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MARINE CORPS ORDER 1754.9B

From: Commandant of the Marine Corps
To: Distribution List

Subj: UNIT, PERSONAL AND FAMILY READINESS PROGRAM (UPFRP)

Ref: (a) DoDI 1342.22 CH-2, "Military Family Readiness," April 11, 2017
(b) MCO 5380.2
(c) MCO P1700.27B CH-1
(d) 5 U.S.C. 552a
(e) SECNAVINST 5211.5E
(f) SECNAVINST M-5239.1
(g) SECNAV M-5210.1 CH-1
(h) MCO 5210.11F
(i) MCO 1610.7A
(j) MCO P12000.11A CH-5
(k) DoD 5500.07-R, "Joint Ethics Regulation (JER)," August 30, 1993
(l) MCO 3040.4
(m) MCO 1754.6C
(n) DoDI 1015.10 CH-1, "Military Morale, Welfare and Recreation (MWR) Programs," July 6, 2009
(o) MCO 7010.20
(p) MCO 3070.2A
(q) MCO 5110.4A
(r) MCO 1754.11
(s) MCO 1752.5B
(t) Section 575 of Public Law 114-328, "National Defense Authorization Act of Fiscal Year 2017," December 23, 2016
(u) MCO 1700.36B
(v) DoDI 1342.28, "DoD Yellow Ribbon Reintegration Program," March 30, 2011
(w) MCO 5760.4C
(x) Guidance on Changes to NAF Labor-Management and Employee Relations, September 8, 2014
(y) SECNAV Notice 5210

1. Situation. This Order establishes policy and responsibilities for the Unit, Personal and Family Readiness Program (UPFRP) in accordance with references (a) through (y).

2. Cancellation. MCO 1754.9A

3. Mission. To update policy and guidance for the implementation and operation of the UPFRP.

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

4. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent

(a) The UPFRP is implemented to maintain ready Marines, Sailors attached to Marine Corps units, eligible beneficiaries, and authorized contacts (hereafter referred to as Marines and family members), and equip them with the knowledge and tools necessary to successfully meet the challenges of deployment and unit mission.

(b) The UPFRP directly impacts Marines and families building resiliency, commitment, morale, and increasing unit readiness.

(2) Concept of Operations

(a) The UPFRP is a Commander's program. The unit's Family Readiness Command Team (FRCT) and the designated/supporting Marine Corps Community Services (MCCS), or sister service equivalent, support the Commander's implementation and sustainment of the UPFRP.

(b) The UPFRP has four tenets:

1. Deployment Support. Education, training, and support to Marines and family members during deployment cycles.

2. Official Communication. Communication directly from or on behalf of the Commander distributed to the Marine and/or Authorized Contact(s), which conveys information on the unit's status and protects operations security (OPSEC).

3. Readiness and Resource Support. Information and training about services, resources, and referrals supporting the personal and family readiness needs of the unit or its members.

4. Volunteer Management. Coordination of UPFRP volunteers in accordance with references (a) and (b).

(c) All Commanders providing direct support to Marines and family members are required to implement and maintain a UPFRP in accordance with this Order. This includes all Lieutenant Colonel (LtCol), Colonel (Col), and General Officer (GO)-level commands without a headquarters element providing direct support.

(d) Deployment Readiness Coordinators (DRC) are civilian employees staffed at Col-level commands within the following authorized units:

1. Marine Expeditionary Forces (MEF)

2. Marine Corps Recruiting Command (MCRC)

3. U.S. Marine Forces Reserve (MFR)

4. Marine Corps Forces Special Operations Command (MARSOC)

5. Marine Helicopter Squadron One (HMX-1)

6. Marine Corps Embassy Security Group (MCESG)

(e) Commanders retain operational control over the UPFRP and DRCs. Installation MCCS Directors provide administrative and logistic support for unit DRCs, including Human Resource Office (HRO) support for Non-Appropriated Fund (NAF) DRCs. The installation HRO maintains administrative cognizance over DRCs who are General Schedule employees.

(f) Commands may not augment DRC salaries with Operations and Maintenance, Marine Corps (O&M, MC) or O&M, MC Reserve (O&M, MCR) dollars. Commands may not spend O&M, MC or O&M, MCR baseline dollars on any differently named civilian billet for the performance of duties outlined in this Order.

(g) Commanders may appoint a uniformed member as the Uniformed Readiness Coordinator (URC) to assist DRCs.

(h) Commands without a DRC may appoint a URC to implement and operate a UPFRP in accordance with this Order.

(i) Reference (c) provides policy for the establishment of comprehensive personal and family support programs for Marines and Families, Active Duty and Reserve, regardless of geographic location or deployment status.

1. Marine Corps Recruit Depot MCCS are the primary service organization for the MCRC UPFRP.

2. MFR MCCS is the primary service delivery organization for MFR UPFRP.

3. UPFRP is classified as a Category A Morale, Welfare and Recreation (MWR) program per reference (c).

(j) References (a) and (b) describe the conditions under which voluntary services may be accepted, the responsibilities of accepting officials, and the authorized government support of volunteers when performing accepted services.

b. Subordinate Element Missions

(1) Deputy Commandant for Manpower and Reserve Affairs. Provide oversight for all policy and program responsibilities associated with the UPFRP.

(2) Director, Marine and Family Programs Division (MF)

(a) Develop and issue policy and guidance for establishing, managing and evaluating the UPFRP.

(b) Serve as the program and resource sponsor for UPFRP.

(c) Manage the DRC table of organization.

(d) Identify fiscal and personnel resources necessary to coordinate and effectively execute UPFRP throughout the Marine Corps.

(e) Prepare annual budget and manpower requirements and submit justification, via the chain-of-command.

(f) Evaluate and support the UPFRP to ensure applicable requirements of quality assurance, inspections, managers' internal control program, background checks, and credentialing and certification are met.

(g) Provide data and updates to DoD, USMC HQ, Marine and Family Program (M&FP) Directors and MSCs as requested.

(h) Review this Order periodically to ensure it is necessary, current, and consistent with statutory authorities.

(3) Commanders, U.S. Marine Corps Forces Command, U.S Marine Forces Pacific, Marine Corps Forces Central Command, Marine Corps Forces Europe and Africa, MFR, Marine Corps Forces Cyberspace (MARFORCYBER), MARSOC, Marine Corps Forces South and Commanding Generals, Marine Corps Combat Development Command, Marine Corps Logistics Command, Marine Corps Installation Command, and MCRC

(a) Ensure UPFRP is operational at all Marine Corps units providing direct support to Marines and family members.

(b) Publish a UPFRP policy statement to outline personal and family readiness vision within 60 days of assuming command.

(c) Maintain cognizance on UPFRP functions.

(d) Ensure annual recognition of UPFRP volunteers.

(4) Major Subordinate Commanders

(a) Publish a UPFRP policy statement to outline personal and family readiness vision within 60 days of assuming command.

(b) Maintain awareness of subordinate commands' UPFRP functions.

(c) Ensure annual recognition of UPFRP volunteers.

(5) Installation Commanders

(a) Provide General Officer-level Commanders information updates that could impact UPFRPs through the Installation Marine and Family Programs Committee meetings to ensure effective communication and coordination between supporting and supported agencies.

(b) Ensure coordination with applicable MCCA programs to reduce redundancies and promote optimum delivery of service.

(c) Ensure M&FP training and services are accessible to Marines and family members.

(6) Directors, MCCA

(a) Provide administrative and logistical support for unit DRCs, including Human Resource Office (HRO) support for Non-Appropriated Fund (NAF) DRCs.

(b) Maintain responsibility and accountability for administrative control of the NAF DRCs.

(c) Recognize DRCs as MCCS employees and ensure they receive benefits and support commensurate to other MCCS employees.

(d) Provide guidance and support to Commanders managing a NAF employee, to include: timekeeping, training requirements, performance appraisals and disciplinary actions. Additional clarification for MFR is provided in Chapter 8.

(e) Provide guidance to Commanders on appropriate usage of Unit and Family Readiness Funds (U&FRF).

(f) Provide a comprehensive MCCS brief to Commanders and Sergeants Major/Senior Enlisted Advisors (SgtsMaj/SEAs) at all command levels within 90 days of Commander assuming command.

(7) M&FP Directors

(a) Communicate quarterly with FRCTs to determine M&FP support requirements.

(b) Submit installation DRC/URC rosters monthly to HQ Marine Corps Family Readiness Branch (MFZ). Chapter 8 provides additional clarification for MFR.

(c) Coordinate with DRCs and URCs annually to review UPFRP data trends.

(8) Col-Level Commands with Staffed DRCs

(a) Assign DRCs to each subordinate command, ensuring support for Marines and family members at units in a deployment status.

(b) Within 60 days of assuming command publish a standard operating procedure (SOP) outlining DRC assignments to subordinate commands, and DRC/URC roles and responsibilities within the Col-level command. Appendix B provides additional guidance.

(c) Initiate and participate in the hiring, management, and performance reviews of DRCs. See Chapter 3.

(d) Ensure implementation and operation of UPFRP within Col-level command per the guidance provided in Chapters 2 through 6.

(9) Commanding Officers (CO) Providing Direct Support to Marines

(a) Attend FRCT Training (FRCTT) with unit FRCT members 60 days (120 days for MCRC and MFR) before or after assuming command.

(b) Within 60 days of assuming command publish an SOP aligning with the guidelines of the Col-level Commander's UPFRP intent and outlining

roles and responsibilities specific to the unit for each of the UPFRP requirements. Appendix B provides additional guidance.

(c) Appoint in writing a Responsible Officer (RO) and Assistant RO (ARO) to approve the execution of U&FRF in accordance with reference (c).

(d) Oversee the recruitment and selection process of volunteers. Appoint in writing Family Readiness Command Team Advisor(s) (FRCTA) and Family Readiness Assistant(s) (FRA).

(e) Ensure personal and family readiness education and training opportunities (e.g., LifeStyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.), Family Care Plan, Personal Finance) are offered to the unit as needed.

(f) Ensure pre, mid, return and reunion, and post/reintegration deployment trainings are offered to Marines and family members within deploying units per reference (v).

(g) Ensure pre-deployment trainings are offered to Individual Augments (IA) and family members.

(h) Ensure all unit Marines complete a NAVMC 11654 and/or update their Authorized Contacts within the Marine Online (MOL) Family Readiness Module within 30 days of checking into a unit.

(i) Ensure an internal audit of the UPFRP is conducted within 14 days prior to outgoing DRC/URC's departure, and within 14 days of a DRC/URC's appointment. Additional guidance is provided in Chapter 3 and in Appendix D.

5. Administration and Logistics

a. For the purposes of this Order:

(1) The term volunteer refers to UPFRP volunteers.

(2) URC refers to any Commander appointed/assigned in writing uniformed member assisting with implementing the UPFRP.

(3) Authorized Contact(s) of unit Marines is defined as anyone over the age of 18, with the exception of the spouse, the Marine identifies on the UPFRP Contact Authorization form (NAVMC 11654) or in the MOL Family Readiness Module.

(4) Direct support units are those with board screened/selected Commander/Commanding Officer in the Marines' direct chain of command, i.e., MARFORCYBER Marines are directly supported by the MARFORCYBER Commander; 3d Marine Logistics Group (MLG) Marines are directly supported by HQ Regiment Commanding Officer, not 3d MLG Commanding General.

(5) MCRC, HMX-1, and MCESG are considered OPFOR due to high OPTEMPO and unique missions.

b. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration (NARA) approved dispositions per references (y) and (g) to ensure proper maintenance, use, accessibility and preservation, regardless of format or

medium. Refer to reference (h) for Marine Corps records management policy and procedures.

c. Privacy Act. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended (reference (d)) and implemented per reference (e).

d. Forms

(1) All Department of Defense forms mentioned in this Order are available at <http://www.dtic.mil/whs/directives/forms/index.htm>.

(a) DD 2793, "Volunteer Agreement for Appropriated Fund Activities & Non-Appropriated Fund Instrumentalities".

(b) Optional Form 1164, "Claim for Reimbursement for Expenditures on Official Business"

(c) Standard Form 1198A - Direct Deposit Sign-Up Form.

(2) All Navy/Marine Corps Electronic NAVMC forms mentioned in this Order are available at <https://navalforms.documentservices.dla.mil/web/public/forms>.

(a) NAVMC 11652, "Expenditure Request/Reimbursement for Unit & Family Readiness Funds".

(b) NAVMC 11653, "Volunteer Application for USMC Family Readiness Volunteers".

(c) NAVMC 11654, "Unit Personal and Family Readiness Program Authorization".

(d) NAVMC 11657, "Unit, Personal and Family Readiness Program Opt-Out Form".

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.



