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MARINE CORPS ORDER 1754.6B

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS FAMILY TEAM BUILDING (MCFTB)

Ref: (a) MCO P1700.27B
(b) SECNAVINST 1754.1B
(c) SECNAVINST 1730.7D
(d) 10 USC § 1588
(e) 28 USC § 171
(f) DOD Instruction 1100.21, "Voluntary Services in the Department of Defense," March 11, 2002
(g) MCO 1754.9
(h) 5 USC § 552A
(i) MCO 5110.4
(j) MCO P1700.24B
(k) MCO 1740.13A
(l) 10 U.S.C. § 1789
(m) MCO P1710.30E
(n) Family Readiness Command Team Handbook
(o) DOD Instruction 1015.10, "Military Morale, Welfare, and Recreation (MWR) Programs," July 6, 2009
(p) NAVSO P-1000
(q) DOD 4500.36-R, "Management, Acquisition, and Use of Motor Vehicles," March 16, 2007
(r) MCO 7042.6C
(s) Joint Federal Travel Regulations
(t) DOD Instruction 1015.15, "Establishment, Management, and Control of Nonappropriated Fund Instrumentalities and Financial Management of Supporting Resources," October 31, 2007
(u) SECNAV M-5210.1
(v) SECNAV M-5214.1

Encl: (1) MCFTB Guidance

Report Required: Marine Corps Family Team Building Data Call
(Report Control Symbol EXEMPT) encl (1),
chap. 1, par. 3.a.(1)

DISTRIBUTION STATEMENT A: Approved for public release;
distribution is unlimited.

1. Situation. To establish policy guidance for MCFTB Programs to ensure standardization of MCFTB throughout the Marine Corps.
2. Cancellation. MCO 1754.6A and NAVMC Directive 1754.6A, and Key Volunteer Network.
3. Mission. Enhance and support Unit, Personal and Family Readiness Programs (UPFRP); provide relevant and standardized family readiness training to unit commanders, Family Readiness Command Teams, Marines, and their families; thereby, assisting in sustaining a constant state of personal and family readiness, and ultimately enhancing unit mission readiness.
4. Execution
 - a. Commander's Intent and Concept of Operations
 - (1) Commander's Intent
 - (a) This Order complies with and conforms to the regulatory requirements stated in references (a) through (c).
 - (b) This Order updates information and policies stated in the references.
 - (c) This Order mandates that commanders ensure the policies stated in this Order are used in creating, establishing, maintaining, and reinforcing MCFTB programs and services.
 - (d) Desired end state is to ensure MCFTB programs support and underpin the UPFRP. Execution of MCFTB training in a unit setting assists the unit commander in creating, establishing, maintaining, and reinforcing unit personal and family readiness goals, as appropriate.

- (2) Concept of Operations

- (a) MCFTB facilitates the following personal and family readiness training programs in support of the UPFRP: Readiness and Deployment Support Training (RDST); Family Readiness Program Training (FRPT); Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) Training; and LifeSkills Training and Education. Additional family readiness programs, which are immersed within LifeSkills Training and Education, and are delivered through the chaplain's office, include the Prevention and Relationship Enhancement Program (PREP) and the Chaplains Religious Enrichment Development Operation (CREDO). The partnership between UPFRP, MCCS, MCFTB,

and the Navy Chaplains Corps (CHC) programs ensure commanders receive the necessary resources and support to facilitate their unit's personal and family readiness responsibilities.

(b) The relationship between commanders who have administrative and operational cognizance of MCFTB and the unit commanders and their programs are meant to support is best defined as that of a supported/supporting relationship. As such:

1. Commanders responsible for implementing Unit, Personal and Family Readiness Programs in accordance with this Order: Marine Expeditionary Force, Marine Division, Marine Aircraft Wing, Marine Logistics Group, Regiment/Group, Battalion/Squadron, Marine Forces Reserve (MARFORRES), Marine Corps District (MCD)/Recruiting Station (RS), Inspector and Instructor (I&I), and detached commanders are the supported commanders.

2. Commanders responsible for providing MCFTB programs and services in support of unit commanders' Unit, Personal and Family Readiness Programs: Installation, MARFORRES, Marine Corps Recruiting Command (MCRC) regions, and MCD commanders are the supporting commanders. They are responsible for providing these services per the guidelines contained in this Order and in the references.

(c) All programs within MCFTB are official Marine Corps programs. The MCFTB programs are classified as Category A (CAT A) Morale, Welfare and Recreation (MWR) programs, per reference (a). CAT A programs are considered mission essential and are authorized funds accordingly. MCFTB programs are primarily funded by APF. The Uniform Funding Management (UFM) practice may be utilized for operating purposes.

(d) Reference (d) provides the legal basis for the use of volunteers in military family support programs, covers such volunteers with workers' compensation, and places the actions of these volunteers under the purview of reference (e). Reference (f) implements policies and responsibilities for the acceptance and use of voluntary services in Department of Defense (DOD) programs and describes the conditions under which voluntary services may be accepted, the responsibilities of accepting officials, and the government support of authorized volunteers when performing their official duties.

b. Subordinate Element Missions

(1) Deputy Commandant for Manpower and Reserve Affairs (DC M&RA). As directed by the Commandant of the Marine Corps, the DC, M&RA provides oversight for all issues pertaining to MCFTB, and personal and family readiness.

(2) Chaplain of the Marine Corps (REL). Reports directly to, and advises, the Commandant on family readiness issues, specifically regarding the role of chaplaincy in family support. The Chaplain of the Marine Corps shall coordinate changes to PREP and CREDO with the Director, Personal and Family Readiness Division, to ensure continued integration and applicability of these programs.

(3) Family Readiness Committee (FRC), MCCS Board of Directors (BOD). The FRC will report to the MCCS BOD in an advisory capacity on matters having a significant impact on family readiness, Marine Corps-wide. It is the responsibility of the Personal and Family Readiness Division (DC M&RA (MR)) to research, staff, and provide responses and follow-up on action items, produced by the FRC.

(4) CMC, Public Affairs (PA)

(a) Coordinate with DC M&RA (MR) to ensure key MCFTB themes, programs, events, and updates are incorporated into the annual public affairs plan.

(b) Disseminate information on MCFTB themes, programs, events, and updates through Marine Corps News, Marines magazine, and civilian media outlets, as appropriate, in accordance with reference (i).

(c) Coordinate with DC M&RA (MR) to obtain information and/or provide a subject matter expert as spokesperson when responding to civilian media inquiries pertaining to MCFTB programs.

(d) Coordinate with command public affairs officers to ensure information on Marine Corps-wide MCFTB themes, programs, events, and updates is provided for incorporation into the local command information effort.

(5) Commanders, U.S. Marine Corps Forces Command, U.S. Marine Forces, Pacific, and Marine Corps Forces Reserve (MARFORRES); and Commanding Generals, Marine Corps Combat Development Command, Marine Corps Logistics Command and Marine Corps Recruiting Command (MCRC)

(a) Establish MCFTB programs at all Marine Corps installations, and within MARFORRES and MCRC, to include support of Marines and their families on special duty assignments/independent duty.

(b) Establish MCFTB programs outlined in reference (j), and ensure these programs are fully supported by all commanders through Battalion/Squadron, MARFORRES, MCD/RS, and I&I level.

(c) Designate and maintain staff cognizance on all matters pertaining to MCFTB programs, policies and associated resources for subordinate commands.

(d) Review, prioritize and consolidate Program Objective Memorandum (POM) requirements concerning personnel, budget, and training initiatives for MCFTB programs, and submit to HQMC (MR) as appropriate.

(e) Ensure all personnel involved with MCFTB programs and MCFTB volunteers are aware of, and are in compliance with, references (f) and (h).

(f) Formally recognize all MCFTB volunteers annually during National Volunteer Appreciation Week (typically in April) utilizing the standard Marine Corps Volunteer Recognition Program in accordance with reference (g).

(6) Installation Commanders

(a) Installation Commanders shall direct the establishment, maintenance, operation and delivery of MCFTB programs aboard their installation, in accordance with this Order.

