiative to build the systems that will allow MCCA to quantify and track progress against them.

### **OBJECTIVE 1: LEADERSHIP WILL EMBRACE MCCA**

***USMC leadership will understand what MCCA does and will believe it makes a meaningful impact. They will actively endorse and thoroughly adopt MCCA solutions.***

The Mission statement says that MCCA supports the USMC Mission through its impact on Marine readiness. However, it is nearly impossible to isolate and quantitatively measure that impact. The best proxy is the actions of the leaders. If they believe MCCA makes a difference, they will rely on it. MCCA will develop a system of periodically and consistently measuring leadership attitudes and actions regarding their partnership with MCCA.

### **OBJECTIVE 2: MCCA WILL BE RELEVANT TO MARINES AND FAMILIES**

***The most important patrons will be deeply satisfied with MCCA solutions. They will consistently and repeatedly reward MCCA with their time and attention.***

MCCA can only succeed if patrons desire and choose its solutions. Only by meeting their needs can MCCA support the USMC Mission and achieve the Vision. MCCA must be relevant in their lives. MCCA will develop and consistently implement a global measurement approach to assess the fulfillment of the Promise to Marines and families.

### **OBJECTIVE 3: MCCA'S RESOURCES WILL BE ALIGNED FOR MORE EFFICIENT, SUSTAINABLE, AND EFFECTIVE PROVISION OF SERVICES**

***MCCA will achieve its Vision within its means.***

Resources complete the three-legged stool. MCCA will achieve its Vision within the constraints established by the USMC. Different programs have different financial structures: MCCA will set and achieve holistic financial objectives ensuring that its impact on the Mission and Marines is sustainable for the Corps.

## **LINES OF EFFORT (LOEs)**

How will MCCA achieve its Vision and Objectives? In addition to day-to-day operations, MCCA will adopt several (LOEs) designed to materially accelerate progress. These LOEs are critical to success. MCCA can only reach its goals if it invests in them as one team. All parts of the organization—from installation to HQ—will collaborate on these critical initiatives.

### **LOE 1: INNOVATE FOR RELEVANCY**

***MCCA will reimagine and redesign its portfolio to deliver on its patron Promise, thus fulfilling the objectives of relevancy and alignment to Mission.***

Over the last decade, MCCA has invested significantly in innovation. This effort must accelerate, and the organization must unify behind it. Every existing solution must be evaluated to determine how it can better deliver on the Mission and Promise. MCCA must be unafraid to abandon solutions that are no longer sound investments and must imagine and implement tomorrow's new solutions today.

### **LOE 2: TELL OUR STORY**

***MCCA will align on and adopt consistent messaging and branding across operations so that leadership and patrons know who MCCA is, what it offers, and why it's of value.***



### **LOE 3: COLLABORATE EFFECTIVELY**

***MCCS will follow the lead of Marines and act like a team, working together across organizational boundaries to achieve our goals.***

The needs of Marines are too great to allow organizational structure to impede unity of action. MCCS will identify the barriers—technology, practice, culture, policy, organization—to effective collaboration and purposefully break them down in order to increase our efficacy as one team.

### **LOE 4: MEASURE WHAT MATTERS**

***MCCS will develop the capability to accurately and consistently measure progress against objectives.***

Today, MCCS lacks the means to prove that it is meeting defined objectives. MCCS will develop and implement a new, holistic system of measurement. This system will roll down to the solution-level, ensuring that all offerings provide appropriate levels of quality throughout the system.

### **CONCLUSION**

The latest command guidance embodied in the family of 2030 strategies clarifies that the challenges facing the USMC have never been greater. MCCS commits to being a critical part of the solution to these challenges. With the MCCS Vision and Strategy, the organization pledges to deliver the support that leadership, Marines, and their families need to win the nation's battles.

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