M. A. ROCCO
Deputy Commandant for
Manpower and Reserve Affairs

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TABLE OF CONTENTS

<u>IDENTIFICATION</u>	<u>TITLE</u>	<u>PAGE</u>
Chapter 1	MARINE CORPS UNIT, PERSONAL AND FAMILY READINESS PROGRAM.....	1-1
1.	Purpose.....	1-1
2.	Core Tenets.....	1-1
3.	Personnel.....	1-1
4.	Support Services.....	1-2
Chapter 2	UPFRP STAFF ROLES AND RESPONSIBILITIES.....	2-1
1.	UPFRP Staff.....	2-1
2.	FRCT.....	2-1
3.	Additional UPFRP Staff.....	2-5
Chapter 3	RESOURCE MANAGEMENT AND ADMINISTRATION.....	3-1
1.	Mandatory Training.....	3-1
2.	DRC Management.....	3-2
3.	Funding.....	3-5
4.	Administration.....	3-9
5.	Records Management.....	3-11
Chapter 4	COMMUNICATION.....	4-1
1.	Responsibilities.....	4-1
2.	Types of Communication.....	4-1
3.	Organizational Communication System.....	4-2
Chapter 5	DEPLOYMENT SUPPORT; READINESS AND RESOURCE SUPPORT.....	5-1
1.	Deployment Support.....	5-1
2.	Readiness and Resource Support.....	5-2
Chapter 6	UPFRP Volunteer Management.....	6-1
1.	Volunteers.....	6-1
2.	Volunteer Management Responsibilities.....	6-1
3.	Duty to Warn.....	6-2
4.	Volunteer Restrictions.....	6-2
5.	Volunteer Reimbursement.....	6-3
Chapter 7	MARINE CORPS RECRUITING COMMAND.....	7-1
1.	Recruiting.....	7-1
2.	UPFRP Training.....	7-1
3.	Staff Roles and Responsibilities.....	7-2
Chapter 8	MARINE FORCES RESERVE.....	8-1
1.	Reserve Component.....	8-1
2.	UPFRP Training.....	8-1
3.	Roles and Responsibilities.....	8-2
4.	Yellow Ribbon Reintegration Program.....	8-5

5.	Fundraising.....	8-6
6.	MFR Reporting Requirements.....	8-6
APPENDIX A	KEY TERMS AND ACRONYMS.....	A-1
APPENDIX B	UPFRP STANDARD OPERATING PROCEDURE.....	B-1
APPENDIX C	UPFRP TURNOVER DOCUMENTATION AUDIT CHECKLIST.....	C-1
APPENDIX D	NAF AUTHORIZED AND PROHIBITED EXPENDITURE GUIDANCE.....	D-1

Chapter 1

Marine Corps Unit, Personal and Family Readiness Program

1. Purpose. The UPFRP supports Marine Corps unit and family readiness by providing a link between unit Commanders, Marines and family members. The UPFRP enables Marines and their family members to navigate the challenges of daily life in the context of military service, enabling commanders to focus on creating ready units.
2. Core Tenets. These are found in Chapters 4, 5 and 6.
 - a. Communication
 - b. Deployment Support
 - c. Readiness and Resource Support
 - d. Volunteer Management
3. Personnel. All unit Marines, FRCT members, UPFRP volunteers, and administrative support personnel are responsible for the UPFRP and its effectiveness as illustrated in Figure 1-1.

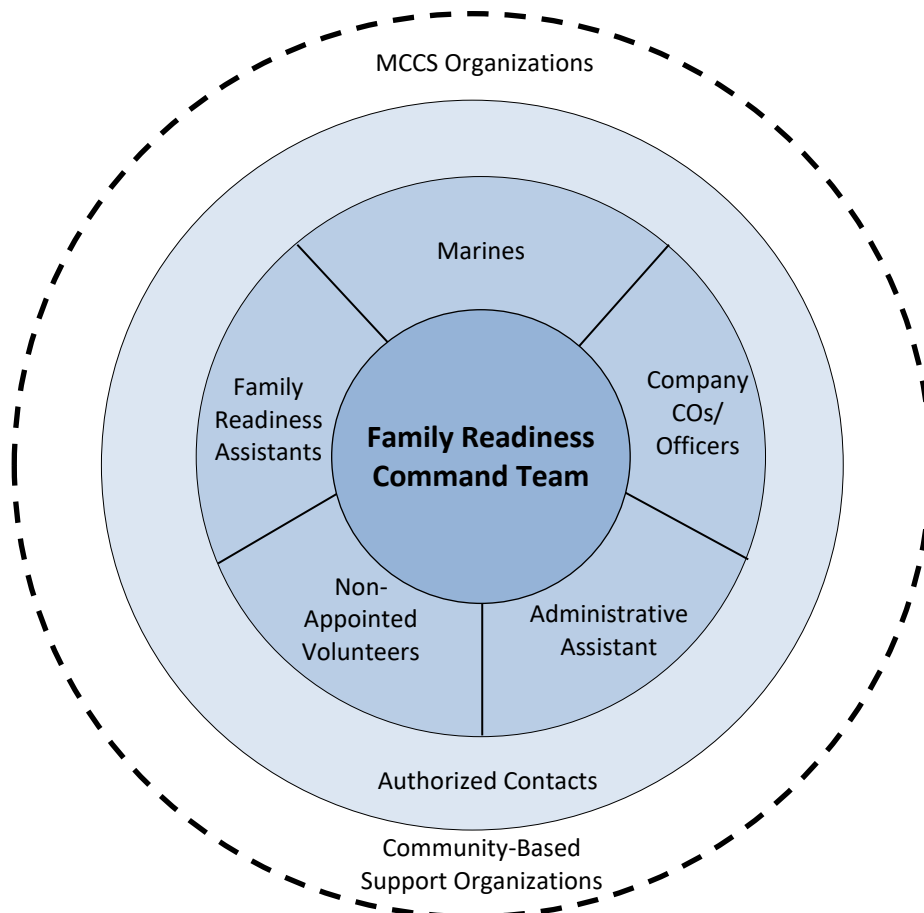


Figure 1-1.--UPFRP Staff

a. FRCT. Required at all commands providing direct support to Marines and family members (Lieutenant Colonel (LtCol), Col, and General Officer (GO)-level commands without a headquarters element providing direct support).

(1) FRCTs guide the UPFRP, reinforcing the relationship between the unit and the services, programs, and training relevant to unit members and their families.

(2) FRCT membership shall include, at a minimum, the unit Commander or Remain Behind Element (RBE) Officer-in-Charge, Executive Officer (XO), SgtMaj/SEA, Chaplain (if assigned), Single Marine Program Representative (SMP Rep), DRC/URC(s). FRCTAs are optional, if appointed shall serve as members of the FRCT. Roles and responsibilities are outlined in Chapter 2 of this Order.

b. DRC/URC. Implements the Commander's UPFRP vision. In partnership with the FRCT, serves as coordinator, facilitator and liaison in support of UPFRP functions, meetings and requirements as identified by the Commander(s).

c. Volunteers. Individuals may apply to serve as UPFRP volunteers. Volunteer roles and responsibilities are outlined in Chapter 2 of this Order.

4. Support Services

a. MCCS shall be the primary supporting entity of the UPFRP and will actively engage with Commanders to provide additional family readiness support.

b. The DRC/URC shall access programs and services offered through sister services, installations, unit, and community-based organizations as needed.

Chapter 2

UPFRP Staff Roles and Responsibilities

1. UPFRP Staff. The UPFRP staff will enhance readiness and support the unit's UPFRP. See Figure 1-1.

2. FRCT. FRCT shall be conducted quarterly at a minimum. The FRCT shall review efforts in support of the four tenets of UPFRP, U&FRF budget, UPFRP Data Tool data, and UPFRP events. FRCT members shall complete the required training as outlined in Chapter 3. Responsibilities of the FRCT members shall include the following:

a. XO and SgtMaj/SEA

(1) Attend the FRCTT with the Commander. If Commander has already taken FRCTT, attend the FRCTT Overview within 60 days of joining command.

(2) Collaborate with the DRC/URC on personal and family readiness matters relating to Marines and family members.

(3) Verify UPFRP turnover documentation when personnel managing the UPFRP requirements change. The audit shall be completed within 14 days prior to departure and within 14 days of new appointment. Additional guidance provided in Chapter 3.

b. DRC, URC, and Command Designated Personnel

(1) DRC

(a) Comply with training requirements as outlined in Chapter 3.

(b) Ensure execution of UPFRP's four tenets within units as directed by Col-level/LtCol-level Commanders.

(c) Provide new Commander(s) with the current posture of the UPFRP within 30 days of assuming command. Brief shall include communication efforts, deployment initiatives, volunteer status, UPFRP readiness trainings, and upcoming unit UPFRP events.

(d) Attend Col-level FRCTT and the FRCTTs for all subordinate units assigned to directly support.

(e) Communicate UPFRP status monthly with Col-level/LtCol-level Commander(s) assigned to directly support.

(f) Serve as staff member to the Commander(s), thus shall report all suspected, alleged, reported, or actual incidents of sexual assault/abuse, domestic violence (including intimate partner abuse/neglect and child abuse/neglect), and suicidal ideations to the Commander. Installation Family Advocacy Program (FAP), the Sexual Assault Response Coordinator (SARC), the local Provost Marshal and/or other appropriate civil authorities shall be notified as per local policy. Refer to references (r) and (s) for additional information. Additionally, in accordance with reference (t), all Marines shall report suspected child abuse or neglect within 24 hours to the appropriate installation FAP.

(g) Coordinate with designated/supporting MCCA, sister service support agencies and other community resources. Leverage resources to support the UPFRP mission.

(h) Serve as the personal and family readiness communication link between the Commander(s) and Marines, and family members.

1. Contact all Authorized Contact(s) identified by the Marine through the NAVMC 11654 or the Authorized Organizational Communication Tool (AOCT) within 30 days of the Marine checking into the unit.

2. Provide official personal and family readiness communication to Marines and Authorized Contacts at least monthly.

(i) Track UPFRP support and services provided. Identify trends and gaps in readiness within assigned units.

1. Submit UPFRP data for each assigned unit monthly to MFZ using the standardized form located on the readiness coordinator SharePoint.

2. Review Data Tool reports in FRCT meetings.

3. Coordinate resources to fill identified trends and gaps.

(j) Collaborate with unit SgtMaj to assist the SMP Rep with the promotion of unit single Marine initiatives and events.

(k) UPFRP volunteers. Additional guidance provided in Chapter 6.

(l) Provide support for all Marines designated as IAs or on Temporary Additional Duty (TAD) throughout their assignment period.

(m) Develop a turnover binder. Additional turnover binder guidance is provided in Chapter 3.

(n) Assist other unit UPFRPs as directed by the Col-level Commander.

(o) Assist Command Inspector Generals in the inspection of UPFRPs outside of DRC's Col-level and subordinate commands as requested.

(p) Attend quarterly installation Marine and Family Program Committee meetings.

(q) The DRC shall not:

1. Deploy or participate in deployment related training exercises away from parent installation or be assigned as the Remain-Behind Element Officer-in-Charge.

2. Perform duties not related to the Commander's UPFRP intent. DRC shall not hold the following positions: Chaplain, SARC, Substance Abuse Control Officer (SACO), Sexual Assault Prevention and Response (SAPR) Victim Advocate (VA), Unit Financial Advisor, legal officer or serve in a protocol officer capacity.

3. DRC/URC, FRCTA and FRA shall not be involved in the role of counselor, social worker, therapist or financial educator; professional boundaries shall be maintained.

4. Have a role in the casualty notification process. Any unsolicited communication received or passed by the DRC that is deemed necessary by the Commander shall be channeled through the Casualty Assistance Calls Officer (CACO). The DRC shall coordinate with the CACO in all matters associated with the personal affairs of the deceased Marine, Primary Next of Kin (PNOK) or Secondary Next of Kin (SNOK) as defined in reference (1).

5. Manage or collect information for the unit's social rosters. Social rosters are not the responsibility of the UPFRP.

(2) DRC (MCR). Civilian staffed at the Marine Corps District (MCD), DRC will focus on the unique challenges associated with independent duty and the recruiting mission. See Chapter 7 for additional roles and responsibilities.

(3) DRC (MFR). Civilian staffed at a MFR region, DRC will focus on the challenges associated with independent duty in remote locations, as well as provide additional resource and deployment assistance to SMCR and Individual Ready Reserve (IRR) Marines and family members. See Chapter 8 for roles and responsibilities.

(4) URC in the OPFOR. Commanders may appoint/assign in writing a URC to assist with the implementation of the UPFRP. The URC is not a confidential billet, and collateral duty billets requiring confidentiality shall be considered prior to appointment/assignment.

(a) URCs supporting OPFOR commands shall serve in a supporting role to the unit's assigned DRC. The DRC shall be the primary point of contact for communication with families and serve as the primary liaison for deployment support.

(b) Shall be a unit member in the rank of E-5 or above.

(c) Comply with training requirements outlined in Chapter 3.

(d) May assist with any of the duties identified for the DRC.

(e) URCs shall not:

1. Serve as the primary point of contact for communication with families.

2. Serve as the primary liaison for deployment support.

(5) URCs and Command Designated Personnel within the Supporting Establishment. Commander may assign program responsibilities to one or more personnel in the rank of E-5 or above within the unit and/or appoint a unit member in the rank of E-5 or above to serve as a URC. DRCs are not authorized within the supporting establishment. URCs are authorized at any unit type. The URC is not a confidential billet, and collateral duty billets requiring confidentiality shall be considered prior to appointment/assignment.

(a) Comply with training requirements as outlined in Chapter 3.