(b) Via the appropriate NAF hiring process, employ a MCFTB Director responsible for implementing the MCFTB Program on the installation. The MCFTB Director shall be responsive to the subordinate element supported commanders, and report directly to the installation AC/S, MCCA or Director, MCCA. Specific roles and responsibilities of the MCFTB Director are outlined in chapter 1 of this Order.

(c) Ensure the installation Command Chaplain, or designated representative(s) for PREP and CREDO, is/are actively involved with the MCFTB Director in the establishment and maintenance of these programs. The PREP and CREDO programs are outlined in chapter 5 of this Order.

(7) Installation AC/S, MCCA or Director, MCCA

(a) Provide adequate MCFTB staff to meet the family readiness needs of installation units.

(b) Implement and operate MCFTB programs within MCCA. Develop a MCFTB program plan with stated short term and long term objectives. The plan must be consistent with overall MCCA standards and objectives, and be coordinated with other MCCA activities.

(c) Ensure MCFTB themes, events, and updates are incorporated into MCCA advertising, PA planning, and products, in accordance with reference (i).

(d) Ensure a sustainable training environment by providing adequate facilities conducive to supporting RDST; FRPT; L.I.N.K.S.; and LifeSkills Training and Education, including PREP and CREDO.

(e) Ensure all commanders and sergeants major through the battalion/squadron, base/station, or recruiting district/station levels, as appropriate, receive an annual brief on MCFTB programs along with the other members of the unit's Family Readiness Command Team.

(8) Commanding Officers (at all levels through the Battalion/Squadron, MCD/RS, and I&I Staff)

(a) Establish and support a Unit, Personal Family Readiness Program as outlined in reference (g), tailored to meet the needs of the individual command.

(b) Attend annual MCFTB program information briefings as designated by the commander.

(c) Ensure MCFTB program information is distributed to all Marines and families, and incorporated into the annual training plan.

(d) Ensure MCFTB themes, programs, and events, are incorporated into PA planning and products.

(9) Sergeants Major (at all levels through the Battalion/Squadron, MCD/RS, and I&I Staff)

(a) Attend annual MCFTB program information briefings as designated by the commander.

(b) Ensure service members and their families are briefed on MCFTB programs and training opportunities, and encourage service members and their families to proactively utilize MCFTB programs.

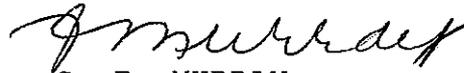
(c) Ensure MCFTB program information is incorporated into the monthly unit professional military education training curriculum.

5. Administration and Logistics. Submit all change recommendations regarding this Order via the appropriate chain of command to DC M&RA (MR). Recommendations should be submitted in writing and should include supporting rationale.

6. Command and Signal

a. Command. This Order is applicable to the Marine Corps Total Force.

b. Signal. This Order is effective on the date signed.



S. E. MURRAY

By direction

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LOCATOR SHEET

Subj: MARINE CORPS FAMILY TEAM BUILDING

Location: _____
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Order.)

RECORD OF CHANGES

Log completed change action as indicated.

Change Number	Date of Change	Date Entered	Signature of Person Incorporated Change

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Chapter 1

Marine Corps Family Team Building Personnel

1. Purpose. To establish guidance for Marine Corps Family Team Building (MCFTB) personnel.

2. Background

a. MCFTB programs provide relevant and standardized readiness training to unit commanders, Family Readiness Command Teams, Marines, and their families. The programs are supported by appropriately trained personnel at installations, MARFORRES, and MCRC, who are hired and guided in the performance of their duties, in accordance with the standard position descriptions (PDs) as prescribed by DC M&RA (MR).

b. MCFTB programs are staffed with the following authorized billets: MCFTB Director, MCFTB Administrative Assistant, Readiness and Deployment Support Trainer(s) (RDST), Family Readiness Program Trainer(s) (FRPT), Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) Trainer, L.I.N.K.S. Administrative Assistant, and LifeSkills Trainer. The appropriate number of billets determined for each MCFTB Program is dependent on the installation/location size and need. The standard MCFTB organizational structure is outlined in figure 1-1 below.

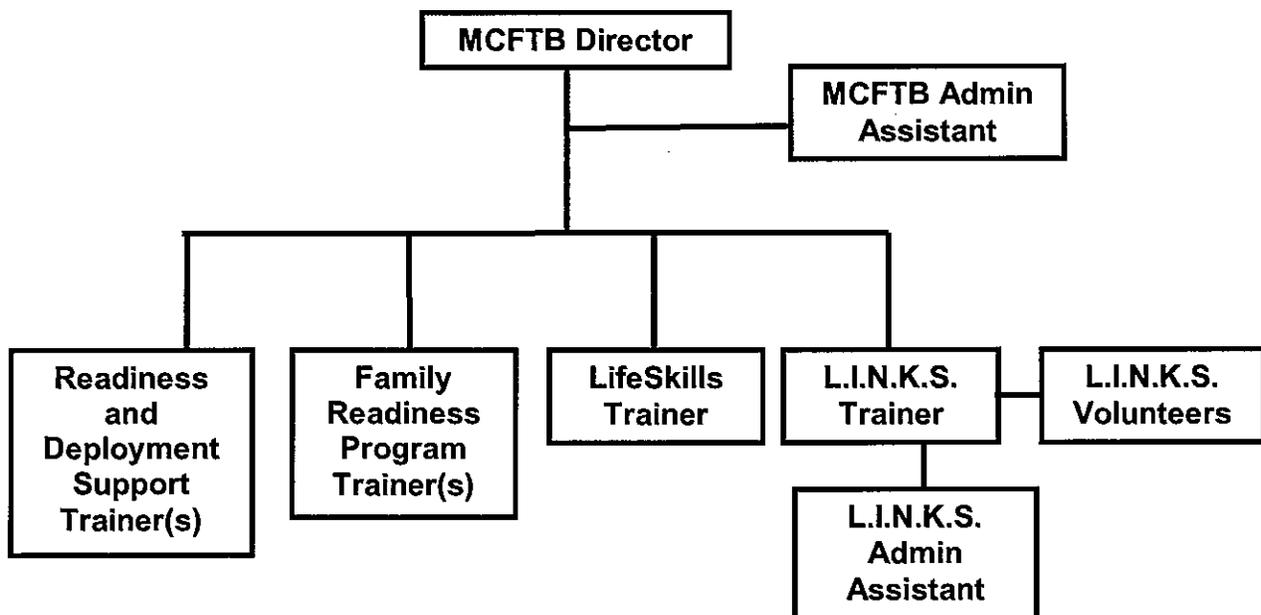


Figure 1-1.—MCFTB Organizational Structure

3. Billets

a. MCFTB Director. This billet shall be responsive to the senior supported commander, the installation commander, and AC/S, MCCS, Director, MCCS, or their designated representative. As the focus of effort, the MCFTB Director manages and operates family readiness training programs in support of the Unit, Personal and Family Readiness Program (UPFRP). However, the MCFTB Director shall not serve as a collateral duty Family Readiness Officer (FRO). Additionally, the MCFTB Director shall support all tenant and operational commands, and other family readiness duties deemed necessary and appropriate by the AC/S, MCCS or Director, MCCS. The MCFTB Director shall:

(1) Actively promote MCFTB programs and be responsible for MCFTB training and support to all operational and tenant commands, and provide logistical and administrative support and maintain functional and operational control of MCFTB programs. Establish communications with small independent units and eligible customers within the 100-mile area surrounding the installation to coordinate delivery of Marine Corps Family Team Building programs. If two or more installations overlap in coverage of a particular unit or area, the bases shall decide locally who will provide support. Marine Corps Recruit Depots have been identified as the primary service delivery system for the Marine Corps Recruiting Command and will respond to requirements as requested. Additionally, assist all Marine Corps commands (MARFORRES and special duty assignments/independent duty) with their MCFTB requirements.

(2) Supervise all MCFTB paid and volunteer personnel to include, but not limited to: MCFTB Administrative Assistant; RDST(s); FRPT(s); L.I.N.K.S. Trainer; L.I.N.K.S. Administrative Assistant; L.I.N.K.S. volunteer team members; and LifeSkills Trainer, in accordance with local organizational structure. Take special care to ensure L.I.N.K.S. volunteers are recognized in accordance with reference (g).

