



FAMILY READINESS COMMAND TEAM HANDBOOK

MARINE &
Family

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Introduction

“Good leadership takes effort, commitment, and dedication. Initiative and creativity must be encouraged.” CMC Message to the Force 2018: “Execute” - General Robert B. Neller, 37th Commandant of the Marine Corps

The Family Readiness Command Team Training (FRCTT) Handbook is designed to orient and guide Family Readiness Command Team (FRCT) members in their roles, responsibilities, and operating components of the Unit, Personal and Family Readiness Program (UPFRP). The FRCTT and Command Team Handbook provides necessary information for program operation and guidance.

The Marine Corps' most valuable resource is the individual Marine and their families. It is imperative to the success of the Marine Corps institution that Commanders advocate and promote the UPFRP by acknowledging the link that exists between personal, family readiness and operational readiness.

Commander's Intent and Concept of Operations

Commander's Intent

Commanders use the policies and procedures contained in Marine Corps Order (MCO) 1754.9A to ensure an applicable and accessible UPFRP is established, maintained, and reinforced.

MCO 1754.9A provides policy guidance for the standardized implementation and maintenance of the UPFRP to ensure each unit, regardless of type component, deployment status or operational tempo, maintains optimum unit and personal effectiveness, thereby enhancing operational readiness. **MARADMIN 166/18** announces the reset of the UPFRP and changes to civilian staffing.

Concept of Operations

The UPFRP is the Commandant's program; however, Commanders are accountable and responsible for operating the program within the established guidelines.

The Marine Corps' success as an institution is inextricably linked to the well-being and resiliency of Marines and their families.

Operational readiness, also known as unit readiness, in addition to personal and family readiness directly affects the fundamental mission of the Marine Corps.

A high state of unit, personal and family readiness increases commitment, morale, focus, and resiliency to life-cycle events. There is a direct causal relationship between military proficiency and personal and family readiness.

Depending on the command, the concept of operations may vary:

- OPFOR commands will focus on deployment support and will provide assistance to Marines and families.

- Recruiting commands will focus on the unique challenges associated with independent duty and the recruiting mission, as well as provide assistance to Marines and families.
- Reserve commands will focus on the challenges associated with independent duty in remote locations, as well as provide additional resource and deployment assistance to Marines and families.
- Supporting establishment will significantly differ from the OPFOR commands. The UPFRP reset will enable commanders to focus on the basics of family readiness, while enhancing the role of the small unit leadership. Supporting establishments will have greater flexibility in the management of their UPFRP.

Remember: *Maintaining readiness is an ongoing process and is no longer deployment driven. Readiness includes all mission events and training, life events, and career events.*

Family Readiness Command Team Structure

FRCTs, in partnership with small-unit leadership, are the resource and education body for unit Marines, their spouses, and authorized contacts. The CT executes the UPFRP as directed by the unit Commander and works collectively within their individual roles and responsibilities to build an effective UPFRP.

All members of the FRCT must be vested in the program and have a clear understanding of the Commander’s vision for family readiness within the unit. With that being said, the FRCT also have a support structure that consists of:

- Small Unit Leadership
- Marines
- Family Readiness Assistants
- Family Readiness Administrative Assists
- Appointed and Non-Appointed Volunteers
- MCCS Organization
- Authorized Contacts

Note: Any additional members appointed to the CT is at the Commander’s discretion.

See *Figure 1: UPFRP Structure* of a detailed description of how UPFRP is structured and how the FRCT is the center of the program.

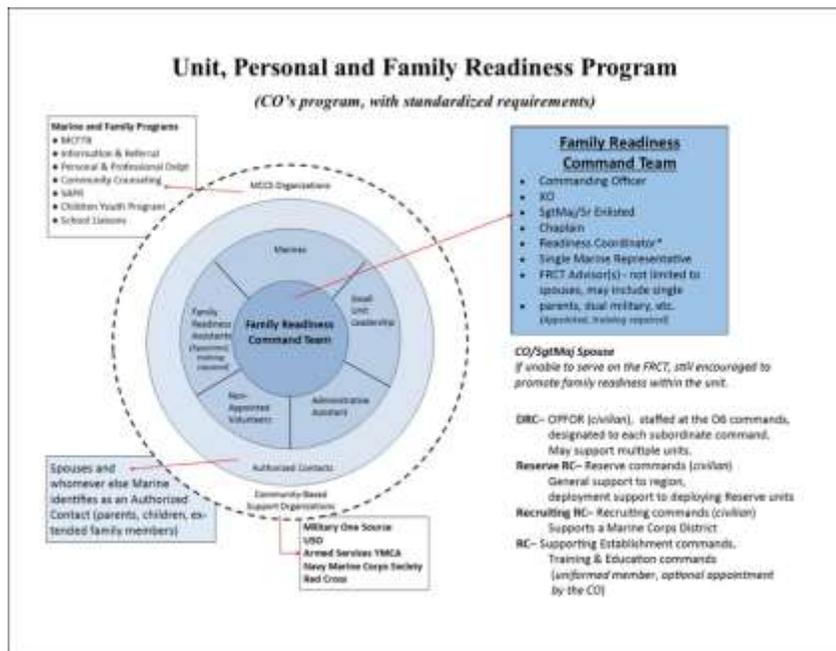


Figure 1: UPFRP Structure

Family Readiness Command Team Functions

The four tenets of the UPFRP are Official Communication, Readiness & Resource Support, Deployment Support, and Volunteer Management. The UPFRP shall provide support through proactive outreach in the form of the following functions:

- **Official Communication:** Facilitates two-way communications between the Command, Marines, and their authorized contacts regarding family readiness information and requirements.
- **Readiness & Resource Support:** Provides Marines and authorized contacts with information regarding, and answering questions relating to, the many services and resources available through DoD and MCCS, as well as the community to support unit, personal, and family readiness.
- **Deployment Support:** Provides resource information and training in addition to support services that enhance a Marine's personal and family readiness.
- **Volunteer Management:** The Deployment Readiness Coordinator (DRC) or Uniformed Readiness Coordinator (URC) administratively and logistically implements the unit's Volunteer Program as identified by the Commander and in accordance to MCO 1754.9A. Ensure volunteer recruitment efforts are equitable for both enlisted and officer family members.