(b) Provide family readiness support to Marines and family members, to include communication, readiness and resource support, and volunteer management as detailed in Chapters 4, 5, and 6.

(c) Coordinate pre-deployment training for IAs and family members.

(d) Serve as the personal and family readiness communication link between the assigned Commander(s) and the Marines, and family members.

(e) Coordinate with installation M&FP Director, sister service installation resources, and other community resources to support Commander's intent and goals.

(f) Track UPFRP support and services provided, and identify trends and gaps in readiness within the unit.

1. Submit UPFRP data monthly to MFZ using the standardized form located on the readiness coordinator SharePoint.

2. Review Data Tool reports in FRCT meetings.

3. Coordinate resources to fill identified trends and gaps.

(g) Communicate UPFRP status monthly with Commander.

(h) Appointed URCs serve as staff members to the Commander, thus shall report all suspected, alleged, reported, or actual incidents of sexual assault/abuse, domestic violence (including intimate partner abuse/neglect and child abuse/neglect), and suicidal ideations to the Commander. Installation FAP, SARC, the local Provost Marshal and/or other appropriate civil authorities shall be notified as per local policy. Refer to references (r) and (s) for additional information. Additionally, in accordance with reference (t), all Marines shall report suspected child abuse or neglect within 24 hours to the appropriate installation FAP.

c. Chaplain (if assigned)

(1) Attend the FRCTT with the Commander. If Commander has already taken FRCTT, attend the FRCTT overview within 60 days of joining command.

(2) Offer timely and relevant support on issues impacting the UPFRP.

(3) Attend unit-specific functions where a chaplain's brief is encouraged, such as a unit L.I.N.K.S. workshop and pre/post deployment briefs.

d. SMP Rep

(1) Attend the FRCTT with the Commander. If Commander has already taken FRCTT, attend the FRCTT overview within 60 days of appointment.

(2) Provide personal and family readiness feedback to the FRCT from the unit's single Marines.

(3) Assist in coordinating UPFRP training and outreach opportunities for the unit's single Marines.

e. FRCTA(s). Spouses, designated parents or extended family members of the unit, a Service Member or civilian employee of the unit representing a specific population of the unit, e.g., single parents or dual military family members. FRCTAs may serve as episodic volunteers to further support the program.

(1) Appointed by the Commander.

(2) Identified as an Authorized Contact on the NAVMC 11654 or on the AOCT if not a member of the unit.

(3) Comply with all training requirements as outlined in Chapters 3, 7 and 8.

(4) Undergo the application, selection, and appointment process by the Commander.

(5) Serve a minimum assignment of one year. At any time, the FRCTA appointment may be terminated by the Commander or the volunteer and the volunteer may choose to support the unit in a non-appointed capacity. FRCTA appointments are non-transferrable between units.

(6) Work in collaboration with the FRCT in the execution of the Commander's vision and intent, with focus on support, advocacy, and mentorship.

(7) Serve on the FRCT and participate in FRCT planning and assessment activities as determined by the Commander.

(8) Attend UPFRP meetings as directed by the Commander.

(9) Attend UPFRP-related functions as deemed appropriate by the Commander, such as pre, mid and post-deployment events, family days, etc.

(10) Share UPFRP-related authorized communications as directed by the command. Additional guidance is provided in Chapter 4 and Appendix C.

(11) The FRCTA(s) shall not:

(a) Have access to classified or sensitive unit information. Examples of such information includes: specific troop movement dates and locations, legal action on a Marine or his or her family member, and sexual assault incidents, or any protected medical information.

(b) Pass official communication to Marines or Authorized Contacts in place of or on behalf of the Commander or DRC/URC.

3. Additional UPFRP Staff

a. Company Commanders/Officers in Charge. Coordinate and collaborate with the DRC/URC and/or FRCT to ensure Marines, family members and Authorized Contact(s) are supported by the UPFRP.

b. RO and ARO approve the execution of the U&FRF in accordance with reference (c). See chapter 3 for additional funding guidance. Appoint in writing a RO and ARO to approve the execution of U&FRF in accordance with reference (c).

c. Marine

(1) Married Marines shall/single Marines should provide Authorized Contact information within 30 days of reporting to command and if contact information changes, e.g., address, phone number, or email.

(a) Submit completed NAVMC 11654 or NAVMC 11657 to the DRC/URC or designated command representative.

(b) Update Authorized Contact information in the AOCT.

(2) Communicate with DRC/URC or small unit leaders to ensure family members and Authorized Contact(s) are supported by the UPFRP.

d. Administrative Assistant. If assigned, works directly with the DRC/URC.

(1) Shall be a Service Member of the command, can be any rank and may be assigned on a full-time primary duty or a part-time collateral duty basis depending on the needs of the command.

(2) Conduct administrative functions related to the UPFRP.

e. FRA(s). Marine, civilian employee, spouse, designated parent(s) or extended family member(s) of a unit Marine. May simultaneously serve in an event-driven capacity to further support the program.

(1) Appointed by the Commander.

(2) Identified as an Authorized Contact on the NAVMC 11654 or on the AOCT if volunteer is not a member of the unit.

(3) Comply with all training requirements as outlined in Chapters 3, 7, and 8.

(4) Undergo the application, selection, and appointment process.

(5) Serve a minimum assignment of one year. At any time the FRA appointment may be terminated by the Commander or the volunteer, and the volunteer may choose to support the unit in a non-appointed capacity. FRA appointments are non-transferrable between units.

(6) Work under the guidance and direction of the DRC/URC in the execution of the Commander's vision and intent.

(7) Provide insight into military lifestyle challenges, feedback from unit family members, and perspective on the readiness of family members within the unit.

(8) Assist with welcoming new unit family members.

(9) Assist with Readiness and Resource Support.

(10) Attend UPFRP-related functions as deemed appropriate by the Commander, such as pre, mid and post-deployment events, unit picnic/events, etc.

(11) Disseminate UPFRP related authorized communications as directed by the command. Additional guidance is provided in Appendix C.

(12) FRA(s) shall not:

(a) Have access to classified or sensitive unit information. Examples of such information include: specific troop movement dates and locations, legal action on a Marine or family member, and sexual assault incidents, or any protected medical information.

(b) Pass official communication to Marines or Authorized Contacts in place of or on behalf of the Commander or DRC/URC.

f. Non-Appointed Volunteers. Assist with the planning, coordination and execution of unit training events, UPFRP events, and unit morale events. These events include, but are not limited to: holiday parties, unit family days, pre, mid and post deployment events, or family readiness-themed unit training events.

(1) Work under the guidance and direction of the DRC/URC in the execution of the Commander's vision and intent.

(2) May serve in event driven activities and/or participate in impact volunteer opportunities as needed by the command and/or unit.

Chapter 3

Resource Management and Administration

1. Mandatory Training. FRCT members and FRAs shall meet training requirements set forth by MFZ.

a. A training matrix listing required/recommended training of the FRCT is illustrated in Figure 3-1:

	Family Readiness Command Team Training	FRCTA/ FRA Training	L.I.N.K.S. for Spouses	PII & OPSEC (Annual Requirement)	Volunteer Management	Passport to Volunteering
CO, XO, SgtMaj, Chaplain, Single Marine Rep	Within 60 days					
Family Readiness Command Team Advisor (FRCTA)	Within 60 days	Within 60 days	Within 90 days	Within 45 days	Within 90 days	Within 90 days
Family Readiness Assistant (FRA)		Within 60 days	Within 90 days	Within 45 days	Within 90 days	Within 90 days

Required
Recommended

Figure 3-1.--Training Matrix for Active Duty Component

b. All FRCT members shall attend Marine Corps Family Team Building (MCFTB) facilitated FRCTT.

(1) Attend with Commander within 60 days of change of command.

(2) FRCT members joining command after FRCTT has been provided shall attend the condensed FRCT Overview.

c. Appointed FRCTAs and FRAs are required to attend FRCTA/FRA and L.I.N.K.S. one time. A resource refresher training shall be attended at each installation for which the FRCTA/FRA volunteers. The FRCTA/FRA shall provide copies of their prior training certificates to the unit when appointed to avoid attending the training again.

d. A training matrix listing required/recommended training for the DRC/URC is illustrated in Figure 3-2:

	DRC/URC Training	L.I.N.K.S. for Spouses (Full Session)	LifeSkills (Full Trainings)	PII & OPSEC (Available on Ethos)
Deployment Readiness Coordinator (DRC)	Within 30 days	Within 90 days	Within 90 days	Annual Requirement
Recruiting & Reserve DRCs*	Within 60 days	Within 90 days	Within 120 days	
Uniformed Readiness Coordinator	Within 60 days	Within 90 days	Within 120 days	
		Required	Recommended	

Figure 3-2.--Training Matrix for DRC/URC

e. DRC/URC shall complete any additional training requirements identified by the Commander, local HR, or HHQ Commander. MCCS training can be found on the Ethos at <https://usmc-mccs.csod.com>, to include PII/OPSEC training.

f. DRCs located more than 60 miles from a Marine Corps installation follow the Recruiting and Reserve DRC timeline.

g. MCFTB shall provide all UPFRP trainings.

h. UPFRP trainings may be completed in person or online (if applicable).

i. DRC/URC shall maintain proof of completion for required trainings for all FRCT members and FRAs.

2. DRC Management. DRCs are guided by USMC HQ personnel policies.

a. Hiring process shall include:

(1) Initiation through the assigned MCCS HRO using the applicable DRC position description. Additional information regarding the administrative procedures for hiring a NAF civilian is found in reference (j).

(2) Command Team participation in interviewing and hiring the DRC. Only federal employees, such as military members of the command or DoD employees, are authorized to participate in the interview process, including reviewing applications, rating and ranking applicants, participating on the

interview panel, or screening applicants. Commander selects the most qualified candidate. HRO offers employment to potential employee.

(3) MCCS HRO shall:

(a) Assist Commander on hiring and management of DRC, to include:

1. Required supervisor training
2. PeopleSoft training
3. Ethos training
4. Annual performance review process

(b) Coordinate with Col-level Commander for NAF DRC billet recruitment.

(c) Coordinate with Col-level Commander for screening of DRC positions.

(d) Conduct all hiring actions including, but not limited to initial offers of employment, subsequent negotiations of employment, and necessary background checks. Commander is not authorized to offer employment to potential employees.

(4) All new NAF employees are hired as probationary employees for a period of one year.

(5) Relatives, including: immediate family members, spouse, parent, or dependent children are ineligible for employment as a DRC in the same unit to which the Marine is assigned. If a Marine transfers to a unit where an immediate family member is the DRC, the local HRO shall reassign the DRC to another unit when a DRC billet vacancy occurs.

b. Security Clearance Eligibility and Sensitive Duties. DRCs who require access to classified information as determined by their Commander will be processed for the appropriate investigation, Access National Agency Check Inquiries/Single Scope Background Investigation by their command security manager at the time of initial employment.

c. DRC Timekeeping. Is a shared responsibility between the DRC and Commander(s).

(1) At least one command-level representative, in addition to the Commander, shall be identified in writing to approve the DRC timesheet.

(2) MCFTB, Marine and Family Programs representatives, or MCCS shall not approve DRC timesheets.

(3) DRCs are expected to work a regular 40 hour pay period. Alternative work schedules shall be approved by an appropriate authorizing official. In instances where Marines are granted administrative time off during normal duty periods, DRCs are still expected to work, or alternatively, take leave.

(4) NAF DRC timekeeping and payroll is an audit item under Marine Corps Non-Appropriated Fund Audit Service (MCNAFAS).

d. Personnel Costs

(1) Appropriated Funds (APF) is budgeted to the servicing MCCA to fund personnel costs (pay, benefits and required training) for DRCs. Commander may financially support relevant professional development courses not offered by MCCA.

(2) TAD expenses shall be borne of the command requesting the DRC to travel.

e. Performance

(1) Initial Guidance. Col-level Commander and supported LtCol-level Commander(s) shall address performance expectations and solidify written performance goals with the DRC within 30 days of assumption of command or hiring a new DRC.

(2) Performance Appraisal and Incentives

(a) Directly supported Commander(s) will establish DRC's performance goals, and conduct mid-year review and annual appraisal in accordance with local or assigned MCCA HR policy. This responsibility may be delegated by direction of the supported Commander(s).

1. If DRC supports more than one unit, the Commanders shall collaborate in the writing/development of the performance goals and performance reviews.

2. Directly supported Commander(s) will be the rater, Col-level Commander will be the reviewer.

3. Supervisory circumstances outside of the aforementioned staffing structure shall be coordinated with the supporting MCCA HRO.

(b) Commander may award performance pay increases, bonuses, and time off awards for acceptable or higher-level performance, subject to guidance provided from Director, MF and within command budgetary limitations.

(3) Performance Issues. Local or assigned MCCA HR or APF HR offices may have amplifying directives or procedures on performance matters that must be followed for all NAF and APF employees at the installation.

(a) Commander shall consult with the supporting HR activity prior to issuing a written counseling, or taking action to discipline or terminate a DRC.

(b) Commander shall counsel or discipline civilian employee who either fails to perform his or her duties or exhibits conduct that adversely impacts his or her ability to perform his or her duties, in accordance with personnel policies, references (j) and (x).