(3) Appropriately train all incoming MCFTB personnel on respective program requirements (less Mass Communication Tool Training and Volunteer Tracking Tool Training), and ability to conduct quality training in accordance with chapters 2 through 5 of this Order.

(4) Develop, execute, supervise, and maintain constant awareness of all MCFTB program budget requirements (to include the POM) and expenditures for all programs supported with MCFTB

funding. Guidance regarding MCFTB funding is outlined in chapter 7 of this Order.

(5) Ensure MCFTB Trainers regularly conduct all respective program training sessions and workshops as outlined in chapters 2 - 5 of this Order, utilizing the standardized materials provided by DC M&RA (MR).

(6) Maintain regular contact with, and be proactive in, soliciting the family readiness needs of tenant and operational commands, and in leveraging the capabilities and resources of MCFTB to meet those needs.

(7) Ensure all facilities and supporting logistics are submitted to the installation AC/S, MCCS or Director, MCCS for review and prioritization as requested/required.

(8) Organize and coordinate appreciation events for MCFTB volunteers, as appropriate, in accordance with the standard Marine Corps Volunteer Recognition Program as outlined in reference (g).

(9) Ensure child care services are either available or reimbursable for all MCFTB training sessions to include pre-scheduled and unit specific sessions. Information regarding the child care process and funding is outlined in chapter 6 of this Order.

(10) Ensure trainers maintain accurate and complete training records for their respective training programs to include but not limited to: the type and number of workshops, numbers of participants and demographics, units trained, method of delivery, etc. All required monthly training data shall be submitted to DC M&RA (MR) by the 10th of every month via the MCFTB Data Call Tool for the previous month's training sessions. This reporting requirement is exempt from reports control per reference (v), part IV, paragraph 7.h. This is crucial in constructing performance metrics based on historical data as to the utility of a particular MCFTB program/s/workshops across the Marine Corps or by installation.

(a) All training information gathered by installation, to include qualitative feedback from participants, must be analyzed by the MCFTB Director in order to determine the quality and utility of the training being offered.

(b) In all cases where a particular training program/workshop is not being received at a level commensurate

with the effort required to conduct, the MCFTB Director shall coordinate their recommended actions with DC M&RA (MR) with accompanying justification.

(c) The MCFTB Director in concert with DC M&RA (MR) will discuss current programming, either to adjust, or forward recommendation to DC M&RA (MR) for other action/s.

(11) Support and/or participate in the Quarterly Family Readiness Support Council as directed or required.

b. MCFTB Administrative Assistant. Works under the direction of the MCFTB Director to provide administrative and clerical support to all MCFTB programs; where applicable.

c. Readiness and Deployment Support Trainer (RDST). Works under the direction of the MCFTB Director. The RDST(s) shall:

(1) Serve as the subject matter expert on Readiness and Deployment Support, providing a continuum of readiness education and deployment support; work directly with assigned unit FROs in coordinating all readiness and deployment support; and coordinate and conduct all readiness and pre-, during-, and post-deployment briefings/workshops utilizing the standardized materials provided by DC M&RA (MR), as outlined in chapter 2 of this Order.

(2) Serve as the primary MCFTB point of contact for the Family Readiness Command Team and FRO, and administrate the Family Readiness Assessment Tool upon authorization of the unit commander via the FRO.

(3) Provide additional consultation to the unit FRO regarding resources and services available to support the plan of action developed by the unit FRO, as a result of their Family Readiness Assessment Tool summary.

d. Family Readiness Program Trainer (FRPT). Works under the direction of the MCFTB Director. The FRPT(s) shall:

(1) Serve as a subject matter expert on the UPFRP, and Family Readiness Command Team member roles, responsibilities, and associated training, as outlined in reference (g).

(2) Coordinate and conduct all training sessions that support the UPFRP and members of the Family Readiness Command Team, utilizing the standardized materials provided by HQMC (MR), and as outlined in chapter 3 of this Order. Family

Readiness Program Training sessions include: Family Readiness Command Team Training; the FRO Training Suite to include FRO Training, Mass Communication Tool Training, and Volunteer Tracking Tool Training; Family Readiness Advisor Training; and Family Readiness Assistant Training. Provide certificate of completion to all participants.

(3) Attend DC M&RA (MR) sponsored training to gain Mass Communication Tool and Volunteer Tracking Tool Trainer certifications.

(4) Ensure that all training records are documented and retained per SSIC 1510.4 for enlisted personnel, 1520.1 for officers and 12410.14 for civilian personnel per reference (u).

e. L.I.N.K.S. Trainer. Works under the direction of the MCFTB Director. The L.I.N.K.S. Trainer shall:

(1) Coordinate and conduct L.I.N.K.S. training sessions to include: L.I.N.K.S. for Spouses, L.I.N.K.S. for Parents/Extended Family Members, L.I.N.K.S. for School Age Kids, L.I.N.K.S. for Teens, and L.I.N.K.S. for Marines, utilizing the standardized materials provided by DC M&RA (MR), and as outlined in chapter 4 of this Order.

(2) Supervise the L.I.N.K.S. Administrative Assistant, where applicable, and manage the position to ensure maximum productivity.

(3) Recruit, train, and supervise all L.I.N.K.S. volunteers, utilizing the standardized Mentor Training material provided by DC M&RA (MR). L.I.N.K.S. volunteer positions, roles, and responsibilities are outlined in chapter 4 of this Order.

(a) Utilize the Volunteer Tracking Tool to post volunteer opportunities and track volunteer hours.

(b) Recognize volunteers based on the criteria outlined in reference (g).

(4) Deliver all modules of L.I.N.K.S. sessions where trained Mentors are not available.

f. L.I.N.K.S. Administrative Assistant. The L.I.N.K.S. Administrative Assistant works under the direction of the L.I.N.K.S. Trainer, providing the L.I.N.K.S. Program administrative and clerical support, where applicable.

g. LifeSkills Trainer. Works under the direction of the MCFTB Director. The LifeSkills Trainer shall:

(1) Deliver training curricula and LifeSkills workshops not offered by Marine and Family Services, utilizing the standard training material provided by DC M&RA (MR), and as outlined in chapter 5 of this Order and continually seek to refresh training curricula and workshops as required per the changing needs of the population.

(2) Coordinate with the senior chaplain assigned to the regional commander (or representative) for the delivery and support of the Prevention and Relationship Enhancement Program (PREP) and Chaplains Religious Enrichment Development Operation (CREDO) program.

(3) Coordinate with subject matter experts (SMEs) within the installation (MCFTB staff and MFS staff), and civilian agencies, referring Marines and families to the many services and training opportunities offered by each.

Chapter 2

Readiness and Deployment Support Training

1. Purpose. To establish guidance for Readiness and Deployment Support Training.

2. Background. Readiness and Deployment Support Training is an official component of MCFTB. The Readiness and Deployment Support Trainer (RDST) shall assist the command with the coordination and delivery of pre-, during- and post-deployment support and training at the unit level. The command shall be responsible for requesting deployment support.

3. RDST Briefs and Workshops. All RDST briefs and workshops will be coordinated and conducted utilizing the standardized materials provided by DC M&RA.

a. Pre-Deployment

(1) Pre-deployment briefs shall be coordinated and provided to all Marines and families attached to units 30-60 days prior to a unit deployment, or as required of the unit.

(2) The RDST(s) shall assist the FRO in selecting additional pre-deployment brief topics. The following are suggested pre-deployment brief topics only, and shall be delivered by an appropriate, respective subject matter expert. Pre-deployment agenda items to consider include, but are not limited to:

(a) Introduction of the Unit Family Readiness Command Team leadership to unit Marines and families.

(b) Up-to-date information of unit activities.

(c) A deployment timeline and calendar of events prior to and during the deployment.

(d) A discussion of unit policy regarding both operational and security concerns.

(e) Methods and frequencies of communication from the unit during the deployment.

(f) An explanation of the expected pay fluctuations during the deployment.

(g) A question and answer period to address family concerns.

b. During-Deployment

(1) "Kids and Deployment" workshops shall be conducted following the departure of the unit on a deployment. An optimal timeline to conduct a "Kids and Deployment" workshop is within 2 weeks of the unit's departure, or as practical.