Family Readiness Command Team Roles and Responsibilities

All of the members of the UPFRP Command Team must be vested in the Unit, Personal and Family Readiness Program and have a clear understanding of the vision of the

Commander for family readiness within the unit. This section will introduce the UPFRP Command Team members, describe their roles and responsibilities, and include the training requirements.

Specific roles and responsibilities of all members of the Family Readiness Command Team in relation to the family readiness program have been articulated and metrics have been established to maintain accountability. This ensures that the Marines and families within the unit have the support they need to attain and maintain readiness through their mission, life, and career events.

Commanding Officer

Commanders shall establish and maintain a UPFRP in accordance with MCO1754.9A using all resources, agencies, and organizations available. Consideration should be given to the unique challenges of the unit, e.g., geographical location. The program must be accessible to all members of the command, their spouses, and authorized contacts.

Commanding Officers (Lieutenant Colonel and above), Recruiting Station Commanders and Marine Forces Reserve Commanders are required to establish and maintain a UPFRP along with developing a FRCT structure in accordance with MCO 1754.9A. For tenant commands, the operational Commander is responsible for implementing the UPFRP. The program must be accessible to all members of the command and their authorized contacts.

Commanders retain operational control over the UPFRP and DRC/URCs; MCCA maintains administrative control over NAF DRCs. It is crucial that all parties are responsible for establishing a mutually supportive relationship.

Within 60 days of assuming command, Commanders shall:

- Publish an UPFRP policy statement to outline vision and intent of the command's UPFRP
- Approve and sign UPFRP Communication Plan

Additional responsibilities of Commanders include:

- Appoint in writing a Responsible Officer (RO) and an assistant RO (ARO) to manage Unit & Family Readiness Funds (U&FRF); one of which shall be the DRC.
- Oversee the receipt, budget, and execution of all expenditures of U&FRF received. Commanders determine UPFRP spending priorities within DoD's fiscal and legal guidelines, and are the final approving authorities for all expenditures of UPFRP funds.
- Ensure an internal audit of the UPFRP is conducted within 14 days prior to outgoing DRC's departure, and within 14 days of a DRC's appointment.

Commanding Officer (MARFORRES)

The Reserve Component Commander shall establish and maintain a single UPFRP program that is inclusive of Reserve and Active Duty personnel. Region's Col-level

Reserve Commander shall ensure the DRC equitably supports all the units within the region.

Duties will include:

- Each LtCol-level and Col-level Commander within the region, to include the region's Col-level Commander, shall develop an UPFRP SOP.
- May appoint an active duty Marine in the rank of E6 or higher to serve as the URC for geographically separated units or detachments.
- Include I-I and I-I Spouse (optional) in the establishment and maintenance of the UPFRP.
- Ensure all MFR units coordinate UPFRP training through MFR MCFTB, or the local MCFTB if the unit is located within 100 miles of a Marine Corps installation.
- TAD expenses for DRCs shall be borne of the command requesting the DRC to travel.
- Ensure compliance with the YRRP.
- Utilize the Joint Family Resource Center for Joint Family Support Assistance Program (JFSAP).

Note: Requests must be submitted via SMB_MFR_MCFTB@usmc.mil at least 90 days prior to the Yellow Ribbon Program event for unit events. IAs and smaller detachments shall request support at least 30 days prior to deployment date.

CoS/XO & SgtMaj/SEA

The roles and responsibilities of the XO/SgtMaj/SEA revolve around setting the example, communication, and implementation. The XO/SgtMaj/SEA is often seen as the right hand of the Commander and is expected to set the example with regard to the vision and intent of the Commander's UPFRP.

The XO/SgtMaj/SEA will coordinate with the DRC/URC on all personal and family readiness matters relating to Marines and their families. This includes the intangible mission of cultivating an understanding and appreciation to all Marines of the importance of the UPFRP. Effective communication up and down the chain of command is critical to the success of the Commander's program. In addition, they must attend all required training as outlined in *Figure 2*.

Deployment Readiness Coordinators

DRCs are the face of the Commander's vision, the hub of communication and the Commander's main point of contact in coordination of the UPFRP. Depending on the command, responsibilities may vary.

All DRCs have the following responsibilities:

- Comply with all training requirements.

- Ensure execution of UPFRP's four tenets:
 - Official Communication
 - Readiness & Resource Support (R & RS)
 - Deployment Support (except Recruiting DRCs)
 - Volunteer Management
- Direct coordination for the UPFRP in support of the Commander, Marines, families and authorized contacts.
- Exemplify high standards of personal conduct and integrity in accordance with the personnel policies.
- Conduct duties and responsibilities in a professional, competent and ethical manner.
- Provide new Commander with the current posture of the UPFRP, including budget and funding priorities within 30 days of assuming command.
- Serve as a Special Staff Member to the Commander, thus shall report alleged, actual or reported incidents of sexual assault/abuse, domestic violence, child abuse and suicidal ideations to the Commander.
- Coordinate with installation MCCA programs and other community resources to support Commander's intent and goals.
- Serve as the personal and family readiness communication portal between the Commander and the Marines, families and the authorized contacts to ensure an all-way communication.
 - Collect a completed NAVMC 11654 from all new-join Marines within 30 days of checking in to the unit. Married Marines are required to list spouse as first authorized contact. Single Marines are encouraged to provide an authorized contact but not required.
 - Collect a completed UPFRP Opt-Out Form (NAVMC 11657) from married Marines whose spouse chooses not to participate in the UPFRP.
 - Contact all authorized contact(s) identified by the Marine through the NAVMC 11654 within 30 days of Marines checking in to the unit.
 - Provide official personal and family readiness communication on behalf of the Commander to Marines and authorized contacts at least monthly.
- Upon notification of a unit Marine's death:
 - Cease communication with family members of the deceased Marine, unless the family requests continued communication through the Casualty Assistance Calls Officer (CACO) or Long Term Assistance Program representative.