1. Unsatisfactory employee performance or conduct can lead to disciplinary actions that include official reprimands, suspensions, or terminations.

2. Commander retains sole authority to effect disciplinary action on the DRC, to include termination, with justification supported by written and documented counseling.

3. A non-probationary NAF DRC will follow the unit's operational chain of command when forwarding appealable disciplinary actions. The first appeal step being the next higher level commander than the disciplinary action deciding official and the second, and final, step appeal being the Director, MF.

3. Funding. U&FRF intended to support unit MWR needs including educational, recreational, and social UPFRP activities.

a. Funding Allocations

(1) Commands aboard USMC installations

(a) Per HQMC U&FRF guidance, the installation MCCA will allocate NAF quarterly based on command reported onboard unit troop strength from the Marine Corps Total Force System, including Sailors or other Service Members assigned to the unit in support of the Marines.

1. NAF support is locally generated NAF and is independent of, and not contingent upon any funding budgeted from Business and Support Services Division (MR).

2. Allocations are provided to active and reserve units home-based on Marine Corps installations.

(b) U&FRF will be provided for IAs included in a command's onboard troop strength report. U&FRF for permanent detachments is also provided by the MCCA Accounting Office (AO).

1. Units, detachments (other than permanent detachments) and deployed units shall be supported by their parent installation. U&FRF from the parent command shall be transferred to the gaining command if applicable. When determining the amount of funds to be transferred, commands shall consider the length of time the Marine will be TAD, whether or not the dependent family plans to remain co-located with the unit or installation and if the gaining command is capable of accepting the funds.

2. Commander will coordinate deployed funds through the parent installation MCCA AO.

(c) U&FRF budgets shall reflect annual personal and family readiness programs and events that support all members of the unit, their family members. Commands will apportion available U&FRF monies among the following three areas.

1. Educational Activities. UPFRP training-related events.

2. Recreational Activities. Recreation and morale events.

3. Social Activities. Unit events, which equitably support the UPFRP population. No more than 25 percent of the unit's annual U&FRF may be expended on the Marine Corps Birthday Ball.

(d) Execution of U&FRF must be in compliance with HQMC policy as specified in reference (c).

(e) Funds allocated to one unit may be transferred to another unit for joint efforts in support of the UPFRP with mutual consent of the Commanders.

(f) Childcare costs may be borne by the unit as directed by the Commander.

(2) Commands aboard Sister Service Installations. Joint commands are those Marine Corps units residing on sister service installations. Distribution of these funds is provided by the host service based on reference (n). Funds available to these units are as follows:

(a) NAF. NAF shall be provided by the host service or executive agent in accordance with host service unit fund policies. Host services are directed to provide equitable funds or services to all units.

(b) APF. Units categorized as Joint Commands shall receive APF from Director, MF via the appropriate chain of command. The total amount of APF received will be dependent on the amount of NAF received by the host installation. Units must request the APF through their chain of command to MFZ.

(3) Independent Duty Commands. Independent Duty Funds (IDF) are provided to commands in support of UPFRP for active duty Marines who are permanently assigned to units detached from command elements, are not tenant activities located aboard military installations or other DoD owned property, and are not supported by separate DoD regulation or inter-service agreement. Commands include: Inspector and Instructor (I-I) staffs, MCRC sites, MCESG units and other commands determined as remotely located from USMC or DoD installations and defined as independent duty by the MCCA Board of Directors.

(4) Reserve Commands. Funds allocated to these units must be used to support Marines and family members attached to these units. The Reserve Commander and/or designated representative must approve the execution of these funds. Funds available to these units are as follows:

(a) NAF. Reserve units shall be provided allocations by Director, MF to be used only in support of family days.

(b) APF. The only APF authorized for use in support of the UPFRP is APF funds identified in the unit's APF budget.

(c) YRRP Funds. Reserve units may access APF funding to support Marine and family attendance to Yellow Ribbon Reintegration Program (YRRP) events. Chapter 8 provides detailed guidance on the YRRP.

b. Funding Administration

(1) Each Commander receiving funds in support of UPFRP is responsible for receipt, oversight, budget, and execution of all expenditures of U&FRF.

(2) The RO and ARO are appointed by the Commander and must complete the designated/supporting MCCA U&FRF training.

(3) Execution of the U&FRF is regulated by appropriate guidance including reference (c).

(4) Accountability for the proper use of U&FRF will be monitored through routine MCNAFAS audits.

(5) Ensure U&FRF are expended with prudence so as to benefit the greatest number of personnel and that all expenditures are properly authorized, planned, and executed.

(6) NAF authorized and prohibited expenditures in support of UPFRP can be found in the reference (c) and Appendix E.

(7) The command shall maintain documentation of budgets, expenditures, and allocations for four (4) years plus the current year per reference (g). Documentation shall be provided to the appropriate MCCS AO as required.

(8) The NAF fiscal year begins 1 February and ends 31 January with a 15 day leeway authorized for beginning and ending dates as identified annually in the NAF Budget Guidance provided by MR. U&FRF must be used in the year provided. NAF U&FRF will rollover each quarter until the end of the NAF fiscal year, at which time excess funds will be withdrawn unless designated with written exception from the installation/MFR Commander.

(9) The command may be authorized to use a Government APF Purchase Card, MCCS NAF Purchase Card, or unit U&FRF debit card within delegated limits per reference (o).

(10) Commander has the fiduciary responsibility for the U&FRF whether accessed by debit card or other processes, and whether spent by the Commander or by a designee.

(11) Procurement of goods and services may be made from installation activities or the private sector. Procurements are subject to the governing APF or MCCS procurement policy.

(a) Command shall submit a purchase request to the local or assigned APF or MCCS procurement office for requirements exceeding designated thresholds. Requirements shall not be split to avoid this dollar limit.

(b) In accordance with reference (c), any goods and services procured from MCCS direct operations using U&FRF will receive a 10 percent discount from the activity.

(12) Command shall maintain an inventory log of UPFRP supplies and equipment (if applicable).

(13) Command shall work through the NAF contracting process to procure items from non-governmental entities for services requiring a contract, leases and rental.

(a) MCCS NAF procurement policies must be followed when purchasing direct and overhead expense items that could result in a contract for ongoing service agreements.

(b) No member of the unit is authorized to enter into any contractual agreement with a non-government entity for goods or services. The RO must coordinate with the supporting regional procurement office, regional contracting office, or an APF procurement office for any goods or services requiring support by a warranted contracting officer which includes the following: any requirement needing a signed contractual agreement, including but not limited to: face painters, clowns, catering and rental agreements; construction over \$2000; services over \$2500; and any requirements over \$5000. Should commands request NAF contracting support from an APF procurement office, fees for services may be requested.

c. Funding Execution Methods

(1) Debit Cards. U&FRF may be accessed via debit cards provided by a local MCCS bank account. The Commander has fiduciary responsibility for U&FRF and will retain, and be responsible for all U&FRF debit cards. The RO shall have electronic surveillance of the account to ensure adequate monitoring of funds.

(2) Advance and Reconciliation. The RO may request advance monies from the current fiscal year's funds from the designated/supporting MCCS U&FRF administrator.

(3) Reimbursement for MCCS NAF. Receipts and a completed copy of NAVMC 11652 may be submitted for reimbursement within 10 working days of expenditure. The Commander must acknowledge approval through signature or email for reimbursement requests totaling more than \$500. This option is not applicable to IDF and Reserve Duty Funds.

(4) Internal Transfer for NAF. The unit may negotiate a party contract with an installation MCCS activity to be funded via internal U&FRF transfer. The unit shall forward the completed contract to the MCCS NAF finance office accompanied by a completed NAVMC 11652 and the request for internal transfer.

d. Fundraising. Individual Marine units may hold fundraising events on DoD installations to augment unit funds subject to local regulations and compliance with requirements of reference (c).

(1) Units may not conduct raffles as fundraising activities.

(2) Units located on a Marine Corps installation shall deposit all money raised into the unit's MCCS cost center.

(3) Authorized fundraising revenue does not expire at the end of the fiscal year but are subject to the same authorizations and restrictions of U&FRF.

(4) Units located off a Marine Corps installation shall contact their local Staff Judge Advocate Office for guidance.

e. Unsolicited Donations. UPFRP personnel do not have gift acceptance authority and shall not accept unsolicited donations/gifts. Unsolicited donations are authorized as a funding source regardless of the location of the unit, but may be accepted only in compliance with the Department of the Navy and Marine Corps gift acceptance processes. The supporting Staff Judge

Advocate should be contacted in all cases concerning offers of gifts or donations of money or in-kind goods.

f. Solicitation. During official UPFRP functions, marketing and solicitations by individual units (including donation requests) and commercial advertisements/displays are prohibited. Seeking contributions from command personnel and their family members for potluck dinners at UPFRP events is permitted. UPFRP personnel, including volunteers, are prohibited from endorsing or giving the appearance of an endorsement of non-federal entity or commercial products and/or services. This does not preclude the unit may request commercial sponsorship through the MCCS commercial sponsorship representative where available.

g. Commercial Sponsorship. Commercial sponsorship is the act of providing assistance, funding, goods, equipment (including fixed assets), or services to MCCS MWR program(s)/event(s) by an individual, agency, association, company or corporation or other entity (sponsor) for a specific (limited) period of time, in return for public recognition or advertising promotions. Reference (c) and local policies govern commercial sponsorship.

(1) UPFRP activities are eligible for commercial sponsorship, however the command is not.

(2) Unit personnel, employees and volunteers may not solicit or accept commercial sponsorships, but shall coordinate with the MCCS Commercial Sponsorship Coordinator for support.

(3) All commercial sponsorship solicitations shall be done via the MCCS Commercial Sponsorship Coordinator or the sister service commercial sponsorship coordinator where available.

(4) Availability of commercial sponsorship is dependent on capacity of the Marketing Office and generosity of sponsors.

h. Family Readiness Volunteer Reimbursements. Subject to U&FRF availability, reimbursements that have been preapproved by the Commander for child care, mileage, tolls and parking will be authorized for UPFRP volunteers providing services under a signed DD Form 2793.

i. Government Printing and Government Supply System. Government printing and supply systems are authorized for UPRFP.

4. Administration

a. Unit Event Planning. Unit events are a command responsibility with an Action Officer and a team of unit personnel and volunteers.

(1) Unit personnel and unit volunteers collaborate in the planning and execution of unit events.

(2) RO/ARO provide U&FRF support as directed by the Commander.

b. UPFRP Data Tool. The data tool provides insight into the current family readiness trends within the unit so that the FRCT can equip the Marines and family members with the necessary training, education and resource opportunities.

(1) UPFRP data reports shall be briefed during FRCT meetings.

(2) UPFRP data shall be tracked and submitted monthly to MFZ, HQMC using the standardized UPFRP Data Tool form located on the Readiness Coordinator SharePoint site at <https://ehqmc.usmc.mil/sites/mfz/upfrp/fro>.

c. Turnover Binder(s) shall be updated annually. Both a hard copy and an encrypted electronic copy posted on the unit SharePoint site or unit share drive shall be maintained. The binder shall include:

(1) Logistical information such as access to the building, location of keys, location of UPFRP supply storage, list of security requirements, office and cell phone instructions.

(2) Daily, weekly, monthly, quarterly and annual battle rhythm.

(3) DRC training requirements.

(4) SOP including information for: check-ins; communication plan; welcome aboard package; funds management; records retention requirements; personal and family readiness professional military education; volunteer management.

(5) Social media administrator information.

(6) Sample letters to include appointment letters for RO, FRCTA, and FRA; DRC/URC's welcome letter to new Authorized Contacts; and CO's policy statement.

(7) UPFRP functional area inspection checklist.

(8) SharePoint access instructions for both HQMC and the unit.

(9) List of points of contact (POC) for unit, installation and community-based resources.

(10) Roster of UPFRP volunteers, training certificates, Volunteer Agreement forms, Volunteer Applications, and appointment letters.

(11) Location of the Authorized Contacts distribution list.

(12) U&FRF account information to include debit card location, copy of yearly budget, RO/ARO appointment letter(s), location of U&FRF binder, and previous expenditure requests, reports and receipts.

(13) Master copies of UPFRP NAVMCs and forms to include NAVMC 11654; NAVMC 11657, Volunteer Application for USMC Family Readiness Volunteers (NAVMC 11653); Volunteer Agreement (DD Form 2793), Expenditure Request/Reimbursement for Unit & Family Readiness (NAVMC 11652), recreation check-out form, entertainment contract requests, MCCS training/brief request, and unit routing sheet.

(14) Calendar of UPFRP events.

(15) Resources, directives, and guidance relevant to the maintenance of UPFRP (or URL links to).

(16) Copies of signed command UPFRP turnover documentation audits from previous two audits.

(17) FRCT notes or minutes for previous two years.

5. Records Management. UPFRP records, including those subject to the Privacy Act, shall be maintained in accordance with reference (h).

a. UPFRP Records. Maintain and make readily available for inspection purposes, all UPFRP records completed by the Marine, spouse, and/or volunteer. Records shall be in a hard copy and/or a digital format.

b. Rosters. The command will follow DoD and USMC policy for protecting PII when rosters containing personal information for Marines, and family members, are created or maintained.