(a) "Kids and Deployment Workshop for Kids" provides tools needed for children to positively and successfully cope during deployment.

(b) "Kids and Deployment - Parents Helping Kids" is offered simultaneously with the "Kids and Deployment Workshop for Kids" and assists parents in understanding children's behavior, and identifying solutions to work through emotions children may experience as the result of a deployment.

(2) "Beyond the Brief" is a series of workshops available to promote readiness of Marines and families. The "Beyond the Brief" series includes topics relating to, but not limited to:

(a) Coping with Deployment Stress.

(b) Personal Safety.

(c) Personal Financial Management.

(d) The Casualty Assistance Process.

(e) Combat Operational Stress and Post Traumatic Stress Disorder (PTSD).

(3) "In the Midst" is a series of workshops available for families and children.

(a) The "In the Midst" workshop for spouses is an interactive workshop which promotes the importance of taking care of oneself, communication skills, relaxation methods, and becoming part of their community.

(b) The "Kids In the Midst" workshop for children is an interactive workshop which addresses stress management and relaxation, emotional awareness and communication, understanding

nutrition, fitness, exercise, and an understanding of positive character traits.

c. Post-Deployment

(1) Return and Reunion workshops shall be conducted for all spouses of Marines attached to units 30 days to 2 weeks prior to the return of the unit from a deployment.

(2) Kids and Reunion workshops shall be conducted for children prior to the return of the unit from a deployment. An optimal timeline to conduct a Kids and Reunion workshop is within 2 weeks of the unit's return, or as practical.

(a) "Kids and Reunion Workshop for Kids" provides the tools needed for children to positively and successfully adjust to the return of the deployed parent.

(b) "Kids and Reunion - Parents Helping Kids" assists parents in understanding children's behavior and identifying solutions to work through emotions children may experience with reunification.

4. Program Support. Each installation/location shall have, at minimum, one full-time or part-time RDST who shall be hired and guided in the performance of their duties by the standard PD provided by DC M&RA (MR). The RDST(s) shall maintain direct liaison with unit Command Teams and unit FROs to provide a continuum of readiness education and deployment support. More information regarding RDST(s) roles and responsibilities is outlined in chapter 1 of this Order.

Chapter 3

Family Readiness Program Training

1. Purpose. To establish guidance for Family Readiness Program Training.
2. Background. Family Readiness Program Training is an official component of MCFTB. MCFTB Family Readiness Program Trainers (FRPT) shall be responsible for the training and support of personnel and information technology enablers for the Unit Personal and Family Readiness Programs (UPFRP). The UPFRP, and roles and responsibilities of Family Readiness Command Team members are outlined in reference (g), MCO 1754.9.
3. Family Readiness Program Training. All FRPT training will be coordinated and conducted utilizing the standardized materials provided by DC M&RA (MR).
 - a. Family Readiness Command Team Training is provided to all members of the Family Readiness Command Team leadership: Commanding General (CG)/Commanding Officer (CO), Executive Officer (XO), Sergeant Major (Sgt Maj), CG/CO/Sgt Maj spouse, Chaplain, Family Readiness Officer (FRO)/Deputy FRO, and Family Readiness Advisor(s).
 - b. FRO Training Suite shall include: FRO Training, Mass Communication Tool Training, and Volunteer Tracking Tool Training. FROs and Deputy FROs are mandated to complete the required FRO Training suite. Detailed information regarding the Mass Communication Tool and Volunteer Tracking Tool are outlined in chapter 8 of this Order.
 - c. Family Readiness Volunteer Training is mandated training provided to any spouse and/or designated parent/extended family member of an enlisted or officer member of the unit, who has been appointed in writing by the CG/CO.
4. Program Support. Each installation/location shall have, at minimum, one full-time or part-time FRPT who shall be hired and guided in the performance of their duties by the standard PD provided by DC M&RA (MR). FRPT(s) shall coordinate and conduct all training sessions that support the UPFRP and members of the Family Readiness Command Team. Training shall be available to individual units and/or included in a MCFTB calendar established to market all of the programs and trainings available at the installation. More information regarding FRPT(s) roles and responsibilities is outlined in chapter 1 of this Order.

Chapter 4

Lifestyle Insights, Networking, Knowledge, and Skills Training

1. Purpose. To establish guidance for Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) training.

2. Background

a. L.I.N.K.S. is an official component of MCFTB. MCFTB Programs and staff shall be responsible for the training and support of personnel and information for the L.I.N.K.S. Program.

b. L.I.N.K.S. is an orientation program, designed to meet the needs of Marines and their entire family: spouse, children and parents/extended family members. The mission of L.I.N.K.S. is to provide an introduction to the Marine Corps culture and lifestyle, thereby increasing participants' ability to avoid problems, and allow them to become more self-sufficient. L.I.N.K.S. also teaches participants the many military and community resources and benefits available to them. The L.I.N.K.S. teams work in partnership with career planners and chaplains, and are directly supported and supervised by the L.I.N.K.S. Trainer.

c. The L.I.N.K.S. program shall be provided at each Marine Corps installation, and within MARFORRES and MCRC. Special/unit L.I.N.K.S. sessions shall be offered, as requested.

3. L.I.N.K.S. Training. All L.I.N.K.S. training will be coordinated and conducted utilizing the standardized materials provided by DC M&RA (MR).

a. L.I.N.K.S. for Spouses. Provides spouses with a positive environment to acquire knowledge and develop the skills to successfully meet the challenges of the Marine Corps lifestyle. A closing ceremony shall be held at the completion of each session denoting participants' completion of the workshop.

b. L.I.N.K.S. for Parents/Extended Family Members. Offers an orientation to the Marine Corps lifestyle, which aids participants in understanding the unique challenges military life presents, as extended family members often play a significant role in Marines' lives, providing both support and advice.

c. L.I.N.K.S. for School Age Kids. Offers an orientation to the Marine Corps lifestyle, helping youth adapt to the unique challenges of military life. The curriculum targets school age youth 6-12 years old.

d. L.I.N.K.S. for Teens. Offers teens support in navigating the Marine Corps lifestyle, allowing them to network with other teens, and adapt to the unique challenges of military life. The curriculum targets teens ages 13-18 years old.

e. L.I.N.K.S. for Marines. Provides participants with information regarding the military lifestyle, and benefits and services the Marine Corps offers Marines and families. The resources and information Marines receive will aid in their goal of achieving personal and family readiness, which is their ultimate responsibility, as outlined in reference (g).

4. Program Support

a. L.I.N.K.S. Trainer. Each installation/location shall have, at minimum, one full-time or part-time L.I.N.K.S. Trainer who shall be hired and guided in the performance of their duties by the standard PD provided by DC M&RA (MR). More information regarding the L.I.N.K.S. Trainer roles and responsibilities is outlined in chapter 1 of this order.

b. Base/Station Command Chaplain. The base/station Command Chaplain (or chaplain assigned by the Command Chaplain) shall participate in each L.I.N.K.S. session as a discussion leader for the section entitled "Getting Along/Communicating."

c. L.I.N.K.S. Advisor (Optional Volunteer). The L.I.N.K.S. Advisor builds a strong relationship with the L.I.N.K.S. Team through active participation, presence at Team meetings and training sessions. The L.I.N.K.S. Advisor is appointed by the MCFTB Director, must be the spouse of a service member, and have extensive L.I.N.K.S. and military lifestyle experience.

d. Mentor Manager (Optional Volunteer). Under the guidance of the L.I.N.K.S. Trainer, The Mentor Manager may be utilized to coordinate mentor selection, assign mentors to sections, and coach mentors. The Mentor Manager, at minimum, shall have attended a L.I.N.K.S. session and Mentor Training prior to appointment, and have experience as a Mentor. A Mentor Manager must be the spouse of a service member and have military lifestyle experience. The Mentor Manager is appointed by, and reports directly to, the L.I.N.K.S. Trainer.