- Ensure suspension of all automated or manual notifications to include, but not limited to emails, newsletters, texts or flyers to individuals identified by the deceased Marine as authorized contact(s).
- Propose an UPFRP to a new Commander within 60 days of assuming command, for review and approval. The family readiness Communication Plan shall include:
- Explanation of all communication tools used, the frequency of use, and circumstances of use in support of UPFRP
 - Explanation of restrictions for communication, such as unauthorized generation of rosters from communication sent on behalf of the Commander
 - Guidance and limitations for communication sent from FRCTA(s)/FRA(s)
- Crisis communication guidance which will include:
 - Types of crises, including but not limited to, natural disaster, active shooter, death of a Marine, unit mishap or elevated threat condition
 - Procedures for communication flow from the Commander to the authorized contact(s)
 - Approval process for disseminating information
 - DRC/URC roles, including limitations, in assisting the families during and after the crisis
 - List of steps to remove authorized contact(s) from the Organizational Communication System (OCS)
- Ensure resources are leveraged to educate, prepare and empower Marines, families and authorized contacts
- Actively promote MCCS, sister service support agencies and approved community-based programs
- Track utilization of UPFRP support and services that identify trends and potential gaps in readiness.
 - Submit UPFRP data monthly to HQMC Family Readiness Branch (MFZ) using the standardized form located on the DRC/URC Gear Locker.
 - Review data tool reports in FRCT meetings.
 - Coordinate proactive personal and family readiness education and/or services based on identified trends and gaps.
- Serve as the subject matter expert (SME) for the UPFRP to include being an active member of the FRCT and participating in other scheduled meetings normally attended by Special Staff Officers.

- Collaborate with unit SgtMaj to assist the SMR to support and promote unit SMR initiatives and events.
- Manage UPFRP volunteers.
- Receive, budget and execute UPFRP funds allocated to the unit in accordance with the Commander's intent.
- Ensure support of all Marines designated as Individual Augments (IAs) or on Temporary Additional Duty (TAD) in excess continues throughout the assignment.
- DRCs shall **not**:
 - Deploy or participate in deployment related training exercises away from parent installation or be assigned as the Remain-Behind Element Officer-in-Charge.
 - Perform duties not related to the Commander's UPFRP intent.
 - Hold billets as Chaplains, Sexual Assault Response Coordinator, Uniformed Victim Advocate, Unit Financial Advisor, legal officer or serve in a protocol officer capacity.
 - 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 CACO. The DRC shall coordinate with the CACO in all matters associated with the personal affairs of the deceased Marine, Primary Next of Kin or Secondary Next of Kin.
 - Report to, or receive tasking directly from anyone outside of the immediate chain of command. **Note: There will be instances where DRC are supporting more than one command. There should be a Memorandum of Understanding between the Commanders where this is the circumstance.**

Operating Forces DRC

- Parent command DRC shall:
 - Contact the gaining command DRC/URC when requested by the outgoing Marine to ensure a warm hand off and introduction to the new UPFRP.
 - Collaborate with gaining command DRC/URCs in providing communication to the Marine and the Marine's authorized contact(s).
 - Communicate at a minimum of once per month with authorized contact(s) during the Marine's absence from the parent command.
 - Maintain a current record of Marines designated as IA or TAD in Excess.
 - Coordinate with MCFTB for planning and facilitation of personal and family readiness briefs and training for Marines and families in support of deployment such as pre, mid and post-deployment events if outgoing Marine

will join the gaining command after pre-deployment brief and/or if gaining command is on an installation greater than 50 miles.

- Gaining command DRC shall:
 - Collect a completed NAVMC 11654 from the Marine.
 - Send the Welcome Aboard letter or packet with the gaining command's contact information to the authorized contact(s).
 - Initiate communication with the parent command DRC/URC to mitigate possible or existing personal and family readiness concerns.
 - Communicate with parent command DRC/URC about scheduled UPFRP trainings and events, to include departure and arrival information for deploying units.
 - Maintain a current record of Marines designated as IA or TAD in Excess.
 - Coordinate with MCFTB for planning and facilitation of personal and family readiness briefs and training for Marines and families in support of deployment such as pre, mid and post-deployment events.

Recruiting DRC

- Focus on the unique challenges associated with independent duty and the recruiting mission.
- Provide UPFRP training at the MCDs and Recruiting Stations as needed.
- Provide oversight and assistance of IDF reconciliation to Recruiting Stations and Substations.
- Liaise with USMC HQ for all IDF inquiries.

Reserves DRC

- Focus on the challenges associated with independent duty in remote locations.
- Provide direct support to all deployed reserve units within designated region.
- Welcome incoming families and collect UPFRP Contact Authorization Form NAVMC 11654 or UPFRP Opt-Out form NAVMC 11657.
- Provide additional resource and deployment assistance to Selected Marine Corps Reserve (SMCR) and Individual Ready Reserve (IRR) Marines and families.

Uniformed Readiness Coordinator

URCs are command designated personnel within the Supporting Establishment. DRCs are not authorized within the supporting establishment. Commander may assign program responsibilities to **one or multiple** personnel within the unit and/or appoint a uniformed member to serve as a URC.

Duties include:

- Must attend all required training as outlined in *Figure 2*.

- Provide family readiness support to Marines and family members, to include communication, readiness and resource support, and volunteer management as outlined in Commander’s UPFRP SOP.
- Coordinate with installation Marine and Family Programs Director and other community resources to support Commander’s intent and goals.
- Communicate UPFRP status monthly with Commander.

Chaplain

In addition to ministerial duties, the chaplain is in a unique position to provide insight into the health of the Commander’s UPFRP, and to offer timely and relevant advice on issues affecting the unit’s personal and family readiness.

Duties include:

- Must attend all required training as outlined in *Figure 2*.
- Offer timely and relevant support on issues impacting the UPFRP.
- Attend unit-specific functions where a chaplain’s brief is required, such as a unit L.I.N.K.S. workshop.

Single Marine Representative (SMR)

The SMR serves as the voice for single Marines who represent their unit and want to make a difference within their unit and on their installation. Appointed in writing by the CO, they serve as a special staff representative reporting directly to the SgtMaj/SEA.

Duties include:

- Must attend all required training as outlined in *Figure 2*.
- Provide personal and family readiness feedback to the FRCT from the unit’s single Marines.
- Partners with the DRC/URC in coordinating UPFRP training and outreach opportunities for the unit’s single Marines.

