



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
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IN REPLY REFER TO:

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WHITE LETTER NO. 6-98

From: Commandant of the Marine Corps
To: All General Officers
All Commanding Officers
All Officers in Charge

Subj: AMPLIFYING GUIDANCE ON ALMAR 355/98

Encl: (1) Organizational Template
(2) Process Management Matrix

1. Situation. In publishing ALMAR 355/98 on Personal and Family Readiness, the Corps embarked on a new direction in personal and family readiness. As a result of my recent visit to west coast installations, it became apparent that further amplifying guidance was necessary on organization design, program alignment and names, and the role of the Chaplain. The intent of ALMAR 355/98 remains in effect and will be implemented using the following amplifying guidance.

2. Intent. The merger of existing Human Resources and MWR activities will "flatten-out" the existing organizations, eliminate stovepipes with which our Marines, families and commanders have to contend, and will reduce staff support overhead. When conducted properly, this merger will eliminate the duplications of effort across the spectrum of all programs and services resulting in fewer people required to provide individual program management and administrative support. This is not an opportunity to hire more personnel. The endstate of this merger is a cohesive, synergistic system designed to achieve a service standard in our programs; serve more responsively the needs of our Marines, their families and the Marine community on our installations; and increase program efficiency.

3. Action. We will standardize these services and programs by implementing the following:

a. The installation personal and family readiness programs, currently known as Morale, Welfare and Recreation and Human Resources, will merge to become one staff division--Marine Corps Community Services (MCCS). An Assistant Chief of Staff, MCCS will be established at each Marine Corps base/station. The AC/S, MCCS, will be an active duty Marine officer or civilian employee

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of equal or greater rank to the other principals on the installation commander's staff and will not be dual-hatted.

b. Marine Corps Community Services will consist of five essential, required capabilities: Marine Corps Family Team Building, Personal Services, Semper Fit, Business Operations, and General Support. A diagram in enclosure (1) provides the basic required structure regardless of installation size. MCCS will operate as a cross-functional organization as depicted in enclosure (2). This process management philosophy integrates capabilities and work processes across functional lines for mutual support and focus on our customers' needs.

c. Marine Corps Family Team Building (MCFTB). Marine Corps Family Team Building synchronizes five distinct family readiness programs (KVN, L.I.N.K.S., L.I.F.E., PREP, CREDO) to ensure Commanders and program volunteers receive necessary resources and support to facilitate family readiness. At Headquarters, Marine Corps, the Deputy Director for Programs, MR Division, serves as the Family Readiness Support Officer. The Chaplain of the Marine Corps advises the Commandant on MCFTB, and coordinates with the Family Readiness Support Officer in all policy decisions, budget preparations, etc., regarding MCFTB.

d. A Family Readiness Support Officer billet will be established at each Marine Corps base/station out of current staffing. This billet will be filled by an active duty Marine officer, reporting directly to the AC/S, MCCS. The Family Readiness Support Officer supports all tenant and operational commands' Family Readiness Officers, Key Volunteer Networks, L.I.N.K.S., L.I.F.E., PREP and CREDO programs. Some of the responsibilities include: KV and Family Readiness Officer training, MCFTB budgetary requirements, volunteer reimbursement, pre and post-deployment support coordination, APF/NAF usage, etc. The Family Readiness Support Officer, in coordination with the base/station command chaplain, will be proactive in soliciting the family readiness needs of tenant and operational commands, and in marshaling the capabilities and resources of the MCCS Division of the installation to meet those needs. The Family Readiness Support Officer will ensure periodic MCFTB meetings are held. These meetings will include the base/station Command Chaplain, senior operational force chaplain, Family Readiness Officers, Key Volunteer Coordinators, L.I.N.K.S. Team Leaders, and L.I.F.E. Coordinators to ensure that MCFTB support requirements are being met.

e. Base/Station Command Chaplain's Role. The base/station Command Chaplain has a unique role in the area of MCCS in general

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and MCFTB in particular. The base/station Command Chaplain, much like the Chaplain of the Marine Corps in his/her relationship to the Commandant, is an advisor to the Installation Commander on all aspects of what we call the "prevention battle." But, most importantly, since our Chaplain Corps, along with our unit Commanding Officers, are on the front lines of the "prevention battle," they bring a unit-level perspective to the MCFTB effort. By focusing on the "prevention battle" as part of their ministry, the chaplain "network" can bring great synergy to our prevention efforts. In order to ensure that the base/station Command Chaplain can fulfill his/her responsibility, the AC/S, MCCS, will ensure the base/station Command Chaplain is integral to all meetings, policy formulation, and budget decisions. The base/station Command Chaplain will coordinate with and support the Family Readiness Support Officer to ensure success across all MCFTB program elements. The base/station Command Chaplain will normally serve as the MCFTB link between the installation, tenant, and operational command chaplains.

f. Personal Services. Personal Services represent those capabilities that contribute to an individual's quality of life through providing supportive information to assist people in making sound decisions, by making available prevention education programs, and by providing intervention/treatment. The services provided under this branch include the following: Retired Activities, TAP/RAP/FMEP, Life Long Learning (Voluntary Education & Libraries), Children & Youth Programs, Information & Referral, New Parent Support, Exceptional Family Member, Financial Fitness, Suicide Awareness & Prevention, and Intervention & Treatment (Family Advocacy, Substance Abuse, and Family and Individual Counseling). Note: Intervention and Treatment services will be physically located and conducted separate from other existing services.

g. Semper Fit. The Semper Fit Program will be the point of main effort in enhancing the personal readiness of Marines and healthy lifestyles of families. It will provide a direct support team of fitness professionals, medical experts, and educators built around the following standardized programs: health promotion and awareness, physical fitness programming, physical training, and sports and athletics. Gymnasiums and fitness centers will be the focal point of effort. Additional capabilities to be included in Semper Fit are Parks & Recreations, Outdoor Recreation, Recreational Aquatics, Single Marine Program (SMP), and Base/Station Recreation Centers.

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h. Business Operations. Business Operations consists of those MWR functional elements that provide goods or services to the military community and generate dividends critical to successful operations of other MWR services. Business Operations include Exchange Activities, Golf/Bowling, Marinas, Stables, Clubs, TLFs, I.T.T., Retail Services, Cabins/Cottages, Equipment Rental, Theaters, and Auto Hobby. Installation commanders will organize these operations under the AC/S, MCCS in the manner that best facilitates efficient management and meets MWR business objectives of providing a wide variety of goods and services at low cost while generating system wide dividends.

i. General Support. General Support provides support to all MCCS programs and services, within capability. General Support functions include: Financial Management/Accounting, Personnel, Administration, Marketing, Information Technology, Training, Construction, and Contracting. Installation Commanders will organize General Support functions under the AC/S, MCCS in the manner that best supports the mission and functions of the MCCS Division.

4. This merger, under one Assistant Chief of Staff, reporting directly to the Installation Commander, is our opportunity to eliminate existing bureaucratic stovepipes, reduce staff overhead, and focus all services on the needs of our Marines, families and commanders. Aggressive implementation and sustainment of this action is critical to our individual and unit readiness and requires the attention of all leaders. I charge all of you with implementing the above guidance and improving the services provided to all Marines and their families.

C. C. SUK
