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From: Commandant of the Marine Corps
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Subj: MARINE CORPS FAMILY TEAM BUILDING (MCFTB)

Ref: (a) MCO 1754.6A
(b) MCO P1700.24B
(c) MCO 1740.13A
(d) Commanding Officer's Key Volunteer Reference Guide
(e) Key Volunteer's Reference Guide
(f) Key Volunteer's Training Guide
(g) Key Volunteer Training Participant's Guide
(h) MCO P5211.2B
(i) Privacy Act of 1974 title 5 U.S.C. § 552A, as amended
(j) MCO P1700.27A
(k) MCO P1710.30E
(l) National Fire Protection Association 101: Life Safety Guide
(m) Title 42 U.S.C. § 13041
(n) DOD Instruction 1402.5, "Criminal History Background Checks on Individuals In Child Care Services" dtd 19 Jan 1993
(o) DOD Instruction 1100.21, "Voluntary Services in the Department of Defense" dtd 11 Mar 2002
(p) MCO P5110.4
(q) L.I.N.K.S. Curriculum Script Guide
(r) L.I.N.K.S. Desktop Guide
(s) On-Installation Trainer Guide
(t) L.I.N.K.S. Team Leader Training Guide
(u) CREDO Standard Operating Procedures
(v) DOD Instruction 1015.10, "Programs for Military Morale, Welfare, and Recreation" dtd 3 Nov 1995
(w) SECNAVINST 1754.1B
(x) NAVSO P-1000
(y) Title 10 U.S.C. § 1588
(z) DOD Instruction 4500.36-R, "Management, Acquisition, and Use of Motor Vehicles" dtd 29 Mar 1994
(aa) MCO 7042.6C
(bb) SECNAVINST 7042.7J
(cc) Title 10 U.S.C. § 2494
(dd) NAVSO P-6034
(ee) Federal Tort Claims Act

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

- (ff) DOD Instruction 4525.8, "DoD Official Mail Management" dtd 26 Dec 2001
- (gg) DOD Instruction 5500.7-R, "Standards of Conduct" dtd 30 Aug 1993

Encl: (1) LOCATOR SHEET

1. PURPOSE. To establish guidance for MCFTB programs to ensure standardization of MCFTB throughout the Marine Corps, in accordance with the references.
2. CANCELLATION. NAVMC 2917, NAVMC 2918, NAVMC 2919, and NAVMC 2920.
3. INFORMATION. Chapters 1 through 4 describe the roles and responsibilities of members of the MCFTB hierarchy. Chapters 5 through 9 describe how to conduct the five distinct, yet complimentary, family readiness programs. Chapter 10 addresses procedures, requirements and forms used in funding and reimbursing Key Volunteers. Appendix A is a reference tool for spouses and Key Volunteers who may not be familiar with Marine Corps acronyms. Reference (a) establishes MCFTB policy.
4. COMMAND. This NAVMC is applicable to the Marine Corps Total Force.
5. CERTIFICATION. Reviewed and approved this date.



MICHAEL P. DOWNS
By direction

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RECORD OF CHANGES

Log completed change action as indicated.

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

MARINE CORPS FAMILY TEAM BUILDING

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MARINE CORPS FAMILY TEAM BUILDING

CHAPTER 1

MARINE CORPS FAMILY TEAM BUILDING DIRECTOR

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MARINE CORPS FAMILY TEAM BUILDING

CHAPTER 1

MARINE CORPS FAMILY TEAM BUILDING DIRECTOR

1000. PURPOSE. To establish guidance for the Marine Corps Family Team Building (MCFTB) Directors throughout the Marine Corps.

1001. BACKGROUND. MCFTB was established in 1999. The MCFTB Director's billet (formerly called Family Readiness Support Officer) was established to supervise the program.

1002. REQUIREMENTS AND RESPONSIBILITIES

1. The MCFTB Director's billet should be filled by an active duty commissioned Marine Corps officer; however, in the absence of a suitable officer, an equivalent graded civilian may be assigned at the discretion of the installation commander. This billet will be a primary duty, responsive to the senior supported commander, and assigned by/reporting directly to the installation Assistant Chief of Staff (AC/S), Marine Corps Community Services (MCCS) or Director, MCCS. The creation of this billet does not replace, nor does it eliminate the need for, Family Readiness Officers (FROs) at the Marine Expeditionary Force headquarters, major subordinate commands, and each subordinate operational unit. As the main point of effort, the MCFTB Director supports the family readiness programs. Additionally, the MCFTB Director supports all tenant and operational commands' FROs, MCFTB Support Council, and other family readiness duties deemed required by the installation's AC/S, MCCS or Director, MCCS.