Family Readiness Command Team Advisor (FRCTA)

FRCTA(s) are experienced spouses, authorized contacts of Marines serving within the unit or anyone within the unit representing a specific demographic. FRCTA(s) focuses on support, advocacy, and mentorship. The Commander appoints the FRCTA in writing and they must go through the application, screening, selection, interview, and appointment process. It may be beneficial to appoint a FRCTA from the spouse population and one from the authorized contact population to ensure that all constituencies are provided a voice to the Commander.

Duties include:

- Must attend all required training as outlined in *Figure 2*.

- Serve a minimum assignment of one year. At any time, the FRCTA appointment may be terminated by the Commander or the FRCTA. In addition, the FRCTA may choose to support the unit in a non-appointed capacity. FRCTA appointments are non-transferrable between units.
- May simultaneously serve in a short-term, event-driven capacity to further support the program.
- Work in collaboration with the DRC/URC in the execution of the Commander’s vision and intent, with focus on support, advocacy, and mentorship.
- Serve on the FRCT and participate in FRCT planning and assessment activities as determined by the Commander.
- Attend UPFRP meetings as directed by the Commander.
- Attend UPFRP-related functions as deemed appropriate by the Commander, such as pre, mid, and post-deployment events, family days, etc.
- May obtain access to information that may contain Personally Identifiable Information (PII) only for the purposes of assisting the DRC/URC.
- May disseminate UPFRP-related authorized communications as directed by the command.
 - Use the blind carbon copy (bcc) line for all email addresses of authorized contact(s).
 - Include the following on all UPFRP related emails.
 - Disclaimer “Information is distributed in this email as information of common interest for military members and their families/authorized 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.”
- Signature block which includes name, position/title, phone number and email address

The FRCTA(s) shall **not**:

- Have access to classified or sensitive unit information. Examples of such unauthorized information includes: specific troop movement dates and locations, legal action on a Marine or family member, etc.
- Pass official communication to Marines or authorized contacts in place of or on behalf of the Commander or DRC/URC.

Family Readiness Assistant (FRA)

FRA(s)s support the DRC/URC, in the execution of the Commander’s vision and intent. A FRA should be a Marine, civilian employee, spouse, designated parent(s) or extended family member(s) of a Marine unit and ideally be in geographic proximity to the unit. They may also simultaneously serve in a short-term, event-driven capacity to further

support the program. FRAs must go through the application, screening, selection, interview, and appointment process.

Duties include:

- Must attend all required training as outlined in *Figure 2*.
- 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.
- Work under the guidance and direction of the DRC/URC in the execution of the Commander's vision and intent.
- Provide insight into military lifestyle challenges, feedback from unit families, and perspective on the readiness of families within the unit.
- Assist the DRC/URC in welcoming unit families.
- Assist with R & RS services.
- Attend UPFRP-related functions as deemed appropriate by the Commander, such as pre, mid and post-deployment events, family days, etc.
- May disseminate UPFRP related authorized communications as directed by the command.
- Use the bcc line for all email addresses of authorized contact(s).
- May lead in project driven activities and/or events.
- Include the following on all UPFRP related emails:
 - Disclaimer "Information is distributed in this email as information of common interest for military members and their families/authorized 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."
 - Signature block which includes name, position/title, phone number and email

FRA(s) shall **not**:

- Have access to classified or sensitive unit information. Examples of such unauthorized information includes: specific troop movement dates and locations, legal action on a Marine or family member, etc.
- Pass official communication to Marines or authorized contacts in place of or on behalf of the Commander or DRC/URC.
- Work in the capacity as the DRC/URC.

Family Readiness Command Team Training Matrix

FRCT Training Matrix						
	Family Readiness Command Team Training	FRCTA/FRA Training	L.I.N.K.S. for Spouse	PII/OPSEC (Annual requirement)	Volunteer Management	Passport to Volunteering
CO, XO, SgtMaj, Chaplain, Single Marine Rep	Within 60 days	N/A	N/A	N/A	N/A	N/A
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 Command Team Assistant (FRA)	N/A	Within 60 days	Within 90 days	Within 45 days	Within 90 days	Within 90 days
CO, XO, SgtMaj, Chaplain, Single Marine Rep	Within 120 days	N/A	N/A	N/A	N/A	N/A
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 Command Team Assistant (FRA)	N/A	Within 120 days	Within 120 days	Within 45 days	Within 120 days	Within 120 days
				Active	Recruiting/Reserve	Recommended

Figure 2: FRCT Training Matrix

The following guidelines apply for required training:

- PII/Operations Security (OPSEC) must be taken annually
- Command Team Training (CTT) for CO rotation
- All other required training do not need to be retaken unless:
 - Permanent Change of Station (PCS) to another installation – CTT Resource Refresher Training (only)
 - If training completion certificates are unavailable or lost
 - Otherwise directed by the CO

Non-Appointed Volunteers

Non-appointed volunteer serves for specific, project-driven, short-term unit 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.

Duties include:

- Work under the guidance and direction of the DRC/URC in the execution of the Commander’s vision and intent.
- May lead in short term project driven activities and/or participate in volunteer opportunities as needed by the command and/or unit.

Marines

Although all Marines are not part of the FRCT, they are responsible to their Commander, unit, and family for educating and preparing themselves toward resiliency against inevitable mission, life, and career events that may serve as detractors from mission readiness.

The Marine designates contacts to receive authorized and official communication from the DRC/URC within 30 working days of checking in to a new unit. Marines' spouses have the option to "opt out" as well as refuse contact from the DRC/URC or anyone on the FRCT. When this occurs, an OPT-OUT form (NAVMC 11657) should be completed by the Marine and spouse's signature. The form must then be routed to the unit CO for his/her signature and returned to the DRC/URC.

Additionally, Marines are responsible to promote similar opportunities to their families that ensure education, preparation, and resiliency against inevitable life-cycle and mission events that may serve as detractors from family readiness.

Communication

Communication is the primary focus of the UPFRP. Within the UPFRP, there are three types of communication.

