



DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS

A Cost-Avoidance Model for Valuing Non-Medical Outreach and Support Programs in the US Marine Corps

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Non-Disclosure

- Jessica Jagger has no conflicts to report.
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Disclaimer

The views expressed are those of the authors and do not necessarily reflect the official policy of the US Marine Corps, Department of the Navy, Department of War, or US Government. This is a retrospective analysis of internal USMC staffing, program output, and incident data. All data has been anonymized and aggregated. This analysis is intended to demonstrate a human capital risk management model and does not imply specific policy endorsement by the DoW.



BLUF

- The shared challenge: preventable life stress incidents, from alcohol misuse to family crises, are a direct threat to readiness, discipline, and the budget. As always, the first line of defense is engaged small unit leadership.
- A tool for leaders: Our Outreach & Support portfolio is a suite of specialized, non-medical tools and resources housed in MCCS for Marine leaders, designed to augment their leadership with expert support when a situation requires it.
- Proven ROI: using these programs deliver a massive 20:1 to 1500:1 return on investment by preventing catastrophic, career-ending, and high-cost institutional failures.
- Securing the capability: our investment in our professional staff ensures this critical toolkit is always ready and available.



The Challenge: A Spectrum of Readiness Threats

Our programs are designed to attack a range of command-priority issues, from negative trends to zero-defect imperatives.

The Discipline Threat (ARI/DUI)

A negative trend: after a 3-year decline, DUIs are on pace to exceed 500 in FY26, reversing progress and consuming command attention.

The Family Stability Threat (DA/CAN)

- A zero-defect imperative: A single met criteria case of domestic abuse or child abuse or neglect is potentially catastrophic, potentially resulting in a loss of the Marine and shattering unit trust.



The Ground Truth: Why Our Strategy Is Effective

Our prevention strategy is successful because it is grounded in the reality of Marine Corps culture, not wishful thinking.

The Reality	Our Role as Leadership Augmentation
Marines Trust Their Leaders First	The most effective interventions happen at the lowest level. Our entire model is designed to empower the NCO by giving them a trusted, confidential place to bring a Marine when they've reached the limit of their expertise.
Force Design & The Value of Experience	The cost of losing a trained Marine has never been higher. Our prevention programs are a direct enabler of Force Design by providing leaders a pathway to strengthen and retain critical talent.



The Outreach & Support Portfolio: A Toolkit for MCTF

Our portfolio is a coordinated system, with each program serving as a tool to strengthen Marines across the domains of MCTF.

The Tool We Provide	The Outcome for the Leader
Substance Assessment and Counseling Program (SACP): Prime for Life	You get a smarter, more disciplined Marine back in your formation
Family Advocacy Program (FAP): Prevention Education and Counseling	You get a more focused, stable Marine whose personal life is no longer a mission distraction.
New Parent Support Program (NPSP): Baby Boot Camp	You build a more resilient unit with stable families who can better handle the stressors that come with a young family.
Community Counseling Program (CCP)	You preserve your top talent by giving them a confidential outlet to manage stress and stay in the fight.



The ROI of Prevention, Part 1: SACP & FAP

Path A: Proactive Intervention

SACP Course Correction:
\$1,800 prevents a \$98,500
corrective overhaul. Proven
ROI: 54 to 1

FAP Mission Assurance: \$240
prevents a \$225,000 domestic
abuse catastrophe. Proven
ROI: 937 to 1

Path B: A Career-Ending Incident

A single incident resulting in
separation, investigation, and
high-intensity treatment
represents a massive
institutional cost and a total loss
of a trained Marine.

Small, proactive investments prevent career-ending institutional failures.



The ROI of Prevention, Part 2: NPSP & CCP

Path A: Proactive Intervention

NPSP Force Generation: \$200 prevents a \$300,000 child abuse crisis. Proven ROI: 1500 to 1

CCP Readiness Insurance: \$1,200 prevents a \$25,000 readiness downgrade. Proven ROI: 20 to 1

Path B: Instability & Distraction

An unstable home front leads to distracted warfighters, degraded readiness, and in the worst cases, catastrophic failures that cost hundreds of thousands and end careers.

Investing in stability and focus delivers massive returns for the force.



Confidence in the Analysis: Conservative & Evidence-Based

These ROI figures are not just large, they are built on a foundation of conservative estimates and a strong chain of evidence.

Why the Financials Are Conservative

Asset value understated: We use a \$200k value for a NCO; the true replacement cost of a skilled Marine can be far higher.

Cost value understated: We use the most conservative estimates, not including transition costs such as Transitional Compensation for Abused Dependents or VA costs.

Why the Causal Link Is Strong

1. We target proven risk factors. Our curricula are evidence-based.
2. We verifiably change those risk factors. Our measures of effectiveness (MOEs) prove we increase knowledge and change thinking.
3. Our quality guarantees engagement: Our world-class satisfaction scores prove clients are engaged, which is necessary for behavioral change.



Irrefutable Proof of Quality: World-Class

Across the entire portfolio, our programs deliver a level of quality and trust that is unparalleled.

We Are Respected	We Are Helpful	We Are Trusted by Marines
96% of clients, on average, felt treated with respect and professionalism	89% of clients, on average, said their provider helped them find solutions	92% of clients, on average, would recommend our services to a peer

A blended 4.85 out of 5 overall satisfaction score exceeds civilian benchmarks, even with a mandated client base.