2. The MCFTB Director, working directly for the installation AC/S, MCCS or Director, MCCS, has the overall responsibility for all MCFTB training and support to all operational and tenant commands.

3. The MCFTB Director shall be proactive in soliciting the family readiness needs of tenant and operational commands, and in marshaling the capabilities and resources of the MCCS Division of the installation to meet those needs.

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1003. DUTIES

1. Be thoroughly knowledgeable and conversant with applicable MCFTB program directives and the references. The MCFTB Director must attend training/sessions offered for all MCFTB programs: Key Volunteer Network (KVN)/FRO training, Prevention and Relationship Enhancement Program (PREP) workshop, Lifestyle Insights, Networking, Knowledge, Skills (L.I.N.K.S.) session, Spouses' Learning Series (SLS) workshop, and a Chaplains Religious Enrichment Development Operation (CREDO) retreat (as available) to acquire first-hand, in-depth knowledge of the MCFTB programs.
2. Serve as the resource person for all MCFTB program questions/concerns. Actively promote MCFTB programs to all commands and the community. Installation MCFTB Directors provide logistical and administrative support and maintain functional and operational control of MCFTB programs. Additionally, assist all external Marine Corps commands (Marine Corps Reserve and special duty assignments/independent duty) with their MCFTB requirements, when and where feasible (within the same geographical location, when fiscally feasible, and with personnel economy realized).
3. Maintain regular contact with all tenant operating forces and permanent units to assure appropriate family readiness support is provided.
4. Develop, schedule and chair MCFTB Support Council meetings. Meetings will be held at least quarterly. The MCFTB Director is responsible for ensuring the minutes of the Council's meetings are recorded and published. Customarily, installation issues, concerns, or questions concerning family readiness will be resolved at the installation level. All unresolved issues requiring further consideration (to include the Family Readiness Committee) will be forwarded from the MCFTB Director to the Headquarters, U.S. Marine Corps Personal and Family Readiness Division, Family Readiness Branch Head (CMC (MRZ)), via the chain of command, to include the installation AC/S, MCCS or Director, MCCS. CMC (MRZ) will route and address each submission appropriately. The Council's membership is contained in chapter 3.

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5. Supervise all MCFTB paid and volunteer personnel to include, but not limited to: MCFTB Specialist (or similar billet on each installation), L.I.N.K.S. volunteer and paid support, assistant personnel, Key Volunteer (KV) Trainer, etc. Depending on the installation, these employees may be either appropriated funds (APF) or nonappropriated funds (NAF) personnel. It is the MCFTB Director's responsibility to ensure that all position descriptions are kept current and evaluations are submitted in a timely manner. A training plan should be established to ensure professional development for all personnel. Training records must be updated on a regular basis to reflect on-going training.
6. Ensure adequate facilities and supporting logistics are available to meet all MCFTB program needs. These requirements will be submitted to the installation AC/S, MCCS or Director, MCCS for review and prioritization as requested/required.
7. Maintain current personnel rosters on paid staff and volunteers; participants' lists/attendance numbers for all MCFTB meetings/trainings/sessions; and unit FRO contact information.
8. Develop, execute, supervise, and maintain constant awareness of all MCFTB program budget requirements (to include the Program Objective Memorandum) and expenditures for all programs supported with MCFTB funding. MCFTB Director must be fiscally responsible with all funding received. All personnel/units/organizations are accountable to the MCFTB Director for program expenditures accomplished with MCFTB funding.
9. Facilitate/advise units on APF and NAF budget preparations and expenditures for operating units' MCFTB programs.
10. Ensure all MCFTB volunteers complete the Volunteer Agreement Form (see Figure 10-1). These volunteers include, but are not limited to: SLS support staff, non-unit specific KVN, L.I.N.K.S., PREP, CREDO, and MCFTB office volunteers. All pertinent volunteer forms must be utilized in volunteer management, accurately completed, and kept current.
11. Facilitate volunteer reimbursements as required. Ensure adequate funds are available for reimbursement of approved expenses incurred by volunteers.

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12. Organize and coordinate volunteer appreciation events as appropriate or directed.

13. Responsible for the expeditious mailing of all MCFTB official mail. Additionally, ensure commands understand that official mail is not limited specifically to the Command/KV Newsletter but includes, at a minimum, unit information for service members and their families that promotes unit and family readiness. Unit information that helps educate and strengthen cohesion among family members, and that contributes to service member and family stability and readiness, will also be considered official mail.