(1) Official UPFRP rosters are established and maintained by the unit and shall be used for facilitating UPFRP only.

(a) Shall not be used to generate any other listing to include, but not limited to: childcare rosters for non-family readiness purposes, business/customer roster solicitations or potential volunteers for other organizations, no matter how worthy the organization may be (churches, military relief societies, etc.).

(b) Personal use of UPFRP rosters is prohibited.

(2) Social Rosters are not the responsibility of the UPFRP. Participation in social events is optional and not sponsored by the UPFRP. CO/SgtMaj/SEA spouses may access the unit social roster through the chain of command, not a DRC or URC.

c. UPFRP Turnover Documentation Audit. The audit is to ensure continuity and durability of UPFRP support during DRC/URC personnel turnover. An audit checklist is provided in Appendix D.

(1) DRC/URC shall ensure UPFRP turnover documentation is complete and available upon checking out of a unit.

(2) XO/SgtMaj/SEA will validate and sign the audit upon completion. Documentation shall include at a minimum a review of the following:

(a) Completed turnover binder.

(b) U&FRF records to include budgets, maintenance of receipts and registers, expenditure records and a fiscal SOP.

(c) Authorized Contacts distribution roster and/or electronic location (if applicable).

(d) Completed NAVMCs 11654 and 11657.

(e) Calendar of upcoming UPFRP events and relevant meetings, such as readiness and deployment events/dates, volunteer meetings, staff meetings, etc., and action items associated with each.

(f) Inventory and location of UPFRP supplies and equipment (if applicable).

(3) DRC/URC shall review the UPFRP turnover documentation within 14 days of assuming the DRC/URC role and ensure the XO/SgtMaj/SEA validates the audit.

(4) Copies of the previous two audits shall be maintained in the UPFRP turnover binder.

Chapter 4

Communication

1. Responsibilities. The unit is responsible for timely and accurate distribution of both official and authorized communication. Communication shall be sent at least once per month.

a. Any tool within the Organizational Communication System (OCS) may be used to disseminate information, to include: AOCT, emails, newsletters, mail, command approved social media outlets, unit intranet, phone calls, and face-to-face within the guideline of this Order.

b. A communication plan shall be included in the Commander's UPFRP SOP. The communication plan shall include:

(1) Explanation of all communication tools used in distributing UPFRP information, the frequency, and conditions of use.

(2) Explanation of restrictions for communication and restrictions within communication mediums, i.e. social media limitations.

(3) Guidance and limitations for communication from FRCTA(s)/FRA.

(4) Crisis communication guidance which will include:

(a) Types of crises, including but not limited to, natural disaster, active shooter, death of a Service Member, unit mishap, or elevated threat condition.

(b) Procedures for communication flow from the Commander to the Authorized Contact(s).

(c) Approval process for distributing information.

(d) DRC/URC roles (if applicable), including limitations in assisting the family members during and after the crisis.

(5) Additional guidance is provided in Appendix C.

c. Upon notification of a unit Marine's death:

(1) Cease UPFRP communication with family members of the deceased Marine, unless the family requests continued communication through the CACO or Long Term Assistance Program (LTAP) representative.

(2) Ensure suspension of all automated or manual notifications to individuals identified by the deceased Marine as Authorized Contact(s).

(3) Follow up with CACO or LTAP to determine if additional support from the UPFRP is requested.

2. Types of Communication

a. Official communication. Unit specific information or a message sent on behalf of, or with the approval of the Commander.

(1) Provided only to those listed on the NAVMC 11654 or the AOCT authorized to receive command information.

(2) If the unit is in a deployed status, official communication should be sent at least twice a month.

(3) May be disseminated via the AOCT, email, mail, newsletters, verbally or phone. Social media is not an authorized tool for disseminating official communication.

(4) Disseminated by the DRC/URC.

b. Authorized communication. Information on unit morale events, resources and programs that promote personal and family readiness and is in alignment with the Commander's UPFRP vision.

(1) Messages shall be sent no more than once a week, unless more frequent communication is deemed appropriate by the Commander.

(2) May be sent via any of the tools within the OCS.

(3) Disseminated by the DRC, URC, FRCTA, or FRA who has completed PII and OPSEC training and as directed by the unit Commander.

c. Unofficial communication. Information related to non-UPFRP social events or other events that are not inclusive of everyone within the unit (e.g. Officer Spouses' coffee groups, home-based business parties, social events, etc.). Information from NAVMC 11654 and the AOCT is not authorized for unofficial communication. Unofficial communication is:

(1) Not sponsored by the unit/command UPFRP.

(2) Not disseminated by the DRC/URC.

d. Authorized Contacts. Only individuals identified by the Marine on the NAVMC 11654 or within the AOCT will receive official UPFRP communication. The Marine is responsible for accurately inputting and updating any information for UPFRP contact(s) on the NAVMC 11654 and the AOCT.

3. Organizational Communication System

a. Within 30 days of checking into a new unit, all Marines, single or married, shall complete the NAVMC 11654 or update the Authorized Contact information into the AOCT.

(1) If the Marine is married, the spouse must be identified on the NAVMC 11654 or in the AOCT.

(2) Single Marines are encouraged to provide at least one Authorized Contact on NAVMC 11654 or within the AOCT.

(3) Spouses declining participation in the UPFRP shall complete a NAVMC 11657 which shall be maintained with the unit's DRC/URC.

b. Within 10 days of filing a change in dependent status (marriage or divorce) with unit's administrative office, the Marine shall complete and

submit to the DRC/URC a NAVMC 11654, NAVMC 11657 if requested by spouse, or update information within the AOCT.

c. AOCT. MOL Family Readiness Module is the Marine Corps' enterprise-wide communication application that is funded, managed, and monitored by MFZ in support of the UPFRP program.

(1) DRC/URC shall have access and administrative rights to the MOL Family Readiness Module for all assigned units.

(2) DRC/URC is encouraged to distribute official and authorized communication via the AOCT.

(3) Marine shall ensure his or her Authorized Contacts within the AOCT are current.

(4) MOL Family Readiness Module training for administrators can be found at:
<https://eis.usmc.mil/sites/missa/knowledge/Training%20Content/Home.aspx>.

d. Social Media. Information disseminated on all sites shall follow OPSEC requirements contained in reference (p) and the guidance provided in the U.S.M.C. Social Media Principles located at:
[www.hqmc.marines.mil/Portals/61/Docs/Social-Media-Handbook REVISED.pdf](http://www.hqmc.marines.mil/Portals/61/Docs/Social-Media-Handbook%20REVISED.pdf).

(1) Official unit sites must be registered through the Corps' Social Media page at <http://www.Marines.mil/socialmedia>.

(2) Unit Security Manager and unit CommStrat and Operations Officer shall have oversight and provide guidance to the DRC/URC for all unit social media content. The following shall be approved prior to posting:

(a) All photographs including unit members in uniform.

(b) All postings related to deployment and training information.

(c) All postings related to unit events including date, time or location of the event.

(3) Should complement communication efforts, not replace the use of the AOCT, email, newsletters or telephone.

e. Newsletters. The unit may develop a newsletter either in hard copy or electronic format.

f. Email. Email is authorized as a way of disseminating information to Marines and Authorized Contact(s).

(1) Obtain a Privacy Act release prior to adding a family member's email address to a unit's contact email roster.

(2) All emails sent use the blind carbon copy (bcc) line for all email addresses of Authorized Contacts.

(3) A Marine's official email address (e.g. name@usmc.mil, name@us.navy.mil) is used on the 'to' or 'carbon copy' (cc) line.

(4) A Marine's personal email address is only included in the bcc line with all other personal email addresses.

(5) All emails sent in support of the UPFRP include the following disclaimer: "Information is distributed in this email as information of common interest for military members and their family members/contacts. Use of this information does not advertise nor imply endorsement of any commercial activity or product by the Department of the Defense, U.S. Marine Corps or this command."

(6) All emails sent in support of the UPFRP include a signature block with at least the following:

(a) Name

(b) Official position/title (e.g. 1st Marine Regiment Deployment Readiness Coordinator, School of Infantry Uniformed Readiness Coordinator)

(c) Email and/or phone number

g. Official Mail. Authorized per the postal guidelines contained in reference (q).

h. Non-Federal Entities (NFE). Resources and support agencies not affiliated or controlled by the Federal Government.

(1) Local Staff Judge Advocate shall be contacted prior to posting or linking to NFE information for a cursory review of the NFE to ensure association does not reflect unfavorably on the Marine Corps.

(2) When reference to NFE information is appropriate for UPFRP purposes, inclusion of the following disclaimer in emails, newsletters, websites, and on social media sites is required:

(a) "This information is distributed as a common interest for the military members and their family members and does not imply official Department of Defense or U.S. Marine Corps endorsement of any Non-Federal Entity."

(b) Use of the above disclaimer does not permit posting of communications that itself could be viewed as an endorsement of a particular NFE.

Chapter 5

Deployment Support; Readiness and Resource Support

1. Deployment Support. These activities are intended to prepare military members and family members for the challenges of deployment and separation.

a. Training. Deployment support training should be incorporated into unit training plans and schedules. Subjects covered shall include training addressing pre-, mid-, return and reunion, and post deployment topic areas. Material shall be relevant and applicable to all Marines, and family members.

(1) Planning. To construct a comprehensive deployment training event the DRC shall:

(a) Consult with the Commander to identify required training topics and agenda items.

(b) Collaborate with MCFTB for development of training agenda and facilitation of deployment briefs and trainings.

(c) Coordinate with MCFTB, MCCS, joint service programs, or other supporting agencies for deployment training support.

(2) Execution

(a) DRC shall coordinate and schedule the training events as illustrated in Figure 5-1 (when applicable).

Deployment Brief for Marines and Families	Suggested Timeframe
Pre-deployment Brief	30-45 days prior to deployment depending on leave block
Mid-deployment Brief	Mid-point of deployment
Return and Reunion Brief	Within 30 days prior to return
Post (Reintegration) Deployment Brief	30-45 days after deployment

Figure 5-1.--Deployment Training Events

(b) MCFTB shall facilitate required training topics as determined in the planning phase.

(c) MCCS, joint service programs, or other supporting agencies may provide deployment support as requested.

b. Communication

(1) Distribute official communication to Authorized Contacts twice monthly while unit is in a deployment status.

(2) Engage with appointed volunteers for deployment-related communication and activities monthly.

c. Ensure support of all Marines designated as IAs or on TAD in Excess continues throughout the assignment.

(1) Parent command shall:

(a) Initiate contact with the gaining command DRC to ensure a warm hand off and introduction to the new UPFRP.

(b) Provide communication from the parent command to family members unless requested otherwise.

(2) Gaining command DRC shall:

(a) Collect a completed NAVMC 11654 from the Marine.

(b) Send the Welcome Aboard letter or packet with the gaining command's contact information to the Authorized Contact(s).

(c) Communicate with parent command about departure and arrival information for deploying units.

2. Readiness and Resource Support. Prepare military members and family members for the unique challenges of the military lifestyle. Identify risks in garrison and coordinate for services to address identified issues.

a. Provide training and support to increase awareness of readiness issues.

b. FRCT members shall:

(1) Assess the information and resource needs and refer members to the appropriate MCCS program, military resource, or community resource.

(2) Collaborate with the installation Information and Referral Specialist for installation and community resource support.

(3) Coordinate with MCFTB staff for UPFRP trainings, Readiness and Deployment Support trainings, LifeSkills trainings, and L.I.N.K.S. sessions.

(4) Collaborate with Personal and Professional Development staff for assistance with Personal Financial Management, Transition Readiness, Family Member Employment, Voluntary Education and Training, and Library information and briefs.

Chapter 6

UPFRP Volunteer Management

1. Volunteers. Volunteers are enablers and may be used to augment the UPFRP. Volunteers are either appointed or non-appointed.

a. Appointed volunteers serve as either a FRCTA or FRA and are guided by a standard position description. See Chapter 2.

b. Non-appointed volunteers are used infrequently and episodically. See Chapter 2.

2. Volunteer Management Responsibilities. The DRC/URC implements the unit's volunteer program to meet the Commander's intent and in accordance with references (a) and (b). Volunteers are enablers and may be used to augment the UPFRP. Components of the Commander's Volunteer Management Program shall include the following:

a. Recruiting and Application Process. Development of recruitment strategies for the FRCTA(s), FRA(s) and non-appointed volunteer(s) are the responsibility of the FRCT.

(1) Encourage all unit family members to participate and volunteer with the unit. Volunteers have no rank; everyone should be treated with respect. Volunteers may be Marines, a civilian employee of the unit, spouses, parents, and/or extended family members of unit Marines who may opt to serve in an appointed or non-appointed role. All appointed volunteers shall be listed as an Authorized Contact by the unit Marine.

(2) Appointed and non-appointed volunteers should have the appropriate experience and the ability to fulfill prescribed volunteer duties and qualifications as described in the standardized position descriptions.

(3) Those interested in volunteering in an appointed volunteer capacity must complete and submit a Volunteer Application (NAVMC 11653) and Volunteer Agreement (DD Form 2793) prior to fulfilling any volunteer duties.

