



DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS

The Prevention Gap: A Longitudinal Analysis Correlating Staffing, Program Output, and Harmful Behavior Outcomes

Jessica Jagger

Military Health System Research Symposium
3-6 August 2026



Acknowledgments

- Ms. Carrie Knox, Branch Head, Marine and Family Outreach and Support



Non-Disclosure

- Jessica Jagger has no conflicts to report.
- Carrie Knox has no conflicts to report.



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.



Learning Objectives

- Analyze the correlation between staffing levels, volume of program output, and incidents of harmful behaviors within a military population.
- Describe how to quantify a prevention deficit created by a human capital shortfall and use it to demonstrate the value of prevention programs to leadership.
- Discuss the use of targeted, market-based compensation as a strategic tool for restoring and sustaining capacity in mission-critical prevention programs.



Scene Setter

- Family Advocacy Program staffing and services
- Why FAP matters for readiness and combat power
- Market-based compensation challenges



FAP Staffing

Date	Advocates Filled Percentage	Prevention Filled Percentage	Clinicians Filled Percentage	NPSP Home Visitors Filled Percentage	Admin Filled Percentage	All positions Filled Percentage
FY20	83%	86%	83%	96%	92%	87%
FY21	94%	96%	78%	88%	94%	87%
FY22	81%	88%	72%	75%	83%	77%
FY23	78%	90%	70%	73%	78%	75%
FY24	73%	64%	60%	64%	78%	66%
FY25	79%	65%	69%	71%	78%	73%
Oct-25	79%	84%	76%	77%	90%	79%
Jan-26	86%	84%	79%	83%	87%	82%



Select FAP Metrics

	Counseling Hours	Assessments	Domestic Abuse Victims Served	Prevention Classes	Prevention Awareness Events	NPSP Home Visits	NPSP Classes	NPSP Class Adult Participants
FY20	19205	3026	1435	369	919	8610	761	4223
FY21	19038	3010	1116	1198	1250	7062	999	2035
FY22	19963	2711	1216	979	1379	6223	931	2487
FY23	12556	2534	3544	3053	1230	8244	2113	4572
FY24	11271	2990	1198	997	1773	7777	1280	3184
FY25	12434	3872	1763	1931	1600	7691	3218	2870



Met Criteria Incidents

	Met Criteria Domestic Abuse Incidents	Met Criteria Child Abuse Incidents
FY20	960	606
FY21	890	965
FY22	1045	688
FY23	1081	667
FY24	1098	718
FY25	1090	736



Correlation: Staffing Levels and Services

- Clinician fill rate and counseling hours are correlated (0.77)
 - Clinician fill rates
- Prevention fill rate and awareness events are strongly correlated (-0.95), while prevention fill rate and prevention classes are weakly correlated (0.15). This may indicate prevention staff focus larger scale briefs and events when staffing levels are low.
- Prevention fill rate also correlates with numbers reached by prevention efforts. As fill rate dropped FY20-FY24 by over 20%, participation fell by over 30%. At the same time, met criteria incidents increased by almost 15% (domestic) and over 18% (child).
- Other fill rates and program metrics are less conclusive (e.g., New Parent Support staffing and classes and home visits conducted, Advocate staffing and victims served)



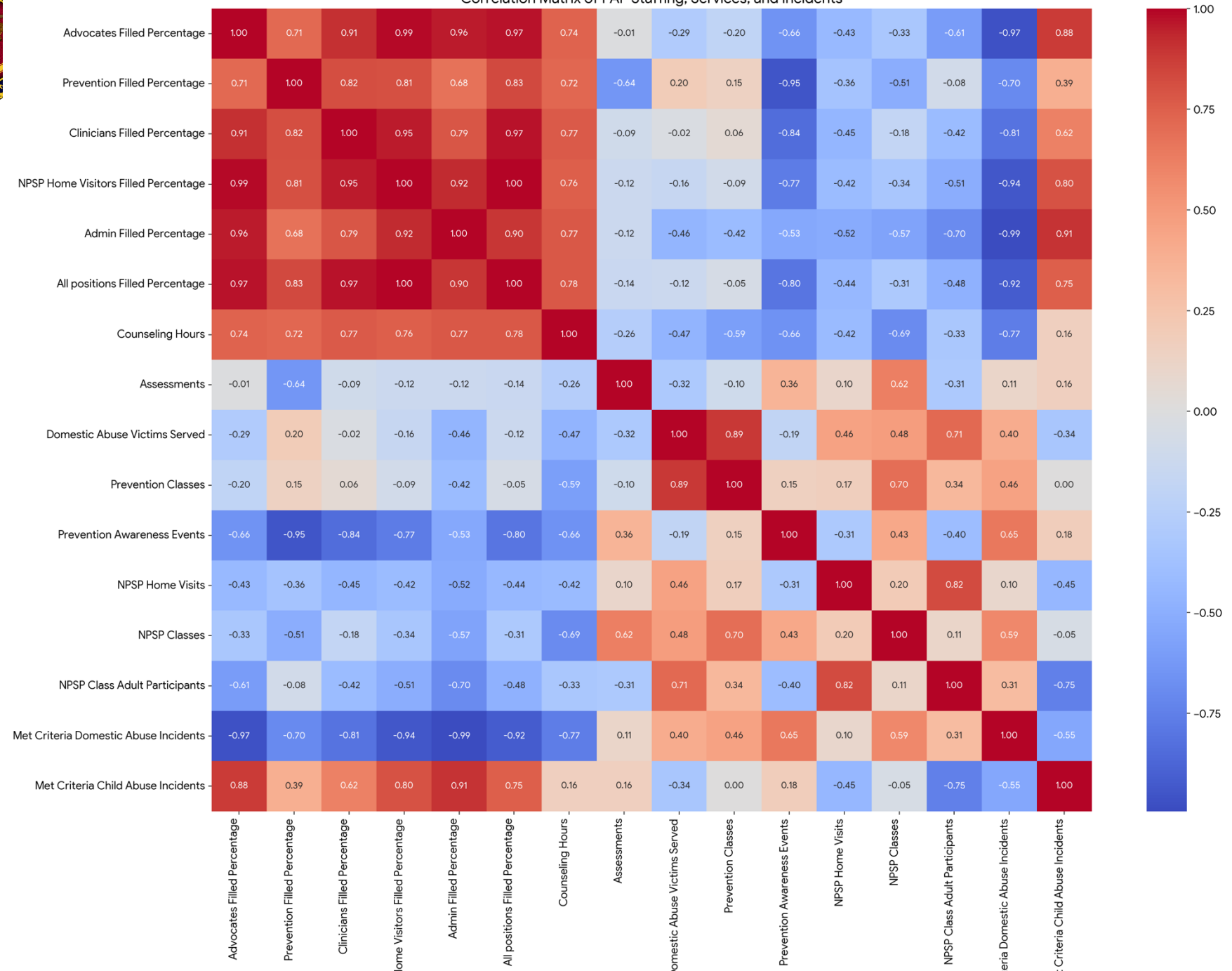
Correlation: Staffing Levels and Incidents