The Human Capital Engine: Our Professional Staff

These results are generated by less than 500 professionals in FAP, SACP, and CCP.

- The engine of ROI: about 340 licensed, masters level counselors are problem solving experts who turn our investment into millions of dollars of cost avoidance.
- The turnover tax: Pay alignment efforts eliminate the hidden tax of high turnover, which includes recruitment costs and the massive readiness risk of a vacant billet.
- Securing the capability: investing in this team is a direct investment in sustaining this ROI and preserving the force.



Conclusion: A Proven, High-ROI Readiness Capability

- Outreach and Support Programs directly support commanders and the goals of MCTF.
- The programs – FAP including NPSP, SACP, and CCP – deliver a massive, conservatively calculated, and evidence-based ROI.
- Our client satisfaction data proves our services are trusted, effective, and world-class.
- Continued collaboration with the medical community to get Marines and families to the right service for their level of need reduces overburden on medical mental health.
- Continued investment in the professional staff who deliver these results is a direct investment in the discipline and combat effectiveness of Marines.



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Backup Slides

ROI Calculation Methodology



Foundational Assumptions

Purpose: to establish the conservative, consistent variables used across all calculations. Our methodology is designed to understate the cost of failure and slightly overstate the cost of intervention, resulting in highly conservative and defensible ROI figures.

Variable	Value Used	Source/Rationale
Asset Value: Experienced Marine	\$200,000	A conservative estimate for the replacement cost of a trained and experienced E-5 Marine, based on public DoD/RAND research. This figure does not include specialized training or clearance costs, making it a low-end estimate.
Asset Value: Junior Marine	\$75,000	A conservative estimate for the replacement cost of a trained E-2 to E-3 Marine, reflecting initial training costs.
Fully-Loaded Hourly Rate: Licensed Professional	\$150/hour	An estimate for a GS-12 equivalent, such as our FAP, SACP, and CCP counselors. This includes base salary, benefits, and standard administrative overhead, representing the true cost to the enterprise.
Fully-Loaded Hourly Rate: Prevention Educator	\$100/hour	An estimate for a GS-9/11 equivalent, such as our FAP CAM facilitators and SACP PFL facilitators. This includes base salary, benefits, and standard administrative overhead.



SACP ROI Calculation

Path A: Proactive SACP Intervention (The Investment)

Average sessions per client (source: FY24 SACP Annual Report)	8-10 sessions
Total Estimated Professional Hours (includes intake, notes, case management)	12 hours
Fully Loaded Rate for Licensed Professional	\$150/hour
Total Investment per Marine	\$1800

Path B: The Risk-Adjusted Cost of Waiting (The Cost of Failure)

Cost of high-intensity treatment	\$25,000
Lost operational value (4 months non-deployable)	\$66,000
Leadership & administrative burden	\$7,500
Subtotal cost of corrective overhaul	\$98,500
Cost avoidance: \$98,500 - \$1,800	\$96,700
ROI Ratio: \$96,700 / \$1,800	54 to 1



FAP Century Anger Management ROI Calculation

Path A: Proactive Intervention (The Investment)

CAM curriculum hours	12 hours
Total estimated facilitator hours with prep	16 hours
Fully-Loaded Rate for Prevention Educator (GS-11)	\$100/hour
Estimated materials and overhead	\$800
Total cost per class	\$2,400
Assumed class size	10
Cost per Marine	\$240

Path B: The Cost of Career-Ending Incident (The Cost of Failure)

Loss of the experienced Marine	\$200,000
Institutional costs (JA, OSTC, NCIS, IDC, Command time)	\$25,000
Total cost of failure	\$225,000
Cost avoidance (\$225,000-\$240)	\$224,760
ROI Ratio (\$224,760/\$240)	937:1

Strategic function: mission assurance. Prevents a catastrophic, career-ending domestic abuse incident.



NPSP Baby Boot Camp ROI Calculation

Path A: Proactive Intervention (The Investment)

Workshop Staff Hours	16 hours
Fully-Loaded Rate for Licensed Professional	\$150/hour
Total staff cost per workshop	\$2,400
Estimated materials and overhead	\$600
Total cost per workshop	\$3,000
Assumed workshop size	15 families
Cost per family	\$200

Path B: The Cost of Career-Ending Incident (The Cost of Failure)

Loss of the experienced Marine	\$200,000
Institutional costs (JA, OSTC, NCIS, IDC, FAP services to family members, Command time)	\$100,000
Total cost of failure	\$300,000
Cost avoidance (\$300,000-\$200)	\$299,800
ROI Ratio (\$299,800/\$220)	1500:1

Strategic function: force generation. Prevents a catastrophic child abuse incident and builds stable families.



CCP ROI Calculation

Path A: Proactive Intervention (The Investment)

Average sessions per client (source: FY24 CCP Annual Report)	5-7 sessions
Total estimated professional hours (including intake, notes)	8 hours
Fully-Loaded Rate for Licensed Professional	\$150/hour
Total investment per Marine	\$1,200

Path B: The Readiness Downgrade (The Cost of Failure)

Lost productivity, degraded focus, leadership burden (conservative estimate)	\$25,000
Cost avoidance (\$25,000-\$1,200)	\$23,800
ROI Ratio (\$25,000/\$1,200)	20:1

Strategic function: readiness insurance. Prevents common life stressors from degrading mission focus.