- Official
- Authorized
- Unofficial

Marines and families of the unit may rely on the accuracy and timeliness of the information provided by the command. Bad news never gets better with time, and while it is not the intent to provide incomplete or inaccurate information, having no information will often lead to gossip, which leads to stress and panic.

Official

Official Communication is specific to the unit and is disseminated by or on behalf of the Commander to Marines and their authorized contacts. It establishes or enables:

- All-way communication.
 - MarineOnline FR module
 - Emails
 - 800 phone number with messages
- Timely and relevant information on the unit and the unit's status.
 - Training date changes
 - Upcoming unit event
- Protection of operations security and confidentiality.
 - Deployment information
- Reassurance to families during separation.
 - Positive attitude about deployment or separation
- Information and support to families during a time of crisis within the unit.

- Updated information regarding evacuations
- Inclement weather plans
- Rumor control through timely and reliable official information from the Commander.
 - Communication on behalf of the CO to all families clarifying a recent incident

Authorized

Authorized Communication is information on resources and programs that promote personal and family readiness and are in alignment with the CO’s UPFRP vision.

- It can be disseminated by the DRC, URC, FRCT, or appointed volunteers. This could be an update on a resource.
- Authorized Communication should be sent at a minimum monthly unless otherwise directed by the CO. **Note: Recommend that weekly info blasts are sent to families.**
- It should also be sent using any of the tools within the Organizational Communication System (OCS).

Unofficial

Unofficial Communication includes non UPFRP related events that are:

- Not sponsored by the unit/command UPFRP
- Not disseminated by the DRC/URC

Purse or jewelry parties, coffee or tea groups, social events that only select members are invited or home-based business parties are all unofficial and shall not be disseminated by any tool within the OCS.

Contact Rosters

The command will ensure rosters containing personal information for Marines, families, and Authorized Contacts are handled with the same care and concern as all PII and OPSEC information.

Official Rosters

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

- 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.).
- Personal use of UPFRP rosters is prohibited.

Social Rosters

Social Rosters are not the responsibility of the UPFRP. Participation in social events is selective and not sponsored by the UPFRP.

- CO/SgtMaj/SEA Spouse may access the unit social roster through the appropriate chain of command as determined by the Commander.
- The DRC/URC shall not be responsible for obtaining information for, or managing the unit's social roster.

Communication Plan

An UPFRP Communication Plan must be approved by the Commander. It explains 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. **Note: For Supporting Establishments, a liaison must be appointed to communicate with families.**

Deployment Support

Deployment is loosely defined as the movement of an individual or entire military unit to another location to accomplish a task or mission. The mission may be a routine training exercise, humanitarian assistance or a combat operation.

The deployment readiness process must be integrated into unit deployment training across all phases of deployment. Training support shall be provided through the training curriculum facilitated by MCFTB.

Collaboration with MCFTB for development of training agenda and identification of speakers shall be established in accordance with the Commander's intent. Other agencies such as MCCS, joint service programs, or other supporting agencies shall assist with specific topics as Subject Matter Experts (SMEs).

During the deployment cycle, the following workshops are provided:

- Pre-deployment workshops highlight key areas of personal and family preparation for single Marines, married Marines and their respective families; either active duty or reservists. It should be offered no later than 30 - 45 days prior to the Marines deployment of separation.

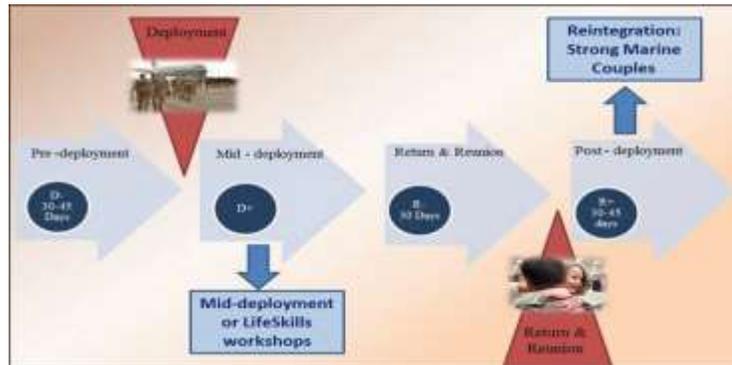
The RDS pre-deployment suite is divided into three specified modules and depending on the deployment and your population, you could provide one of the following:

- A unit brief which includes the entire unit including spouses
- Module 1: A brief specifically for married Marines including spouses
- Module 2: A brief specifically for Special Assignments including spouses

It is critical to coordinate Pre-deployment workshops with your local MCFTB using the Command & MCFTB Pre -Deployment Agreement. This form must be

completed, signed and returned to the RDST prior to the deployment. The primary use of this form is to ensure the command and MCFTB both agree on:

- Agenda
 - Date and time
 - Topics covered
 - Logistics
 - Future workshops
- Mid-deployment workshops are designed to sustain family members during the mid-point of a deployment. The workshops address the importance of taking care of themselves, suggestions for fun things to go, goal setting and resources to get through the rest of the deployment. Workshops included are:
 - Deployment Success
 - Self-Care
 - Kids and Deployment
 - Return & Reunion workshops are coordinated approximately 30 days prior to the Marines return. The workshops provide information for the families in their preparation for the return and reintegration of the Marine into the family. In addition to the prescribed support services, reunion planning can incorporate more social aspects of the Return and Reunion process such as a welcome home ceremony or celebration with the assistance of the MCCA coordinator. Workshops included are:
 - Return & Reunion for Spouses
 - Return & Reunion for Parents & Extended Family Members
 - Return & Reunion for Parents & Kids
 - Post-deployment workshop occurs approximately 30-40 days after the deployment. The workshop addresses the effect of reintegration on a relationship, allows couples to assess the level of relationship satisfaction, and provides communication tools and resources for couples to use to strengthen their relationship. Workshop includes:
 - Reintegration: Strong Marine Couples



Readiness & Resource Support

Readiness and Resource Support provides Marines and their authorized contacts with information to the many services and resources available through DoD and MCCS, as well as the community in support of UPFRP. CT members are encouraged to acquire a strong knowledge base of these programs not only through the required training matrix but through outreach to MCFTB Directors and attendance of training and briefs as applicable.