(4) Those interested in volunteering in a non-appointed volunteer capacity assisting at UPFRP events or within the unit should complete the Volunteer Agreement (DD Form 2793) prior to fulfilling any volunteer duties.

b. Selection and Management Process

(1) Screening. DRC/URC shall screen UPFRP volunteer applicants to review qualifications and determine potential suitability into appointed volunteer positions.

(2) Interviewing. Commander or a designated representative shall interview qualified applicants for appointed volunteer positions.

(3) Appointment. Commander shall appoint in writing FRCTA(s) and FRA(s). Appointment letters shall remain valid until change of command, transfer of volunteer, or termination of volunteer services. The Commander or appointee may terminate volunteer services at any time.

(4) Scheduling. Volunteer positions are not constrained by minimum or maximum service hour requirements. The DRC/URC shall ensure prior planning, direction, training and employment of volunteers.

(5) Opportunities. Volunteer opportunities shall be provided to appointed volunteers and non-appointed volunteers in support of the Commander's UPFRP vision.

(6) Training. Required volunteer training is outlined in Chapter 3. FRCTAs and FRAs shall attend MCFTB facilitated local resource training at each new duty station. PII/OPSEC training shall be completed annually.

(7) Communication

(a) The DRC/URC shall maintain regular communication with the volunteers.

(b) Volunteer meetings shall be held monthly for deployed units and quarterly at a minimum for non-deployed units.

(8) Oversight and Guidance. The DRC/URC shall:

(a) Provide logistical support to Action Officers, unit personnel and volunteers in the planning, coordinating, and executing of specific unit morale events.

(b) Facilitate peer-to-peer mentoring relationships.

(c) Keep Commander apprised of volunteer initiatives.

(d) Maintain a record of all volunteer hours contributed in support of the UPFRP.

(9) Recognition. Commander shall ensure volunteers are recognized annually for their voluntary service.

(a) Commander may choose to recognize his or her volunteers anytime throughout the year.

(b) Recognition of volunteers may be combined with other installation volunteer recognition events.

c. Installation Volunteer Opportunities. Monthly communication with the Installation Volunteer Coordinator for awareness of non-UPFRP volunteer opportunities shall be maintained.

3. Duty to Warn. For information learned while serving in a UPFRP capacity, appointed volunteers shall report alleged, actual or reported incidents of sexual assault/abuse and/or spousal or child assault/abuse to the Commander of the unit for which they volunteer via the DRC/URC. Additionally, installation FAP, the local Provost Marshal and/or other appropriate civil authorities shall be notified as per local policy. Refer to references (r) and (s) for additional information.

4. Volunteer Restrictions. Volunteers shall not hold policy making positions; supervise paid employees or military personnel; or perform inherently governmental functions such as determining entitlements to

benefits, authorizing expenditures of government funds, or deciding rights and responsibilities of any party under government requirements. Volunteers may be used to assist and augment the regularly funded workforce but may not be used to displace, or in lieu of authorized paid positions.

4. Volunteer Reimbursement. Command may authorize pre-approved volunteer reimbursement for expenditures associated with providing accepted services.

Chapter 7

Marine Corps Recruiting Command (MCRC)

1. Recruiting. Recruiting Commander(s) shall establish and maintain a UPFRP as established in this Order.

a. MCD

(1) The DRC will be staffed at the MCD.

(2) The MCD Commander shall:

(a) Ensure each unit has established a UPFRP to provide support to their respective commands.

(b) Provide management and supervision of the DRC, to include timekeeping, performance appraisals, and disciplinary actions.

(c) Fund DRC's travel for Recruiting Station's (RS) UPFRP training and resource support.

b. The RS Commander/Prior Service Recruiters Detachment Officer in Charge shall oversee and maintain the UPFRP and shall incorporate the following to address the nuances inherent in recruiting:

(1) May appoint in writing an active duty Marine in the rank of E5 or higher to serve as the URC for geographically separated units or detachments.

(2) Ensure all RSs coordinate UPFRP training through the MCD DRC.

(3) Use the Joint Family Resource Center for Joint Family Support Assistance Program (JFSAP). Requests must be submitted via <http://jfsap.militaryonesource.mil> at least 30 days prior to the program event.

2. UPFRP Training. FRCT members and FRAs shall meet training requirements identified in the training matrix illustrated in Figure 7-1.

	Family Readiness Command Team Training	FRCTA/ FRA Training	L.I.N.K.S. for Spouses	PII & OPSEC (Annual Requirement)	Volunteer Management	Passport to Volunteering	
CO, XO, OIC, SgtMaj, Chaplain, Single Marine Rep	Within 120 days						
Family Readiness Command Team Advisor (FRCTA)	Within 120 days	Within 120 days	Within 120 days	Within 45 days	Within 120 days	Within 120 days	
Family Readiness Assistant (FRA)		Within 120 days	Within 120 days	Within 45 days	Within 120 days	Within 120 days	Required Recommended

Figure 7-1.--Training Matrix for Recruiting Component

- a. DRC shall provide FRCTT, URC, and FRCTA/FRA training at the MCDs and Recruiting Stations.
- b. L.I.N.K.S./LifeSkills Trainer (LLT) or supporting MCRD MCFTB shall provide all other MCFTB curricula. TAD expenses for LLTs shall be borne by the supporting MCRD MCFTB.
- c. DRC/URC shall understand the concepts and information provided and be able to articulate the benefits of each.
- d. DRC/URC shall actively recruit and encourage family members to attend and utilize L.I.N.K.S. program.
- e. DRC shall complete any additional training requirements identified by the Commander, local HR or HHQ Commander. MCCA training can be found at <https://usmc-mcca.csod.com>.

3. Staff Roles and Responsibilities

a. The following MCD and RS staff shall adhere to roles and responsibilities previously identified in this Order.

- (1) Commander
- (2) XO
- (3) SgtMaj/SEA
- (4) Chaplain (District Only)
- (5) SMP Rep
- (6) FRCTA
- (7) FRA
- (8) Volunteer

b. DRC/URC Roles and Responsibilities. DRC/URC shall provide UPFRP support to his or her Commander, Marines and family members.

- (1) Comply with all training requirements as outlined in Chapter 3.
- (2) Direct coordination for the UPFRP in support of the Commander, Marines, family members and Authorized Contacts.
- (3) Serve as staff member to the Commander(s), thus shall report all suspected, alleged, reported, or actual incidents of sexual assault/abuse, domestic violence (including intimate partner abuse/neglect and child abuse/neglect), and suicidal ideations to the Commander. Installation FAP, SARC, the local Provost Marshal and/or other appropriate civil authorities shall be notified as per local policy. Refer to references (r) and (s) for additional information. Additionally, in accordance with reference (t), all Marines shall report suspected child abuse or neglect within 24 hours to the appropriate installation FAP.

(4) Ensure execution of UPFRP's four tenets, with greatest focus on communication and readiness and resource support.

(a) Provide direct care support to assigned unit Marines and their family members.

(b) Provide communication, readiness information and resources, and volunteer management support to unit Commanders, Marines and family members as outlined in Chapters 4, 5, and 6. District and RS URC's are responsible for their respective personnel and family members.

(c) Provide new Commander(s) with the current posture of the UPFRP within 30 days of assuming command. Brief shall include communication efforts, deployment initiatives (if applicable), volunteer status, UPFRP readiness trainings (if applicable), and upcoming unit UPFRP events.

(d) Coordinate with installation MCCA, sister service support agencies and other community resources, e.g. JFSAP, to support Commander's intent and ensuring resources are leveraged to educate and prepare Marines, family members. URCs coordinate MCFTB support through the DRC.

(e) Assist installation Information and Referral specialists, as needed, with sponsorship requests for Marines in remote locations.

(f) Provide information and resource support to MCD personnel and their family members.

1. Provide contact information on TRICARE, the Exceptional Family Member Program, School Liaison Program, Military Family Life Counselor Program, and Personal Financial Counselor to Marines and family members.

2. Coordinate with DRC, supporting/designated MCCA (if applicable), sister service support agencies and other community resources to support Commanders' intents and ensuring resources are leveraged to educate and prepare Marines, family members.

(g) Serve as the personal and family readiness communication link between the Command and family members.

1. Contact all Authorized Contact(s) identified by the Marine through the NAVMC 11654 or the AOCT within 60 days of the Marine checking in.

2. Provide official personal and family readiness communication on behalf of the Commander to Marines and Authorized Contacts monthly.

(h) URCs shall participate in quarterly conference call with his or her respective DRC to discuss information and referral information, applicable cross-command UPFRP support, and any additional family readiness concerns.

(i) Track UPFRP support and services provided. Identify trends and gaps in readiness within assigned units.

1. URC shall submit UPFRP data monthly to their respective DRC, who will submit the data to MFZ using the standardized form located on the readiness coordinator SharePoint.

2. Review Data Tool reports in FRCT meetings, discuss personal and family readiness education and/or services available to assist with identified trends and gaps.

(j) Collaborate with unit SgtMaj to assist the SMP Rep with the promotion of unit single Marine initiatives and events.

(k) Provide oversight and guidance to unit volunteer programs. Additional guidance provided in Chapter 6.

(l) DRC maintains visibility of UPFRP funds allocated to the MCD, i.e. budget and execute UPFRP funds in accordance with the Commander's intent.

(m) DRC will provide oversight and assistance of IDF reconciliation to RS.

1. If appointed as RO or ARO, receive, budget and execute UPFRP funds in accordance with the Commander's intent and reference (c).

2. If not the RO/ARO, then liaise with the RS, District HQ IDF RO or HQMC Recruiting IDF Account Manager for all IDF inquiries.

(n) Develop a turnover binder. Additional turnover binder guidance is provided in Chapter 3.

(o) DRC will conduct UPFRP Command Inspections of RS UPFRPs.

(p) Ensure support of all Marines designated as IAs or on TAD in Excess continues throughout the assignment.

(5) The DRC/URC shall not:

(a) Perform duties not related to the Commander's UPFRP intent. DRC shall not hold the following positions: Chaplain, SARC, SACO, SAPR VA, Unit Financial Advisor, legal officer or serve in a protocol officer capacity.

(b) Be involved in the role of counselor, social worker, therapist or financial educator; professional boundaries shall be maintained.

(c) Have a role in the casualty notification process. Any unsolicited communication received or passed by the DRC that is deemed necessary by the Commander shall be channeled through the Casualty Assistance Calls Officer (CACO). The DRC shall coordinate with the CACO in all matters associated with the personal affairs of the deceased Marine, Primary Next of Kin (PNOK) or Secondary Next of Kin (SNOK) as defined in reference (1).

(d) Manage or collect information for the unit's social rosters. Social rosters are not the responsibility of the UPFRP.

Chapter 8

Marine Forces Reserve

1. Reserve Component. In addition to tasks outlined in Chapters 2 through 6, Reserve Component Commander shall establish and maintain a single UPFRP program that is inclusive of Reserve and Active Duty personnel.

a. Each MFR region shall have one DRC providing general resource and information support to all the units geographically located within the region.

(1) Collaborate with I-I for the management and supervision of the region's DRC, to include timekeeping, performance appraisals, and disciplinary actions.

(2) Col-level Reserve Commander with an assigned DRC shall ensure the DRC equitably supports all the units within the region.

b. Reserve Unit Commander shall maintain a UPFRP and shall incorporate the following to address the nuances inherent in the Reserve Component:

(1) Each LtCol-level and Col-level Commander within the region, to include the region's Col-level Commander, shall develop a UPFRP SOP.

(2) May appoint an active duty Marine in the rank of E5 or higher to serve as the URC for geographically separated units or detachments.

(3) Include I-I in the establishment and maintenance of the UPFRP.

(4) All MFR units shall coordinate UPFRP training through MFR MCFTB for tracking of deployment readiness. MFR MCFTB will support coordination of training delivery for MFR units located within 50 miles of a Marine Corps installation.

(5) Comply with the YRRP established by reference (v).

(6) Ensure YRRP requests must be submitted to MFR MCFTB via SMB_MFR_MCFTB@usmc.mil at least 90 days prior to the Yellow Ribbon Reintegration Program event for unit events. IAs and smaller detachments must request support at least 30 days prior to deployment date.

(7) TAD expenses for DRCs shall be borne of the command requesting the DRC to travel.

c. FRCT Members. The Reserve Component FRCT mirrors that of the Active Component, and shall include I-I staff and may include I-I Spouse.

2. UPFRP Training

a. FRCT members and FRAs shall meet training requirements identified in the training matrix illustrated in Figure 8-1.

Figure 8-1.--Training Matrix for Reserve Component

	Family Readiness Command Team Training	FRCTA/ FRA Training	L.I.N.K.S. for Spouses	PII & OPSEC (Annual Requirement)	Volunteer Management	Passport to Volunteering
CO, XO, SgtMaj, I&I Chaplain, Single Marine Rep	Within 120 days					
Family Readiness Command Team Advisor (FRCTA)	Within 120 days	Within 120 days	Within 120 days	Within 45 days	Within 120 days	Within 120 days
Family Readiness Assistant (FRA)		Within 120 days	Within 120 days	Within 45 days	Within 120 days	Within 120 days

Required
Recommended

(1) DRC shall understand the concepts and information provided and be able to articulate the benefits of each.