- Overall staffing fill rate and met criteria domestic abuse incidents are strongly correlated (-0.74)
 - When adjusting for 1 year lag, the correlation is even stronger (-0.90 for overall staffing, -0.92 for advocate staffing and moderate, -0.62, for prevention staffing)
 - Overall staffing with 1 year lag is strongly correlated to change in domestic abuse incidents (-0.80), staffing is a strong predictor not just of high incident numbers, but of a year-over-year increase in those numbers
- The sharpest peak in domestic abuse (FY22) coincides with the first major drop in overall staffing. When prevention staffing dropped to its lowest in FY24, incident numbers had steadily increased.



DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS

Correlation Matrix of FAP Staffing, Services, and Incidents





Quantifying the Prevention Deficit

- Human capital shortfall
 - Between FY21 and FY24, Prevention staffing plummeted by 32%.
 - We lost roughly a third of this dedicated workforce capacity over a three year period, severely limiting our ability to execute behavioral change interventions.
- Output deficit
 - As staffing dropped to its lowest, awareness events spiked to their highest, while evidence-based prevention classes showed little correlation to staffing.
 - The staffing deficit forced remaining staff into a reactive posture. We're forced to trade depth for breadth, focus on low-impact events to maintain visibility, while families lose access to classes that actually change behavior.



Quantifying the Prevention Deficit

- Outcome deficit
 - There is a moderate-strong negative correlation when adjusting for a one-year lag (-0.62).
 - When comparing our best-staffed era to our worst, the program saw a baseline increase of just over 200 additional met criteria domestic abuse incidents.
 - Unmitigated domestic abuse incidents cost the Marine Corps approximately \$225k.
 - The increase in incidents associated with unfilled prevention billets may have costs in the millions, while filling the gapped billets would have cost significantly less.



The Case for Targeted Market-Based Compensation

- FAP staff are a strategic asset, enhancing the combat power of the force by strengthening families.
- Market-based compensation could restore and sustain the program's capacity.
- The correlation between staffing and incident counts, along with the established ROI of the programs FAP offers, make a strong case for investing in these program staff.
- When we fail to compensate for the highly specialized, high-demand skills, we lose candidates to other employers.
- A small investment in the staff creates a significant cost avoidance while enhancing combat power and mission readiness.



DEPUTY COMMANDANT FOR MANPOWER & RESERVE AFFAIRS

Backup



FAP Staffing

Date	Advocates Filled Percentage	Prevention Filled Percentage	Clinicians Filled Percentage	NPSP Home Visitors Filled Percentage	Admin Filled Percentage	All positions Filled Percentage
Apr-20	83%	85%	82%	97%	94%	88%
Jul-20	86%	88%	83%	97%	98%	90%
Oct-20	80%	85%	86%	93%	85%	84%
Jan-21	94%	96%	78%	88%	94%	87%
Apr-22	84%	87%	75%	76%	87%	79%
Jul-22	78%	90%	70%	73%	78%	75%
Oct-24	73%	64%	60%	64%	78%	66%
Jan-25	81%	62%	63%	65%	69%	67%
Apr-25	78%	60%	67%	70%	75%	70%
Jul-25	79%	74%	77%	78%	90%	81%
Oct-25	79%	84%	76%	77%	90%	79%
Jan-26	86%	84%	79%	83%	87%	82%