The completion of a Family Care Plan is an example of a requirement that must be met by a specific population regardless of the deployment status of the Marine. It builds the foundation of the Marine’s and families’ readiness before any type of separation occurs.

Readiness also includes coordinating relevant UPFRP training for the unit’s success such as: 4-Lenses, personal finance, communication, etc.

Official readiness and resource services are available through anyone on the FRCT. **Personnel are cautioned, however, NOT to take on the role of counselor.**

Funding

Unit and Family Readiness Funds (U&FRF) budgets shall reflect annual personal and family readiness programs and events that support all members of the unit, their families and their Authorized Contact(s). It is intended to support unit MWR needs including:

- Educational Activities
 - UPFRP training-related events.
- Recreational Activities
 - Recreation and morale events.
- Social Activities.
 - Unit events, which equitably support the UPFRP population.

Note: No more than twenty-five percent of the unit’s annual U&FRF may be expended on the Marine Corps Birthday Ball.

Appropriated Funds

Appropriated Funds (APF) are appropriated by Congress. They are to be used in the year provided rather than accumulated from year to year. Unused APF will roll over each quarter until the end of the **APF fiscal year (Oct. 1 – Sept. 30)**. These funds shall not be carried over at the APF fiscal year-end.

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 Family Readiness Headquarters.

Note: Combined with local NAF received for the host installation, APF cannot exceed \$12.50.

APF must be spent for the purposes and programs for which they were originally appropriated. Diversion of funds for other unofficial programs is prohibited. Spending APF from one appropriation account on something for which funds have been appropriated from another appropriation account is also prohibited.

Authorized Expenditures:

- Office and meeting spaces, or storage space
- Office supplies such as computers with appropriate hardware, software, printers, internet access, etc.
- Reimbursements such parking, highway tolls, Invitational Travel Orders (ITOs). Preapproval is highly recommended
- Government vehicle/transportation to support volunteer functions

Unauthorized Expenditures:

- Food /beverage
- Mementos given to individuals for transfer or permanent change of station gifts
This includes items such as flowers and farewell keepsakes
- Personal use items
- Serviceable items given as awards, such as clothing, uniform items, jewelry, functional weapons, etc.
- RC salaries where the DRC is a NAF employee
- Gift certificates

Non-Appropriated Funds (NAF)

Non-Appropriated Funds (NAF) are funds that originate from revenue-generating MCCC activities or assets received from sources other than monies appropriated by Congress. The UPFRP is a Category A Morale, Welfare, and Recreation (MWR) program.

UPFRP NAF funds are intended to support unit morale, welfare, and recreation needs, including recreational, social, and family readiness activities. They are to be used in the year provided rather than accumulated from year to year.

Unused NAF will roll over each quarter until the end of the **NAF fiscal year (Feb. 1 – Jan. 31)**. These funds shall not be carried over at NAF fiscal year-end unless, approval of the installation Commander.

The type and amount of UPFRP funding available may be different depending on whether the Marine Corps unit is located on a Marine Corps installation, a sister service installation, or off a DoD installation.

- Funds available to units stationed aboard Marine Corps Installations: There is currently an allocation of \$12.50/Marine/year.
- Units that are not located on a Marine Corp Installation will receive Independent Duty Funds (IDF). Those units receive IDF for Marines 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.
 - Units that are within 30 miles of a DoD installation will receive \$12.50/Marine/year. However, units that are over 30 miles within a DoD installation will receive \$65.00/Marine/year.
 - Reserve units will receive \$12.50/Marine/year and units that are assigned to a Joint Command will receive NAF funds provided by the host service.
- Unit Commanders are the sole authority for the funds and must observe MCCA policies (refer to these policies to include MARADMINS/MCCA Policy).
- Installation MCCA finance offices will establish appropriate unit allocation and accounting procedures in accordance with the established Finance and Accounting Standardization Guides issued by CMC (MRF)
- Subject to audit by the Marine Corps Non-Appropriated Funds Audit Service (MCNAFAS).

Authorized Expenditures

Generally, NAF may be used on any expense directly related to supporting the Non-Appropriated Funds Instrumentalities (NAFI) or the programs supported by the NAFI that originally generated the money.

Authorized NAF expenditures include the following:

- Direct and overhead expenses associated with operating the UPFRP functions, such as equipment, supplies, travel, communications, maintenance and repair, and services for which APF are not available.
- Light refreshments for events such as family readiness program meetings; unit L.I.N.K.S. workshops; pre-, mid-, and post-deployment events; and volunteer recognition events.

- Reimbursement of UPFRP function volunteers, FRAs' or FRCTAs' expenses such as mileage, parking and tolls, telephone toll calls, child care expenses, and Invitation Travel Orders (ITO) expenses.

Note: The DRC/URC or RO is NOT authorized to enter into any contractual agreement with a Non-government entity for goods or services. MCCS NAF procurement policies must be followed.

Unauthorized Expenditures

Common expenditures that are unauthorized:

- Purchasing military proficiency prizes and awards for individuals for the performance of regularly assigned duties.
- Paying meal charges for government personnel on APF per diem or enlisted members in APF dining facilities.
- Donating to any relief, charitable, or commercial organization, or to an individual.
- Supporting projects involving the improvement, rehabilitation, or construction of religious facilities.
- Purchasing, printing, or engraving of Christmas cards, or other personal greeting cards.
- Constructing, altering, renovating, or furnishing any facility not used primarily as a part of one of the MCCS MWR activities.
- Supporting private organizations (skydiving clubs, spouses clubs, Boy or Girl Scouts, etc.).
- Supporting functions held primarily to accomplish public affairs objectives.
- Purchasing incentive awards not related to operating MCCS MWR activities.
- 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.
- Leasing grounds, facilities or relocatable buildings, unless prior approval is granted by Family Readiness Branch, HQMC.
- Purchasing food, supplies, or equipment for APF dining facilities, except for holidays and special occasions when all members of the Command may purchase food and consumable supplies for consumption.

Note: NAF funds SHALL NOT be used for protocol or command activities where official representation funds (ORF) are authorized. MCCS NAF and ORF MAY NOT be used interchangeably.