(2) DRC shall actively recruit and encourage family members to attend and use MFR L.I.N.K.S. team, or the local L.I.N.K.S. team if the unit is located within 100 miles of a Marine Corps installation.

(3) DRC shall complete any additional training requirements identified by the Commander, local HR or HHQ Commander. MCCS training can be found on Ethos at <https://usmc-mccs.csod.com>.

3. Roles and Responsibilities. The following Reserve Component and I-I staff shall adhere to roles and responsibilities previously identified for their active duty counterpart.

- a. Commander
- b. XO/I-I
- c. SgtMaj/SEA
- d. Chaplain
- e. SMP Rep
- f. FRCTA
- g. FRA
- h. Volunteer
- i. DRC/URC Roles and Responsibilities
 - (1) DRC Only

(a) Provide information and resource support to all Commanders within the MFR region.

1. Provide readiness and resource support communication monthly to all Commanders and/or the URCs within the region.

2. Assist other unit UPFRPs in the assigned region.

3. Provide contact information on TRICARE, the Exceptional Family Member Program, School Liaison Program, Psychological Health Outreach Program, and the JFSAP to Marines and family members.

4. Coordinate with MFR MCCS, installation MCCS (if applicable), sister service support agencies and other community resources to support Commanders' intents and ensuring resources are leveraged to educate, prepare and empower Marines and family members.

(b) Assist in the execution and the implementation of the Col-level Reserve Commander's UPFRP to where they are assigned. See DRC and URC section below for more guidance.

(c) Serve as region's Volunteer Coordinator, collaborating with MFR's Volunteer Coordinator.

(d) Provide deployment support as identified in Chapter 5 to all deployed Marines, IAs, and Marines on TAD in Excess within designated region.

1. Maintain direct access to the completed NAVMCs.

2. Propose a deployment communication plan to Commander within 6 months of deployment.

3. Communicate directly with Marines and their Authorized Contacts at least twice per month throughout the entire deployment cycle, to include pre, mid, and post deployment periods.

4. Coordinate all YRRP training through MFR's MCFTB.

5. Collaborate and coordinate with other DRCs/URCs as needed to ensure comprehensive deployment support is provided to all Marines and their family members within the unit.

(e) Provide oversight of the region's Col level Commanders UPFRP volunteers. Assist URCs with tracking volunteer hours and volunteer recognition. URCs will provide the direct oversight of local volunteers. Additional guidance provided in Chapter 6.

(f) Provide assistance of IDF and RDF reconciliation to units within the MFR region. Coordinate with HQMC MFR for IDF inquiries.

(g) Assist other units within region on UPFRP Data Tool and submission questions.

(h) Assist local Command Inspector Generals in the inspection of command UPFRPs as requested. TAD expenses shall be borne of the command requesting the DRC to travel.

(i) Coordinate a quarterly conference call with other MFR DRCs to discuss information and referral information, ongoing deployment support, applicable cross-command UPFRP support, and any additional family readiness concerns.

(2) DRC and URC

(a) Comply with training requirements as outlined in Chapter 3.

(b) Ensure execution of UPFRP's four tenets, with greatest focus on communication and readiness and resource support.

(c) Direct coordination for the UPFRP in support of the Commander, Marines, family members, and Authorized Contacts.

(d) Serve as the personal and family readiness communication link between the Command and family members.

(e) Serve as the SME for the UPFRP to include being an active member of the region's Col-level Commander's FRCT and participating in other relevant meetings.

(f) Collaborate with units' SgtsMaj to assist the SMP Rep with the promotion of unit single Marine initiatives and events.

(g) Provide new Commander(s) with the current posture of the UPFRP within 30 days of assuming command. Brief shall include communication efforts, deployment initiatives (if applicable), volunteer status, UPFRP readiness trainings (if applicable), and upcoming unit UPFRP events.

(h) Maintain visibility of UPFRP funds allocated to the unit. If appointed as RO or ARO, receive, budget and execute UPFRP funds in accordance with the Commander's intent and reference (c). See Chapter 3 for additional funding guidance.

(i) Serve as staff member to the Commander(s), thus shall report all suspected, alleged, reported, or actual incidents of sexual assault/abuse, domestic violence (including intimate partner abuse/neglect and child abuse/neglect), and suicidal ideations to the Commander. Installation FAP, the SARC, the local Provost Marshal and/or other appropriate civil authorities shall be notified as per local policy. Refer to references (r) and (s) for additional information. Additionally, in accordance with reference (t), all Marines shall report suspected child abuse or neglect within 24 hours to the appropriate installation FAP.

(j) Track UPFRP support and services provided. Identify trends and gaps in readiness within assigned units.

1. Submit UPFRP data for the designated Col-level Commander monthly to MFZ using the standardized form located on the DRC SharePoint.

2. UPFRP Data shall be submitted by each battalion. Companies shall submit UPFRP Data to their battalion.

3. Review Data Tool reports in FRCT meetings.

4. Coordinate proactive personal and family readiness education and/or services based on identified trends and gaps.

(k) Develop a turnover binder. See Chapter 3.

(3) The DRC and URC shall not:

(a) Perform duties not related to the Commander's UPFRP intent. DRC shall not hold the following positions: Chaplain, SARC, SACO, SAPR VA, Unit Financial Advisor, legal officer or serve in a protocol officer capacity.

(b) Be involved in the role of counselor, social worker, therapist or financial educator; professional boundaries shall be maintained.

(c) Have a role in the casualty notification process. Any unsolicited communication received or passed by the DRC that is deemed necessary by the Commander shall be channeled through the Casualty Assistance Calls Officer (CACO). The DRC shall coordinate with the CACO in all matters associated with the personal affairs of the deceased Marine, Primary Next of Kin (PNOK) or Secondary Next of Kin (SNOK) as defined in reference (1).

(d) Manage or collect information for the unit's social rosters. Social rosters are not the responsibility of the UPFRP.

j. Transitioning Marines. MFR shall serve as the main point of contact for UPFRP support for all members of the IRR.

k. Individual Marines

(1) Marines activated from the IRR or as IAs shall be afforded equal access to programs and resources as identified by YRRP initiatives.

(2) MFR shall serve as the lead agency for coordinating IRR Marine access to the YRRP; however, Marine Corps components shall provide equal access to services to Marines and family members.

1. MFR MCCS Director

(1) Communicate with FRCTs quarterly at a minimum to determine family program support requirements.

(2) Submit DRC/URC rosters to MFZ monthly.

(3) Coordinate with DRCs and URCs to review data trends annually.

m. MFR G-1 ensures the MFR NAF HRO provides guidance and support to Commanders managing a NAF employee, to include: timekeeping, training requirements, performance appraisals and disciplinary actions.

4. Yellow Ribbon Reintegration Program

a. Background. Reference (v) governs YRRP. The YRRP provides joint service deployment and reintegration support for Reserve Components and their family members. The YRRP shall be implemented from the pre-deployment phase through the post-deployment and beyond phase of a Reserve unit or IA, ensuring services are made available to all members of the Marine's family.

b. Tasks

(1) MFR shall execute the program within all MSCs of the Reserve Force.

(2) MFR shall ensure access to programs for all IRR members.

(3) Parent command and gaining force commands (GFC) shall inform Reserve members and their Authorized Contacts of command activities and timelines.

(4) The parent command and GFC shall ensure proactive all-way communication with reserve members and their Authorized Contacts, to include Readiness and Resource Support, Volunteer Management, and Deployment Support.

(5) The only YRRP events that shall be closed to sister service reserve members are events that are considered sensitive.

5. Fundraising

a. All fundraising shall be approved by the local Staff Judge Advocate.

b. Funds may be deposited into a unit's NFE account maintained per reference (w).

c. Additional fundraising guidance can be found in Chapter 3.

6. MFR Reporting Requirements

a. Quarterly reports shall be submitted not later than the 15th day of January, April, July, and October. Reports shall be compiled from data collected through unit POCs, submitted to CMC via MFZ. Report Control Symbol DD-1754-04 (External RCS DD-RA(Q) 2223) is assigned to this reporting requirement.

b. Quarterly reports shall be in two parts and consist of the following information:

(1) Forecast Planned Events. Events, activities, programs, dates, times, locations, partners, anticipated number of participants (Service Member/Authorized Contacts), and un-resourced requirements planned for the next quarter.

(2) Completed Events. Events, activities, programs, dates, times, locations, partners, actual number of participants (Service Member/Authorized Contacts), and un-resourced requirements conducted the previous quarter. This report shall also include lessons learned, best practices, media reports, participant satisfaction, evaluations, and comments.

Appendix A

KEY TERMS AND ACRONYMS

Accounting Office (AO): Non-appropriated funds accounting office which provides additional guidance for authorized Unit and Family Readiness Funds (U&FRF) expenditures.

Appropriated Funds (APF): Funds allocated by Congress.

Authorized Organizational Communication Tool (AOCT): The Marine Corps' enterprise-wide communication application developed by and funded by Headquarters Marine Corps (HQMC) for support to the UPFRP program. MOL Family Readiness Module is the current AOCT.

Authorized Contacts: Spouses, family members, or other designated contacts over 18 years old identified by the Marine on the NAVMC 11654 or in the AOCT to receive UPFRP support from the unit.

Authorized Contact List: Distribution list used by the DRC/URC for disseminating communication from the command to those family members identified on the NAVMC 11654 or in the AOCT.

Commander's UPFRP Vision: CO's family readiness intent for the unit and should reflect an understanding of the concepts, purposes and actions of the UPFRP.

Commanding Officer Spouse and/or Senior Enlisted Spouse: May or may not hold an official volunteer position in the FRCT.

Communication: Electronic, telephonic and/or face-to-face

- **Official** - Communication specific to the unit disseminated by or on behalf of the Commander to Marines and their authorized contact(s).
- **Authorized** - Information on resources and programs that promote personal and family readiness and are in alignment with the Commander's UPFRP vision.
- **Unofficial** - Information related to non UPFRP social events or other events (e.g. walking clubs, exercise or craft groups, coffee groups, teas, social events, etc.).

Deployment Readiness Coordinator (DRC): Civilian staffed at a Col-level command within the OPFOR, MCRC, or MFR. May be designated to one or more units within the level structure to provide UPFRP support. Primary focus is on deployment support or the unique challenges associated with independent duty in remote locations, but also provides communication, readiness and resource support, and volunteer management support to unit Marines, Sailors, and their family members in support of each Commander's UPFRP.

Direct Support Units/Commands: For purposes of this Order, units with board screened/selected Commander/Commanding Officer in the Marines' direct chain of command, i.e., MARFORCYBER Marines are directly supported by the MARFORCYBER Commander; 3d Marine Logistics Group (MLG) Marines are directly supported by HQ Regiment Commanding Officer, not 3d MLG Commanding General.

Expenditure Request/Reimbursement for Unit and Family Readiness Funds, NAVMC 11652 (ERR): Form required for requesting U&FRF and/or reimbursing with U&FRF an individual for authorized expenses.

Extended Family Members: Relatives, friends, or other close relationships as designated by the member.

Family Care Plan (FCP): Contingency instructions for the care and support of dependent family members in the event of the Marine or Sailor's inability to care for dependents. Required for all Marines with a dependent(s).

Family Readiness: The ability of the individual Marine and his or her family to effectively navigate the challenges of daily life in the unique context of military service.

Family Readiness Assistants (FRA): Appointed volunteers who have completed the required training and assist the command with welcoming new family members to the unit, information and referral, providing feedback to the FRCT and attending UPFRP events.

Family Readiness Branch (MFZ): A branch within the Marine and Family Programs Division, which provides oversight and guidance on family readiness policy, to include: Unit, Personal and Family Readiness; Marine Corps Family Team Building; and Functional Systems.

Family Readiness Command Team (FRCT): In partnership with unit leadership, the FRCTs gauges readiness needs, makes available resources and provides educational opportunities for unit Marines, family members, and Authorized Contact(s). FRCT members include CO, XO, SgtMaj, DRC/URC (if applicable), Chaplain (if applicable), Single Marine Program (SMP) Representative, and Family Readiness Command Team Advisor(s).

FRCT Advisor (FRCTA): Appointed by the Commander to serve on the FRCT. May be a volunteer or a Marine representing a specific population of the unit. Provides feedback to the FRCT and attends UPFRP events. A Commander may appoint more than one FRCTA.

FRCT Training (FRCTT): Required training for all members of the Command Team as directed by this Order. LtCol-level FRCTT is 2-2.5 hours in length. Col-level FRCTT is 1-2 hours in length.

FRCTT Overview: Required 1 hour meeting with MCFTB trainer in lieu of the FRCTT when a new FRCT member joins after the Commander has already held his/her FRCTT.

Family Readiness Program Trainer (FRPT): Marine Corps Family Team Building (MCFTB) trainer specializing in UPFRP curriculum.

Government Purchase Card: An expenditure option for unit Appropriated Funds. These funds are usually managed by the Supply Officer and not part of UPFRP.

Immediate Family Members: Spouse, parent, or dependent of a unit Marine.

Independent Duty: Units that exist outside military installation, e.g. I&I and recruiting units.