e. Mentor (Volunteer). In conjunction with the L.I.N.K.S. Trainer, Mentors are responsible for presenting the content at any L.I.N.K.S. session. At minimum, a Mentor shall have attended a L.I.N.K.S. session and completed Mentor Training prior to serving as a Mentor. A Mentor is a Marine, the spouse of a service member, or a designated parent/extended family member of a service member, and has military lifestyle experience. Mentor selection criteria are based on the skills, experience and positive attitude of the volunteer. Professional development training for Mentors shall occur within the region of their installation, as deemed appropriate by the L.I.N.K.S. Trainer and MCFTB Director. A Mentor is appointed by, and reports directly to, the L.I.N.K.S. Trainer.

f. Other L.I.N.K.S. Volunteers (Optional). L.I.N.K.S. may be supported by additional volunteers such as food angels, or hostesses/greeters. There are no minimum qualifications or training required for these positions. L.I.N.K.S. Volunteers report directly to the L.I.N.K.S. Trainer.

g. Solicitation. During any official L.I.N.K.S. function, solicitations or commercial advertisements/displays are prohibited. Personnel are prohibited from overtly/covertly displaying any jewelry (pins, earrings, bracelets, necklaces, etc.), clothing, tote bags, purses, containers, business cards, etc., that endorse products or organizations in any manner. Examples include, but are not limited to, the following products/organizations: Mary Kay, Tupperware, Pampered Chef, Avon, Amway, Herbalife, home-based businesses, (scrap booking, catering, etc.). In keeping with the L.I.N.K.S. tradition that spouses have no rank, items such as those listed above should neither denote nor infer the rank of a spouse (e.g., earrings/necklace that have rank/aviator wings as a charm).

h. L.I.N.K.S. Directory. Personnel and participant directories may never be used for any other purpose than for performing official L.I.N.K.S. programs. The directories may not be used to generate any other listing to include, but not limited to: childcare directories for non-L.I.N.K.S. purposes, business/customer solicitations (Mary Kay, Tupperware, Pampered Chef, Avon, Amway, Herbalife, etc.), or potential volunteers for other organizations - no matter how worthy the organization may be (Unit Personal and Family Readiness Program, churches, Red Cross, Navy-Marine Corps Relief Society, etc.). Service members, to include family members, will not have access to L.I.N.K.S. personnel and participant directories.

Chapter 5

LifeSkills Training and Education

1. Purpose. To establish guidance for the LifeSkills Training and Education Program.
2. Background. LifeSkills Training and Education is an official component of MCFTB. LifeSkills Training and Education affords the opportunity for personal and professional growth, providing workshops on life competencies in areas that are not currently offered by other MCCS entities. LifeSkills Training and Education also offers Marine and family referral to other MCCS entities possessing subject matter expertise in respective areas.
3. LifeSkills Workshops and Programs. LifeSkills workshops and programs shall be coordinated and conducted utilizing primarily the standardized materials provided by DC M&RA (MR). LifeSkills trainers however are not restricted by DC M&RA (MR) and may exercise initiative in accessing and providing additional workshops provided they do not compete with already existing MCCS programs and services.
 - a. LifeSkills Workshops. LifeSkills Workshops cover a broad spectrum of life competencies in areas such as marriage, parenting, financial awareness, communication, leadership, and personal/professional development. Workshops shall be presented through various approaches: interactive, educational workshops; online courses; and/or supplemental training sessions. Examples of LifeSkills workshops include, but are not limited to: Family Care Plans, in accordance with reference (1); Elder Care; Leadership Skills Workshop; Conflict Management; and The 4 Lenses.
 - b. Prevention and Relationship Enhancement Program (PREP). PREP is a relationship enhancement program that teaches couples how to effectively communicate, work together as a team to solve problems, manage conflict without damaging closeness, and preserve and enhance commitment and friendship. It is designed for premarital and married couples, whether distressed or not. PREP is not therapy; it is an educational and practical application opportunity to learn what works in a relationship.

(1) PREP is an official Marine Corps program, and is a component of MCFTB. PREP is classified as a CAT A Warfighter and Family Services (WFS) MWR program. WFS MWR programs may use

the Uniform Funding and Management (UFM) Practice for converting appropriated funds (APF) to nonappropriated funds (NAF) however, may not use any funds that were not originally APF, i.e. no "pure" NAFs are authorized for WFS activities. Resourcing and delivery responsibilities for all PREP programs shall reside with the Regional Commanders.

(2) The senior chaplain assigned to the regional commander (or representative) will be the MCFTB Director's point of contact for PREP.

(3) PREP is delivered by qualified and appropriately PREP-trained personnel. PREP-trained personnel are generally local chaplains; however, MCCA personnel may become PREP certified in order to facilitate PREP classes.

(4) PREP instructional materials for participants, facilities, equipment, and child care shall be made available via the installation MCFTB office.

(5) PREP workshops are to be convened where most fiscally and feasibly appropriate. The primary location for conducting workshops will be military installations or government owned/leased facilities. Alternate locations requiring MCFTB funding require prior approval from the MCFTB Director.

c. Chaplains Religious Enrichment Development Operation (CREDO). CREDO programs offer a variety of opportunities for personal and spiritual growth to assist Marines, Sailors, eligible family members, and other authorized personnel and their families in developing the resources to excel in Marine Corps life. CREDO is classified as a CAT A WFS MWR program.

(1) Core Programs and Services. The Chief of Naval Operations' Director of Religious Ministry (N097) shall approve all core programs and services for all CREDO programs. Core programs and services may be modified by N097 as required to best support personal and family readiness. Every CREDO-equipped entity shall offer the following core programs and services:

(a) Personal Growth Retreat (PGR). The PGR provides participants with opportunities to focus on accepting reality and taking personal responsibility for their lives; develop new perspectives in their relationships with others and the broader world in which they live; and explore the basis of their inner spiritual resources.

(b) Marriage Enrichment Retreat (MER). The MER provides couples with the opportunity to explore ways to keep their marital relationship healthy and to deal with conflicts which may arise. This experience enables participants to explore the emotional, physical, and spiritual components of their marriage, and to grow closer as couples.

(c) Spiritual Growth Retreat (SGR). The SGR is designed to assist participants in the pursuit of a more meaningful spirituality. Focus is placed on gaining and expanding spiritual resources to better meet the daily demands of life.

(d) Warrior Resiliency Retreats (WRR). WRRs are courses of instruction designed to reduce stresses associated with combat settings and arduous deployments. CREDO, in conjunction with commanders and unit chaplains, will deliver tailored programs to address Combat Operational Stress Control (COSC), pre and post deployment training, and personal growth and resiliency training to enhance military readiness and unit cohesion. Warrior Reintegration is a program through which chaplains guide Marines and Sailors in their transition from operational experiences/deployment to peacetime reintegration.

(e) Family Retreat. This retreat is designed for parents and children to encourage the development of healthy families. It is based upon the Survival Skills for Healthy Families model. Families will learn specific skills to enhance family cohesion, resolve conflict, and build upon the strengths in their family.

(2) Specialized Programs and Services. CREDO chaplains, in conjunction with local commanders, may develop and deliver tailored programs designed to address the unique needs of Marines, Sailors, eligible family members and other authorized personnel within a region. All specialized programs and services must be approved by N097 prior to implementation. Tailored programs provide the flexibility for commanders to identify specific needs and to respond in an appropriate manner.

(3) CREDO Program Delivery

(a) CREDO is funded via appropriated funds (APF). Per reference (1), APF are authorized to support chaplain-led programs to assist members of the armed forces on active duty and their immediate family members, and the members of reserve components and their immediate family members, in building and maintaining a strong family structure. Authorized support

services include costs of transportation, food, lodging, child care, supplies, fees, and training materials as appropriate. Immediate family members are defined as the member's spouse or child.

(b) Resourcing and delivery responsibilities for all Marine Corps CREDO programs shall reside principally with four locations (MCB Camp Lejeune; MCB Camp Pendleton; Camp Butler, Okinawa; and MARFORRES). Each installation will receive funding via one of these locations. Outlying installations not falling within one of these four locations will receive funding via partnership with a NAVY CREDO program from the appropriate region.

(4) CREDO Roles and Responsibilities. The Director of Personal and Family Readiness Division (MR) shall work in a collaborative effort with CMC (REL) to:

(a) Manage the location of CREDO programs, along with their services, facilities, and staff in response to changing requirements among the population served.