*NAF Methods**Advance and Reconciliation for NAF*

- The RO may request advance funds from the current fiscal year's funds from MCCS NAF Finance using an expenditure request.
- MCCS NAF Finance processes a disbursement as requested. Disbursements may be made by electronic internal transfer, check, or cash. The RO will then make expenditures with funds advanced.
- The RO reconciles expenditures with the UPRFP funds administrator in the MCCS NAF Finance office with signed receipts to document the expenditure and returns any unused funds.
- The RO shall present receipts and a completed copy of Claim for Reimbursement for Expenditures on Official Business to be reimbursed after the fact for NAF authorized expenditures totaling less than \$100. The Commander must acknowledge approval through signature or email, etc., for reimbursement requests totaling more than \$100.
- Electronic Internal Transfer for NAF
- The DRC/URC may negotiate a party contract with an MCCS activity on the installation and request MCCS to cover the expense with an internal fund transfer. The DRC/URC forwards the completed contract to MCCS NAF Finance along with a completed Expenditure Request/Reimbursement for Unit, Personal and Family Readiness Funds.

Note: A party contract for a MCCS is not the same as a contract with a private company. If unsure, ask the MCCS Finance Office for clarification.

Debit Card Option

HQMC authorized use of debit cards to access UPFRP funds. This is a MCCS locally managed program via local banking facility. The unit Commander will retain and be responsible for the debit card(s).

The unit Commander may delegate the use of the debit card to:

- DRC/URC or RO
- Unit designee
- Deployed designee

Note: Although Debit Card option applies to units on a Marine Corps Installation, there may be exceptions. Contact your MCCS Finance Office for more information.

UPFRP fundraising

Some units would like to use fundraising as supplement to their NAF funds. Check with your local installation on their fundraising policy to ensure that your fundraising event is within compliance. All fundraising events must consist of the following:

- Activities must be pre-approved by the MCCS director.
- Activities governed by MCO P1700.27B.
- Activities cannot be conducted off Marine Corps Installations (must be limited to authorized uses of installation services).
- Funds raised must be deposited in unit accounts managed by MCCS.
- Remember that units may not conduct raffles as a fundraising event.
- Always consult with your legal department to ensure you are keeping it legal.

Unsolicited donations

- Acceptance of donations is governed by MCO P1700.27B.
- Acceptance procedures vary depending upon the monetary value of the donation or gift.
- Solicitation for donations or support in any way is expressly forbidden for Marines and family members.
- Check with your local MCCS Finance Department for more information.

Sponsorship

Sponsorship opportunities may only be utilized through the installation Sponsorship Coordinator. They work directly for MCCS and are a vital resource for the UPFRP. The Sponsorship Coordinator establishes the relationship between the community and the sponsorship opportunities that might be available to the unit from the community. Keep in mind that all Marine Corps wide sponsorship events are handled by HQ Commercial Sponsorship.

Volunteer Management

The DRC/URC administratively and logistically implements the unit’s Volunteer Program as identified by the Commander and in accordance to MCO 1754.9A. Ensure volunteer recruitment efforts are equitable for both enlisted and officer family members. Volunteers may be Marines, spouses, parents and/or extended family members of unit Marines who may opt to serve in an appointed or non-appointed role. No volunteer position is mandatory, but all are highly recommended to enhance the UPFRP. UPFRP volunteers are not a replacement for military personnel or paid civilian staff.

Those individuals interested in volunteering in an appointed capacity must fill out a Volunteer Application (NAVMC 11653). However all volunteers must complete and submit a Volunteer Agreement (DD form 2793) prior to fulfilling any volunteer duties. See Roles and Responsibilities section for more information on appointed and non-appointed volunteers. Also refer to your DRC/URC Playbook and MCO 1754.9A for templates for Volunteer Application, Interview techniques and Appointment Letters.

The legacy of volunteers in the Marine Corps goes back to the very inception of the Corps. The Marine Corps was created as an all-volunteer force creating the groundwork for the volunteer service we see now in our Marines and families. Across the Corps for

FY17 we had over 94,371 volunteers with over 779,000 volunteer hours. The commitment to help within and around our community is there and it is strong. The challenge is learning how to tap into these volunteer resources and use them effectively to enhance our units.

The benefits of volunteering might be enough to encourage some people. Here are just a few of the facts about volunteering.

- 94% feel an improvement in their mood when volunteering
- 95% feel volunteering improves their community
- 78% feel stress levels decrease from volunteering
- 98% feel their own lives are enriched by volunteering

Recruiting Volunteers

Motivation is big consideration in recruiting volunteers. It goes a step beyond recognizing why people volunteer by thinking of how the volunteer can benefit from donating their time. For example, each generation looks at volunteering differently. Parents may feel like volunteering is an opportunity to connect with their child, especially in a season where the child (Marine) is no longer dependent upon the parent. Whereas, a spouse may view volunteering as a way to connect with a new lifestyle they have been introduced to. Knowing what motivates the volunteer helps with proper placement and utilization in the volunteer program.

Three tips in recruiting for volunteers:

- Look at the needs of your unit and decide what programs, activities, and events you want to pursue.
 - Do you want a welcome team?
 - Is there a Family Day event coming up?
 - Is there a need for a new baby team?
 - Setting these needs will help you determine how many and what type of volunteer you need.
- Use your relationships that you have created to recruit.
 - CT members are in a perfect position to personally ask other family members within the unit.
- Advertise the need for volunteers on emails, newsletters, flyers, social media, etc.

Note: CO's are the best recruiters!!

Volunteer Appreciation

It is essential that the Command encourages and recognizes unit volunteers, as they are an integral part of the Unit, Personal and Family Readiness Program. April is nationally recognized as a month to recognize voluntary service. Commanders may also choose to recognize their volunteers throughout the year with appreciation events and approved

certificates of appreciation. Appreciation can be shown in a variety of ways such as a formal event or a simple gift.

You may also collaborate with your installation Volunteer Coordinator. The installation Volunteer Coordinator will host a Volunteer Appreciation event that all volunteers can take part in.