Independent Duty Funds (IDF): Funds to support the UPFRP for units not located on a Department of Defense installation. These are NAF dollars.

Joint Service Funds: Funds to support UPFRP for units located on any Department of Defense installation other than a USMC installation. These are APF dollars.

Joint Family Support Assistance Program: Available to Independent Duty units and their family members to provide support normally provided by an active duty installation.

LifeSkills Trainer: Marine Corps Family Team Building (MCFTB) trainer specializing in LifeSkills curriculum.

L.I.N.K.S. Trainer: Marine Corps Family Team Building (MCFTB) trainer specializing in L.I.N.K.S. curriculum.

Marine Corps Family Team Building (MCFTB): An installation program that provides training in support of personal and family readiness. Such trainings include: L.I.N.K.S., Readiness and Deployment Support, Readiness Coordinator Training, FRCTA/FRA, FCP, Passport to Volunteering, and Volunteer Management. Additional LifeSkills trainings are available.

Marine Corps Non-Appropriated Fund Audit Services (MCNAFAS): Provides the Commandant of the Marine Corps, Commanders and managers with independent and objective value-adding audits of Marine Corps Non-appropriated Fund Instrumentalities (NAFI) and other entities.

Marine Corps Total Force System (MCTFS): The integrated pay and personnel system for active duty and reserve Marines and the authoritative source of Marine Corps pay and personnel data.

MCCS NAF Purchase Card: A purchase card usually maintained by the procurement office and is used primarily to support MCCS installation programs. Should not be confused with the Unit Debit Cards, intended to be used in conjunction with UPFRP.

Non-Appointed Volunteers: Assist with unit events, such as family days, trainings and/or morale welfare activities; they do not have ongoing responsibilities to the unit.

Non-Federal Entities (NFE): Resources and support agencies not affiliated or controlled by the Federal Government.

Operations Security (OPSEC): A process incorporated into all day-to-day activities and operations that prepare, sustain, or employ Marine forces throughout the spectrum of warfare. Intended to mitigate risk associated with exploring vulnerabilities that have an adverse impact on the mission. OPSEC is everyone's responsibility, not just the Marines'.

Organizational Communication System (OCS): Various UPFRP communication tools including the AOCT, unit website, newsletters, toll-free numbers, and/or email.

Personally Identifiable Information (PII): Information about an individual, in any format, that identifies, links, relates, or is unique to, or describes him or her.

Readiness and Deployment Support Trainer (RDST): Marine Corps Family Team Building (MCFTB) trainer specializing in RDS curriculum.

Reserve Duty Funds: Funds allocated by HQMC to support the UPFRP in reserve units. These are NAF dollars.

Responsible Officer (RO): Individual within a unit appointed by the Commander to request and/or expend IDF, Reserve Funds, or U&FRF in accordance with HQMC and installation funding policies.

Single Marine Program Representative (SMP Rep): A single Marine on the FRCT who reports directly to the unit's SgtMaj and represents the unit's single Marines and geographical bachelors. Works in unison with the DRC/URC to support the single Marines and their family members.

Unit and Family Readiness Funds (U&FRF): Non-appropriated funds used to support the UPFRP for units located on a USMC installation.

Uniformed Readiness Coordinator (URC): One or more uniformed members assigned to provide communication, volunteer management, and readiness and resource support in support of the Commander's UPFRP to the unit Marines, Sailors, and their family members.

Yellow Ribbon Reintegration Program (YRRP): A DoD-wide effort to promote the well-being of National Guard and Reserve members, their family members and communities, by connecting them with resources throughout the deployment cycle.

Appendix B



UNITED STATES MARINE CORPS

UNIT NAME
ADDRESS ONE
UNIT XXXXX
CITY, STATE ZIP

IN REPLY
REFER TO:
UPFRP
CO

From: Commanding Officer
To: Distribution list

Subj: UNIT PERSONAL AND FAMILY READINESS PROGRAM STANDARD OPERATING PROCEDURES

Ref: (a) MCO 1754.9B

1. Situation. Explain the need for the establishment of the Standard Operating Procedure (SOP). *Statement could read:* To establish and communicate policies and procedures for implementing the Unit, Personal and Family Readiness Program.

2. Mission. Establish the mission statement for the SOP. *Statement could read:* This SOP provides instruction and guidance for implementation and administration of the Unit, Personal and Family Readiness Program (UPFRP).

3. Execution

a. Commander's Intent and Concept of Operations

(1) Commander's Intent. Unit Commanding Officer (CO) will have clear operating procedures for the implementation of the UPFRP within their specific unit.

(2) Concept of Operations. The Commander will explain how the requirements of the UPFRP will be met.

b. UPFRP Requirements

(1) Communication. Identifies personnel responsible for distributing Official and Authorized Communication, as well as the different types of communication the Authorized Contacts will receive from the DRC/URC and the different types of circumstances that will require a greater command presence.

(a) Explains each communication tool used to disseminate Official and Authorized Communications in support of UPFRP and the circumstances in which each communication tool will be used.

1. Email
2. Marine Online Family Readiness Module (AOCT)
3. Social media (if applicable)

4. Unit website (if applicable)

5. Telephone

6. Texts (if applicable)

(b) Describes the frequency for Official and Authorized Communication

(c) Explains restrictions

(d) Communication sent on behalf of the Commander does not generate any other listing/roster to include:

1. Childcare rosters for non-Family Readiness purposes

2. Business/customer roster solicitations (Pampered Chef, Avon, Thirty-One)

(e) Limitations for communication sent from Family Readiness Command Team Advisor/Family Readiness Assistants (if applicable)

1. Does not include a favorite quotation, inspirational saying or tagline in their signature block

2. Does not use UPFRP emails to announce non-UPFRP events or solicit non-UPFRP related materials or donations

(f) Includes a Crisis Communication section

1. Types of Crises

2. Procedures for communication flow from the Commander to the Authorized Contacts

3. Approval process for disseminating information

4. DRC/URC's role in the aftermath and assisting the family members in the "getting back to normal"

(g) Welcome new join Marines and family members- by whom

(2) Deployment Support by whom

(a) Coordinating deployment briefs with whom

(b) Coordinating deployment events with whom

(c) Communication with Authorized Contacts how frequently

(d) Additional related tasks, how often, etc.

(3) Readiness and Resource Support by whom

(a) Coordinate resource support

(b) Develop resource communication

- (c) Coordinate readiness training opportunities
- (4) Volunteer Management by whom
 - (a) Recruit volunteers
 - (b) Ensure training and documentation completed
 - (c) Volunteer meetings, who attends, how often held
- (5) Administration
 - (a) Ensure NAVMC 11654 (Contact Authorization form) is completed and/or contact information is updated by Marine on the MOL Family Readiness Module, and by whom
 - (b) Submission of the UPFRP Data Tool, and by whom
 - (c) Coordinates Family Readiness Command Team meetings, by whom, and frequency
 - (d) Unit and Family Readiness Funds (U&FRF), who is the Responsible Officer (RO) and the Assistant RO, any unit specific processes for expending the U&FRF
 - (e) Inspections, who will stand the inspections
 - (f) Expectations for the Deployment Readiness Coordinator (if applicable)
 - (g) Expectations for the Uniformed Readiness Coordinator (if applicable)
 - (h) Coordination of any other UPFRP "nice to haves", and by whom
- (6) Event Planning
 - (a) Roles and responsibilities of Action Officer, personnel from each unit section, and unit volunteers
 - (b) Coordinates with installation recreation facilities, and by whom
 - (c) Expectation for volunteer utilization (if applicable)

4. Administration and Logistics

- a. Administration. Specify details here.
- b. Logistic Support. Specify details here.
- c. Privacy. Any misuse or unauthorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII

about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individuals' right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended (reference (d)) and implemented per reference (e).

d. Records Management. Records created as a result of this Order shall be managed according to National Archives and Records Administration (NARA) approved dispositions per references (y) and (g) to ensure proper maintenance, use, accessibility and preservation, regardless of format or medium. Refer to reference (h) for Marine Corps records management policy and procedures.

5. Command and Signal

- a. Command. State the applicable units.
- b. Signal. State effective date.

C. O. NAME

Distribution:

Appendix C

UPFRP Turnover Documentation Audit Checklist

- Turnover binder(s) includes
 - o Logistical information such as access to the bldg., location of keys, location of UPFRP supply storage, list of security requirements, office and cell phone instructions
 - o Daily, weekly, monthly, quarterly and annual battle rhythm
 - o DRC/URC training requirements
 - o SOP including information for check-ins, communication plan, Welcome Aboard Packet sample, U&FRF management, and coordinating a personal and family readiness PME
 - o Calendar of upcoming UPFRP events
 - o Social media administrator information (if applicable)
 - o Sample letters to include appointment letters for RO, FRCTA, and FRA; DRC/URC's welcome letter to new Authorized Contacts; and CO' policy statement
 - o UPFRP Functional Area Checklist 1754.9
 - o SharePoint access instructions for both HQMC and the unit sites
 - o UPFRP POCs for unit, installation and community
 - o Volunteer information: roster, training certificates, completed DD 2793s, Volunteer Applications, and appointment letters
 - o Master copies of NAVMC 11654, NAVMC 11657, NAVMC 11653, DD Form 2793, NAVMC 11652, unit route sheet
 - o Master copies of recreation check-out form, entertainment contract requests, and MCCS training/brief request (if applicable)
 - o Resources, directives and guidance relevant to the maintenance of UPFRP (or URL links to)
 - o Copies of previous 2 completed UPFRP turnover documentation audits
 - o FRCT notes and/or minutes for previous two years
- Unit and Family Readiness Funds records, to include yearly budgets, location of debit card, expenditure requests, receipts and reconciliation documentation for 4 years and current year
- Distribution roster *Electronic Hard Copy* for Authorized Contacts, located _____
- Completed NAVMC 11654s and NAVMC 11657s, or MOL Family Readiness Module roster will all Authorized Contacts located _____
- Scheduled deployment events: _____
 - o _____ Action items & POCs
- Scheduled volunteer meetings: _____
 - o _____ Action items & POCs
- Scheduled staff meetings: _____
 - o _____ Action items & POCs
- Other UPFRP events: _____
 - o _____ Action items & POCs
- Inventory of UPFRP supplies and equipment, located _____

Command Signature: _____ Date: _____

DRC/URC Signature: _____ Date: _____

Appendix D

NAF Authorized and Prohibited Expenditures Guidance

Ref: (1) MCO 1754.9B
(2) MCO P1700.27B
(3) FASG 001/12

1. NAF Authorized Expenditures in Support of UPFRP. Unit & Family Readiness Funds (U&FRF) are used to support unit MWR needs for recreational, social and family readiness activities including volunteer expenses. NAF U&FRF is used for the following expenditures:

a. Direct and overhead expenses associated with operating the UPFRP functions including expendable items; supplies, travel, communications and DRC.

b. Business cards.

c. Light refreshments for events such as: UPFRP meetings; unit L.I.N.K.S. workshops; pre-, mid- and post- deployment events; and volunteer recognition events.

d. Volunteer awards and recognition. Volunteer gifts are not greater than \$25.

e. Reimbursement of UPFRP function volunteers, Advisor or Assistants' expenses such as mileage, parking and tolls, telephone toll calls, childcare expenses, and preapproved miscellaneous expenses.

f. Minor equipment purchased with U&FRF is not subject to NAF property control regulations if the unit price is less than \$2500. The unit commander is responsible for developing proper internal control procedures to account for this equipment.

g. MWR support of unit, recreational, social and family readiness activities.

h. Unit parties and picnics.

2. NAF Prohibited Expenditures in Support of UPFRP. NAF is not used for expenditures unrelated to MCCS MWR programs. The use of NAF is generally prohibited for the following:

a. DRC pay and compensation with locally generated NAF.

b. Conducting activities other than those of MWR activities.

c. Donating to any relief, charitable or commercial organization, or to an individual.

d. Supporting projects involving the improvement, rehabilitation or construction of religious facilities.

e. Purchasing, printing or engraving of Christmas cards, or other personal greeting cards.

f. Constructing, altering, renovating or furnishing any facility not used primarily as a part of one of the MCCS MWR activities.

g. Supporting private organizations (sky diving clubs, spouses clubs, Boy or Girl Scouts, etc.)

h. Supporting functions held primarily to accomplish public affairs objectives.

i. Purchasing incentive awards not related to operating MCCS MWR activities.

j. Protocol or command representation events 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.

k. 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.

l. Leasing grounds, facilities or re-locatable buildings, unless prior approval is granted by the Marine and Family Programs Division, Family Readiness Branch, HQMC.

m. Purchasing food, supplies or equipment for AP dining facilities, except for holidays and special occasions when all members of the command may purchase food and supplies for consumption.

n. Grants or loans to other NAFIs except as specifically authorized by HQMC.

o. Purchase of capital equipment or fixed assets with a cost of \$2500 or more and a useful life of more than two years.

p. Purchase of command award/memento coins.

q. Services or articles related to MWR activities obtainable through expenditures of APF unless such articles or services are not obtainable in sufficient quantity or quality to meet the needs of the unit.

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

s. Purchasing military proficiency prizes and awards for individuals for performance of regularly assigned duties.