(b) Issue implementing guidance on all program changes directed by N097.

(c) Ensure sufficient fiscal, physical, and personnel resources are provided to implement the CREDO programs.

(d) Collect and implement best business and service practices to ensure efficient and effective service delivery.

(e) Develop and conduct periodic training and information campaigns to inform and train commanders and command personnel on CREDO programs.

(5) Facilities. Program service delivery will include both facility-based and outreach delivery models. CREDO facilities shall be located in close proximity to other customer service and support facilities, adhere to all applicable safety regulations and requirements, and be equipped with necessary computer, network, audio-visual, and other equipment to provide training, customer service, and individual staff workstations.

(6) Staffing. CREDO will be delivered exclusively by appropriately trained chaplains.

4. Program Support. Each installation/location shall have, at minimum, one full-time or part-time LifeSkills Trainer who shall be hired and guided in the performance of their duties by the standard PD provided by DC M&RA. The LifeSkills Trainer(s) shall serve as a liaison between installation MCFTB staff, installation Marine and Family Services (MFS) staff, and civilian agencies, referring Marines and families to the many services and training offered by each. More information regarding the LifeSkills Trainer roles and responsibilities is outlined in chapter 1 of this Order.

Chapter 6

MCFTB Child Care Procedures

1. Purpose. To establish guidance for child care procedures in support of MCFTB programs throughout the Marine Corps.

2. Background

a. In order to enhance participation in MCFTB programs, installations have been provided specific appropriated funds (APF) for use in providing child care in conjunction with MCFTB programs. These funds shall be distributed by DC M&RA (MR) via the Marine Forces commanders. MCFTB sponsored events include all trainings, briefs and workshops that are facilitated by MCFTB personnel (i.e. deployment briefs, Family Readiness Training, LifeSkills workshops, L.I.N.K.S. sessions, etc.), regardless of the location of the event. MCFTB child care funds shall not be used to support child care for unit and family readiness events (i.e. family days, holiday events, etc.), which are the responsibility of the unit.

b. MCFTB training participants are not considered volunteers. No-cost child care services have been determined critical to the mission of MCFTB programs. MCFTB program training sessions meet the requirements of the "necessary expense test" as articulated by the Government Accountability Office, and, therefore, APF (primarily) or nonappropriated funds (NAF) may be used to pay for the child care expenses incurred by those who participate in MCFTB program sessions.

c. APF or NAF reimbursements may be made to the participant directly or by acquiring the child care services under a contract. Providing and paying for child care services in advance is the preferred method. If the reimbursement method is utilized, hourly childcare costs may not exceed the hourly rate of the installation Child Development Center. Child care expenses incurred while participating in activities unrelated to MCFTB program sessions, are considered to be personal expenses, and shall be borne by the individual.

3. Childcare Support

a. DC M&RA (MR). Budget and provide funds to installation, MARFORRES, and MCRC MCCS annually for the reimbursement of child care costs for participants attending MCFTB sponsored events.

b. Installation, MARFORRES, and MCRC MCFTB Programs

(1) In coordination with their servicing MCCS, establish and publish guidance on how to access funds for MCFTB child care. NAF or APF may be executed by MCCS.

(2) Provide funding for all child care costs related to MCFTB sponsored training opportunities and workshops. All MCFTB child care expenses will be coded to cost center 6070-MCFTB Child care.

(a) Arrange internal funding transfers for child care arranged through MCCS sponsored childcare programs.

(b) Reimburse participants within 10 days of receipt of the Claim for Reimbursement for all child care arranged through non-MCCS sponsored, or parent funded child care programs. Hourly child care costs may not exceed the hourly rate of the installation Child Development Center.

(3) Utilize the following options for MCFTB child care in accordance with the requirements outlined in reference (m):

(a) Child Development Center (CDC). During operating hours, child care needs of MCFTB attendees may be met for children ages six weeks through 12 years at their installation CDC. It is the parent's responsibility to register their child(ren) and complete all required forms prior to utilizing the CDC. Installations may provide this service at no cost if participants are utilizing the CDC only for MCFTB programs. The appropriate operating hours vary among installations as determined by the needs of the base community and available resources.

(b) Child Care in a Unit Setting (CCUS). CCUS is an option for MCFTB events that are being held at the unit's facility. It is designed to allow free child care services to be provided by volunteers in a unit or organization. Because parents are co-located with their children, there is no requirement to comply with the more stringent standards for operation of child care facilities. The sponsoring unit/organization is responsible for identifying volunteers who will provide care for the children.

(c) Short-Term Alternative Childcare (STACC). STACC is a component of CYTP. The STACC option provides care on an occasional rather than daily basis, and allows on-site hourly group care when parents of the children in care are attending

command sponsored events in the same facility or immediately adjacent to it during the entire STACC session. STACC will be staffed by trained CYTP personnel and shall meet ratios and group sizes for mixed age groups as outlined in reference (m). STACC shall be provided no more than one hour before the start and one hour after the completion of the command sponsored function. CYTP shall coordinate with the sponsoring command/organization to schedule staff, dates, times and equipment for STACC sessions. A written agreement between CYTP and the sponsoring command/organization will specify time, date, location, number and ages of children to be served, number of CYTP trained personnel and cost and description of services. Records of STACC sessions are maintained by CYTP.

(d) Family Child Care (FCC). FCC is a home-based childcare option that offers care in an individual home setting during MCFTB training and workshops.

(e) Hourly Drop-in Care. Hourly drop-in care, where available, offers childcare in an MCCA sponsored facility for children ages six weeks through 12 years. It is the parent's responsibility to register their child(ren) and complete all required forms prior to utilizing the service. Reservations are generally required for hourly drop-in care.

(f) Privately Arranged Childcare. Privately arranged childcare affords parents the opportunity to select a childcare provider of their choice. Participants hold sole responsibility for all arrangements and liability when utilizing privately arranged childcare. Childcare reimbursement for privately arranged childcare shall not exceed the hourly rate of the local installation Child Development Center.

Chapter 7

Funding and Reimbursement

1. Purpose. To establish guidance for the implementation of funding and reimbursement with regard to MCFTB Programs.

2. Background

a. MCFTB programs are official CAT A MWR programs and are components of the MCCS programs. Per reference (o), CAT A programs are mission-sustaining programs. These programs are considered mission essential in meeting the organizational objectives of the military services. MCFTB programs are primarily funded by APF. The Uniform Funding and Management (UFM) practice may be utilized for more cost effective and efficient operating purposes. PREP and CREDO are classified as a CAT A Warfighter and Family Services (WFS) MWR programs. WFS MWR programs may use the Uniform Funding and Management (UFM) Practice for converting APF to NAF however, may not use any funds that were not originally APF; i.e. no "pure" NAFs are authorized for WFS activities.

b. APF. APF are appropriated by Congress (tax dollars). The accounting year prescribed for APF begins 1 October and ends 30 September, annually.

c. NAF. NAF are generated from cash and other assets received from sources other than monies appropriated by Congress. (NAF must be resources of an approved Nonappropriated Fund Instrumentality.) NAF are U.S. Government funds, but they are separate and apart from funds that are recorded in the books of the Treasury of the United States. They are used for the collective benefit of the authorized patrons who generate them. The accounting year prescribed for NAF begins 1 February and ends 31 January, annually.

d. NAFI. A NAFI is an integral Marine Corps organizational and fiscal entity that performs U.S. Government programs of the MCCS MWR activities. As an instrumentality of the U.S. Government, it enjoys the same immunities and privileges as the U.S. Government in the absence of specific Federal statute. A NAFI acts in its own name to provide or assist the Marine Corps in providing programs for authorized patrons. As a fiscal entity, it maintains custody of and control over its NAF, and administers appropriated resources to carry out its purposes.

e. NAF Funding in Support of MCFTB Programs. APF are controlled by the Marine Forces and NAF are controlled by the installations. That is, the MCCS NAFI belongs to the installation commander. There is no standard amount requirement for NAF funding for any MCFTB function. NAF requirements are determined at each installation by program requirements and funding availability; NAF funding varies among installations. Generally, NAF for local operations are provided entirely from local funding.