Event Management

Event Management can sometimes be overwhelming for DRC/URC who have so many other required responsibilities within UPFRP. It is at the Commander's discretion on how often or if they would like a unit event to take place. **Note: Event Management is not a tenet of UPFRP.**

When planning for an event, it is highly recommended to use the following guide for individual(s)' responsibilities to make the unit event a success:

DRC/URC responsibilities: **Administrative Oversight**

- Proposal to FRCT
 - After ideas are presented by volunteers and/or unit sections
 - Determine type of event
 - Date/time/place/anticipated cost
- Funds
 - Request/reconciliation
- Volunteer Management
 - Request for volunteer assistance
 - Assign roles/responsibilities
 - Lead for event
 - Design flyers
 - Agenda (if applicable)
 - Decorations
 - Booth POC(s)
 - Sign-in table (if applicable)
- Marketing of events
 - Ensure events are posted on social media, newsletters, emails, marquees, etc.
- Sponsorship request
 - Request for "give aways"

- MCCS Contract agreement
 - MCCS equipment/rentals
 - DJ
- After Action Report
 - Brief back to FRCT

Action Officer responsibilities: **Logistics Oversight**

- LOI
- Working Party
- Logistics
 - Location confirmation
 - Outdoor recreation
 - Pickup/drop off equipment
 - Chow Hall
- Entertainment POC

Volunteer Assistance: **Lead in planning event**

- Collaborate with Action Officer
 - Set up day of event
- Flyers
 - Design flyers
 - Post on visible boards around base (if possible)
- Shopping
 - Supplies needed for event
 - Returning original receipts to DRC/URC
- Activities
- Soliciting more volunteers

Key Terms

Appropriated Funds (APF). Represents funds made available to the Department of Defense (DoD) as a result of an act of Congress that permits the DoD to incur obligations and to make payments out of the Department of Treasury for specified purposes.

Authorized contacts. Anyone the Marine identifies on the UPFRP Contact Authorization form (NAVMC 11654).

Communication Strategy and Operations Officer (CommStrat). Serves as a link between Marines and the public and must facilitate the instantaneous flow of information that is generated through the 24-hour news cycle, the Internet, and cellular communications. CommStrat Marines are trained, equipped and postured to serve the force Commanders, as they execute their duties in keeping Marines and the American people informed of what is happening on the battlefield and aboard Marine Corps Installations.

Deployment Readiness Coordinator (DRC). Civilian staffed at an O6-level OPFOR command, and designated to one or more units within the O-6 level structure to provide UPFRP support. Primary focus is on deployment support, but also provides communication, readiness and resource support, and volunteer management support to unit Marines, Sailors, and their families in support of each Commander's UPFRP.

Deployment Readiness Coordinator (Recruiting). Civilian employed at a Marine Corps District (MCD) to provide communication, readiness and resource support, volunteer management, and UPFRP training support to the Commanders, Marines, Sailors, and their families on installations and in remote locations. A greater focus of effort is on the unique challenges associated with independent duty and the recruiting mission.

Deployment Readiness Coordinator (Reserve). Civilian assigned to an O6-level command in a Marine Forces Reserves (MARFORRES) region to provide communication, deployment support, readiness and resource support, and volunteer management support to unit Commanders, Marines, attached Sailors, and their families. A greater focus of effort is on the challenges associated with independent duty in remote locations, as well as provide additional resource and deployment assistance to the Selected Marine Corps Reserve and Individual Ready Reserve Marines and families.

Family Readiness Command Team (FRCT). The resource and support body for Marines and their authorized contacts in regards to the Unit, Personal and Family Readiness Program.

Joint Family Support Assistance Program (JFSAP). Implemented as a result of the fiscal 2007 Defense Authorization Act, Sec. 675. This program augments existing family programs to provide a continuum of support and services based on member and family strengths, needs and available resources. The primary focus of support is families who are geographically dispersed from a military installation. Services are delivered in local communities through collaborative partnerships with federal, state, and local resources.

Marine Corps Community Services (MCCS). Enhances unit and family readiness by delivering programs such as Marine Corps Family Team Building (MCFTB), Counseling Services and the New Parent Support Program. The programs are designed specifically

for Marines and families to increase their awareness of relevant readiness issues, while offering creative ideas to build a healthy family. Through proactive education, training, coordination of support services, materials and tools, MCCS promotes personal and family readiness that can be applied in everyday situations.

Marine Corps Family Team Building (MCFTB). Enhances and supports the Unit, Personal and Family Readiness Program by providing relevant and standardized family readiness training to unit Commanders, Family Readiness Command Teams, Marines and their families; thereby, assisting in sustaining a constant state of personal and family readiness, and ultimately enhancing unit mission readiness. These programs are supported at all major installations by Marine Corps Community Services (MCCS) through a MCFTB office staffed with a MCFTB Director and Trainers. For information and availability on any of these programs, please contact your Family Readiness Officer, or local installation MCFTB office.

Non-Appropriated Funds (NAF). Funds that are not appropriated by Congress to incur obligations and make payments out of U.S. Treasury. NAFs come primarily from the sale of goods and services to DoD military and civilian personnel and their family members. These funds are used to support Morale, Welfare, and Recreation (MWR); lodging; civilian welfare; post dining facilities; and certain religious and educational programs. NAFs are entitled to the same protection as funds appropriated by Congress and are used for the collective benefit of military personnel, their family members, and authorized civilians.

Operational Security (OPSEC). Mission success depends on secrecy and the element of surprise. In order to be able to accomplish the mission more quickly and with less risk, it is vital to maintain these security measures. Adversaries strongly desire this information and will exploit the Marine and his/her family for this information.

Privacy Act (PA). The Privacy Act of 1974, as amended at 5 U.S.C. 552a, protects records that can be retrieved by personal identifiers such as a name, Social Security number, or other identifying number or symbol.

Personally Identifiable Information (PII). Information which can be used to identify a person uniquely and reliably, including, but not limited to: name, Social Security number, address, telephone number, e-mail address, mother's maiden name, etc.

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

Unit, Personal and Family Readiness Program (UPFRP). The mission of the UPFRP is to train and prepare every Marine and their family to ensure optimum resiliency when faced with life-cycle events. When every Marine and family in a unit reaches the optimum level of resiliency, a high state of personal and family readiness will result thereby ensuring the unit's high state of readiness.

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