3. Guidelines and Procedures

a. APF Authorized Expenditures. Generally there must be a specific statute or policy authority that permits the use of APF before it may be spent for a specific purpose. APF may be used for direct and overhead expenses associated with operating the MCFTB programs such as salaries, equipment, supplies, travel, communications, maintenance and repair, services, and facilities construction. Authorized APF expenditures include:

(1) Office spaces, meeting spaces/facilities, and storage space.

(2) Office supplies and equipment to include: computers with appropriate hardware, software, printers, internet access, military electronic mail accounts, telephones with DSN access (where available), and answering machines/voicemail. The computer hardware acquired will be capable of running current versions of the standard Marine Corps office automation software and other software required to support mission requirements. Both hardware and software products will be purchased in compliance with applicable Marine Corps directives and Navy-Marine Corps Intranet guidance.

(3) Reimbursement of MCFTB program (briefs, training, or workshops) volunteer expenses such as preapproved mileage, parking and tolls, telephone toll calls, child care expenses, and invitational travel order (ITO) expenses.

(4) Awards when volunteers are incident to a receipt of voluntary services by the government per reference (r).

(5) In support of official volunteer programs, MCFTB may authorize the use of government transportation per DOD regulations. However, motor vehicles will be used for official business only. Use is not authorized for transporting DOD or other personnel over all or any part of the route between domiciles and places of employment, except as specifically

authorized by regulations. Volunteers are not permitted to operate government commercial vehicles. Additional guidance may be found in reference (q).

b. APF Prohibited Uses. APF must be spent for the purposes and programs for which they were originally appropriated. Any diversion of funds to other unauthorized programs is prohibited. Spending APF from one appropriation account on something for which monies have been appropriated from another appropriation account is also prohibited. The use of APF is generally prohibited for the following:

(1) Food or beverages.

(2) Mementoes given to individuals for transfer/permanent change of station gifts (this includes items such as flowers and farewell keepsakes).

(3) Items intended for distribution for individuals to keep for personal use.

(4) Any expense directly related to resale for a MWR activity.

(5) Utilitarian items given as awards, such as clothing, uniform items, jewelry, functional weapons, etc. (for amplification, see reference (r)).

(6) In case of any doubt, the final arbiter of whether or not an expense is authorized is the comptroller.

(7) The APF Purchase Card may not be used to purchase gift certificates from restaurants nor retail outlets that would be provided as awards/gifts in recognition of volunteer service. Authorization for the expenditure of APF for awards is limited to expenditures that recognize and announce, to all, the accomplishment of the individual being awarded. Gift certificates from restaurants or retail outlets do not further that purpose and are not authorized.

c. NAF Authorized Expenditures. Generally, NAF may be used on any expense directly related to supporting the NAFI (or the programs supported by the NAFI) that originally generated the money. If APF is authorized for a particular MCFTB expense however, is unavailable or insufficient, NAF may be used if available. Authorized NAF expenditures include:

(1) Direct and overhead expenses associated with operating the MCFTB programs such as salaries, equipment, supplies, travel, communications, maintenance and repair, and services for which APF are not available.

(2) Light refreshments for events such as: MCFTB sponsored training, workshops, briefings, or meetings; and volunteer recognition events.

(3) Awards or child care (when APF are not available), and when volunteers are incident to a receipt of voluntary services by the government per reference (r).

(4) Authorized expenses of program as determined by the installation AC/S, MCCS or Director, MCCS for which APF are not authorized.

(5) Reimbursement of MCFTB volunteer expenses such as mileage, parking and tolls, telephone toll calls, childcare expenses, and ITO expenses.

d. NAF Prohibited Uses. NAF may not be used for things that are not related to MCCS MWR programs. They also may not be used to fund items for which APF are authorized and available. The use of NAF is prohibited for the following:

(1) Purchasing military proficiency prizes and awards for individuals for performance of regularly assigned duties.

(2) Paying meal charges for government personnel on APF per diem or enlisted members in APF dining facilities.

(3) Donating to any relief, charitable or commercial organization, or to an individual.

(4) Purchasing food, supplies or equipment for APF dining facilities.

(5) Supporting projects involving the improvement, rehabilitation or construction of religious facilities.

(6) Purchasing, printing or engraving of Christmas cards, or other personal greeting cards.

(7) Constructing, altering, renovating, or furnishing any facility not used primarily as a part of one of the MCCS MWR activities, except as authorized by reference (a).

(8) Supporting private organizations (sky diving clubs, spouses clubs, etc.).

(9) Supporting programs held primarily to accomplish public affairs objectives.

(10) Purchasing incentive awards not related to operating MCCS MWR activities.

(11) Protocol or command representation programs where official representation funds (ORF) are authorized, or commander's personal entertainment obligations and retirement receptions. MCCS NAF and ORF may not be used interchangeably.

(12) Social affairs in honor of a particular individual or for the purchase of anything for a specific individual. This includes purchasing memento-type items for guests of the command, including entertainers, civilian dignitaries, and military personnel, both foreign and U.S.

(13) Leasing grounds, facilities or relocatable buildings, unless prior approval is granted by the Personal and Family Readiness Division, Family Readiness Branch, HQMC.

e. Separate control points must be maintained for both APF and NAF.

f. Uniform Funding and Management (UFM) of MWR Programs. The UFM practice is designed to aid in the timely execution of APF in support of DOD MWR programs. Under regulations prescribed by the Secretary of Defense, funds appropriated to DOD and available for MWR programs may be treated as NAF and expended per laws applicable to the expenditures of NAF. When made available for MWR programs under such regulations, APF will be considered to be NAF for all purposes and will remain available until expended. The UFM practice does not change the level of authorized APF support. Funds provided through the UFM practice will not be used to circumvent prohibited uses of APF per reference (t). This practice may only be used for MCCS MWR activities that are authorized to use APF. For amplifying instructions, see reference (a).

g. Reimbursement of Expenses. Reimbursement payments for volunteers who support MCFTB programs will be processed for payment within 5 working days of receipt. MCCS finance offices will execute payment within 5 working days.

h. All volunteers for APF or NAF activities must sign the SF 1164 (Claim for Reimbursement for Expenditures on Official Business), and appropriate section of DD Form 2793 (Volunteer Agreement for Appropriated Activities or Nonappropriated Fund Instrumentalities). The acceptance of volunteer services will be acknowledged on this document before an individual is allowed to provide volunteer services or receive any reimbursement support. A copy of the signed volunteer agreement should be given to the volunteer prior to commencing volunteer services.

i. Per reference (s), ITOs may be issued to individuals who are performing services in support of MCFTB programs. Volunteers on ITOs are authorized General Service Administration city pair rates on air transportation.

j. MCFTB volunteers benefit from workers' compensation and tort claims protection pursuant to references (d) and (e).

k. Official Mail. Official mail is authorized for official Marine Corps programs pursuant to reference (i). Official mailings shall have the appropriate amount of postage applied, the delivery date, and return address included.

l. Government Printing and Government Supply System. Utilization of the Government printing and supply systems are authorized for official Marine Corps programs.

m. Unsolicited Donations. The installation AC/S, MCCS or Director, MCCS may authorize acceptance of unsolicited donations for MCFTB programs. There is a formal procedure for acceptance of monetary donations and gifts. Acceptance procedures vary according to the monetary value of the donation or gift. The installation AC/S, MCCS or Director, MCCS will establish the most expeditious method of holding these funds, allowing ease of access for the intended program.

n. Awards. Awards of nominal value that cannot be construed as personal gifts may be purchased for MCFTB volunteers using APF and/or NAF when distinctive service is being recognized, and if budgeted and approved by the commander. Individuals may be presented letters, certificates, identifying insignia, mementoes, plaques, or other items for their service (for amplification, see reference (r)). Cash awards are prohibited. For additional guidance on installation-specific guidance, contact the installation's Ethics Counselor.

4. Records Management. Commanders, M&RA and MCCA shall ensure that all APF and NAF records are maintained per the appropriate SSIC of reference (u).

5. Action. All commanders shall provide funding support to MCFTB programs as described in this chapter.

Chapter 8

Technology Enablers

1. Purpose. To establish policy guidance for the technology enablers in support of the UPFRP.

2. Background

a. Technology enablers are an instrumental element to the successful implementation, facilitation and sustainment of the commander's UPFRP and supporting the duties of unit FROs. The technology enablers the Marine Corps has procured include the Mass Communication Tool, the Family Readiness Assessment Tool, and the Volunteer Tracking Tool.

b. Installation MCFTB staff shall provide certified training personnel to conduct classroom instruction to units on proper use of the tool using the standardized materials provided by DC M&RA (MR).

3. Mass Communication Tool

a. The Mass Communication Tool is a web-based communication system to support the requirement for FROs to provide organizational communication for their command utilizing multiple means and methods. The Mass Communication Tool provides the capability for the FRO to communicate electronically and simultaneously from a single location, or multiple locations, to a pre-selected audience or audiences of Marines and their designated contacts/family members. Communications may be sent electronically and received via telephone, cell phone, email, or text message. The FRO will be able to distribute official command information quickly and accurately, and will receive instant feedback regarding inconsistencies in the unit's family contact information.

b. The Mass Communication Tool should be utilized for official communication rather than "routine" information to keep from being regarded as junk mail. Appropriate examples include: communication from commanders, publicizing unit-sponsored family readiness and morale support events, and unit-sponsored training and education opportunities. Examples of inappropriate use include: sales at the exchange, movie theater/bowling alley schedules, MCCS special events not in direct support of the

unit, etc. Mass Communication Tool Support includes the following:

(1) DC M&RA (MR) shall:

(a) Provide certification to designated installation MCFTB staff trainers to facilitate the training of FROs and Deputy FROs in the proper use of the Mass Communication Tool.

(b) Provide sustainment training to installation MCFTB staff personnel responsible for training FROs and Deputy FROs in use of the Mass Communication Tool to account for billet turnover and/or currency of skills.

(c) Provide technical support to certified MCFTB trainers, FROs and Deputy FROs.

(d) Provide command organization group leader access to FROs upon receipt of the following: A copy of the FRO's Personally Identifiable Information (PII) training completion certificate, and verification from the MCFTB certified trainer that the FRO has successfully completed Mass Communication Tool training.

(2) Installation, MARFORRES, and MCRC MCFTB Programs shall:

(a) Provide certified Mass Communication Tool training personnel responsible for conducting classroom instruction to units on proper use of the tool utilizing the standardized materials provided by DC M&RA (MR). Only certified MCFTB trainers, FROs and Deputy FROs will be formally trained on, and permitted access to, the Mass Communication Tool.

(b) Maintain updated contact information inside the tool to include, at minimum, a work e-mail address.

(c) Maintain a roster and a PII training completion certificate for all personnel trained and allowed access to the tool. Copies of rosters and PII training completion certificates shall be forwarded to DC M&RA (MR).

(d) Report technological and processing issues/concerns that negatively affect daily performance to support personnel at DC M&RA (MRZ).

(3) Unit FROs and Deputy FROs shall:

(a) Complete the Personally Identifiable Information (PII) training prior to attending Mass Communication Tool training, and provide a PII training completion certificate to the certified MCFTB trainer prior to, or at the start of, training.

(b) Obtain and upload required contact data fields for each Marine as follows:

1. For each Marine (sponsor): First Name, Last Name, primary mailing address, and one active contact path as defined within the tool.

2. For each spouse (contact): First Name, Last Name, primary mailing address, and one active contact path as defined within the tool.

3. For designated parents/extended family members other than a spouse (contact): First Name, Last Name and one active contact path as defined within the tool.

(c) Ensure all contacts entered in the Mass Communication Tool are 18 years of age or older, unless the contact is a spouse.

(d) Maintain updated contact path information for all Marines inside the Mass Communication Tool, to include, at minimum, an active e-mail address.

(e) Ensure all married Marines enter their spouse as a contact, unless a Unit Family Readiness Program Contact/Assistance Refusal Form is completed and on file. The Unit Family Readiness Program Contact/Assistance Refusal Form must be signed by the Marine, the spouse, and a command representative.

4. Family Readiness Assessment Tool

a. The Family Readiness Assessment Tool is an anonymous web-based assessment to assist commanders with their requirement to measure perceptions of family readiness among Marines, spouses, and designated parents/extended family members within their unit. The Family Readiness Assessment Tool is not intended to quantitatively measure classes or training taken, nor is it intended to evaluate the commander's family readiness program.

b. Following the assessment, the commander will receive a consolidated group profile of respondents' perceptions in such topics as personal and family well-being, deployment preparedness, self-sufficiency, ability to cope with the challenges of the military lifestyle, unit leadership, community support, and available supporting resources. Additionally, an individual personal and family readiness assessment will be available for each participant immediately upon completion of the assessment.

c. Designated MCFTB staff will provide the necessary administrative support and consultation to the unit level FRO in the facilitation of the Family Readiness Assessment Tool on behalf of the commander's UPFRP. For Family Readiness Assessment Tool support:

(1) DC M&RA (MR) shall:

(a) Ensure designated MCFTB personnel are trained on all aspects of the Family Readiness Assessment Tool.

(b) Provide technical support to trained MCFTB personnel.

(2) Installation, MARFORRES, and MCRC MCFTB Programs shall:

(a) Provide Family Readiness Assessment Tool trained MCFTB personnel to support unit commanders and unit FROs in the execution of the Family Readiness Assessment Tool.

(b) Serve as a consultant to unit FROs regarding installation, government, and community resources to meet the needs of the unit.

(c) Provide sustainment Family Readiness Assessment Tool training to new MCFTB personnel responsible for supporting commands in the execution of the Family Readiness Assessment Tool.

(3) Unit FROs and Deputy FROs shall:

(a) Contact supporting MCFTB personnel to initiate an assessment upon command approval.

(b) Meet with the commander to discuss the results of the assessment and the Plan of Action created to meet the needs identified by the assessment.

(c) Provide an execution summary of the Plan of Action to the commander to include, the briefs, workshops, and trainings scheduled, the support provided by installation and local community organizations.

(d) Refer to reference (g) which outlines further guidance regarding Family Readiness Assessment Tool execution.

5. Volunteer Tracking Tool. The Volunteer Tracking Tool is a web-based tool that allows volunteers to search and register for volunteer opportunities, record and track volunteer hours, and upload training certificates and awards. The Volunteer Tracking Tool will record cumulative volunteer hours regardless of location, and therefore support the management of volunteers in the mobile military lifestyle.

a. Volunteer Tracking Tool Support

(1) DC M&RA (MR) shall:

(a) Provide certification to designated MCFTB trainers to facilitate training of FROs in proper use of the Volunteer Tracking Tool.

(b) Provide technical support to certified MCFTB trainers, and FROs.

(c) Provide appropriate access to MCFTB Directors, designated MCFTB trainers, and FROs, upon receipt of the following: A copy of the Personally Identifiable Information (PII) training completion certificate, and a copy of the Volunteer Tracking Tool Training course completion certificate.

(2) Installation, MARFORRES, and MCRC MCFTB Programs shall:

(a) Provide certified training personnel responsible for conducting classroom instruction to units on proper use of the tool using the standardized materials provided by DC M&RA (MR). Only MCFTB Directors, designated MCFTB trainers, and FROs will be formally trained on, and allowed access to, the Volunteer Tracking Tool.

(b) Maintain, at minimum, a work e-mail address within the tool.

(c) Maintain a roster and a PII completion certificate for all personnel trained and allowed access to the tool. Copies of PII completion certificates and Volunteer Tracking Tool Training course completion certificates shall be forwarded to DC M&RA (MR).

(d) Continually ensure all points of contact for posted opportunities and programs at their respective location are kept up to date.

(e) Ensure personnel approving volunteer requests verify all requests meet appropriate base policy concerning volunteer eligibility, prior to approval.

(3) Unit FROs and Deputy FROs shall:

(a) Continually ensure all points of contact for posted opportunities and programs are kept up to date.

(b) Ensure all volunteer requests meet appropriate base policy concerning volunteer eligibility, prior to approval.