14. Support and assist all commanders and unit FROs in organizing and sustaining their KVN and family readiness program. It is imperative to contact all new commanders and FROs to educate and highlight the benefits of a KVN and other MCFTB programs.

15. Ensure the KVN Trainer provides standardized KV training at least monthly. A course completion ceremony must be provided at the close of each training session. Provide for both day and evening training to ensure the needs of the volunteer community are met. Special/unit requests for training will be addressed within 30 days of the request. Marine Corps Reserve and special duty assignment/independent duty units may use the web-based training when on-installation training is not available.

16. Ensure initial training for Key Volunteer Coordinators and unit FROs is conducted regularly using the standardized materials provided by CMC (MRZ).

17. Provide resources and coordination in execution of deployment support as necessary. Ensure all unit deployment, Family Care Plan (FCP), and Return and Reunion brief requests are referred to the appropriate MCCA section/branch (i.e., depending on the installation, the appropriate branch/section may be Marine and Family Services, MCFTB, etc.). Regardless of the principle organizer, MCFTB should be one of the participating organizations briefing its respective programs. References (b) and (c) provide information on deployment and FCPs.

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18. Ensure L.I.N.K.S. sessions are conducted utilizing the standardized format. Sessions are usually held monthly; however, the L.I.N.K.S. team, in conjunction with the MCFTB Director, will determine the most advantageous time and frequency to provide the sessions. Provide support (meeting area, administrative needs, marketing assistance, etc.) for both day and evening sessions. Special/unit requests for sessions will be supported as soon as possible.

19. Provide all required logistical, administrative and marketing support for the SLS as outlined by CMC (MRZ).

20. Ensure that KVN, L.I.N.K.S., and PREP personnel know how to arrange for childcare services for their respective training sessions to eliminate out-of-pocket expenses for the participants.

21. Ensure all training/sessions and graduation/completion ceremonies for the applicable MCFTB programs are organized, as appropriate.

22. Report to the installation AC/S, MCCA or Director, MCCA, on all installation support activities.

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CHAPTER 2

FAMILY READINESS OFFICER

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CHAPTER 2

FAMILY READINESS OFFICER

2000. PURPOSE. To establish guidance for Family Readiness Officers (FROs) throughout the Marine Corps.

2001. BACKGROUND. The FRO actively manages, coordinates and promotes all matters pertaining to unit family readiness. The FRO serves as the military point of contact concerning unit family readiness issues.

2002. REQUIREMENTS

1. A FRO will be appointed in writing by each unit's Commanding Officer (CO) and will be a member of the unit. The FRO should be a Marine Corps officer; however, in the absence of an available officer, a senior Staff Noncommissioned Officer may be assigned at the discretion of the CO.

2. The FRO must ensure that the state of family readiness is constantly promoted through a well-planned and carefully executed program for his/her unit(s). These units include those traditionally referred to as "non-deploying" units as well as deploying units. Without notice, a member of any unit can be reassigned to a deploying unit or an emergency can occur from natural/man-made events that affect an entire unit. Regardless of the origin of a family's separation, the family members are impacted; hence, family members of all units have to be prepared. When a Marine deploys, the deployment cycle is a major event in the lives of family members; clear and direct communication is the most effective means of limiting the stress of a deployment. Emphasis on the link between mission readiness and proactive, self-sufficient families cannot be overstressed. The unit's leadership and demonstrated concern for families during all phases of deployment directly impact the success of the unit's family readiness efforts. As a FRO, it is vital to articulate your commander's goals. These goals should include the commander's vision for family readiness, information about the unit's mission, and how to link unit members, family members, Marine Corps Community Services, and community

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resources. References (b) and (c) provide amplifying instructions on deployments and Family Care Plans.

2003. DUTIES

1. After being appointed as the unit FRO, attend the next in-class FRO training offered by installation Marine Corps Family Team Building (MCFTB) personnel. Additionally, the FRO must be familiar with the references.
2. Proactively solicit the family readiness needs of their unit, educate themselves on all available resources to promote family readiness, and marshal the capabilities and resources of the installation to meet those needs. FROs must be thoroughly familiar with all MCFTB programs and are highly encouraged to attend all MCFTB on-site trainings, seminars, workshops, and retreats. Active participation in on-site MCFTB services/programs provides invaluable tools and better equips the FRO to achieve optimum unit family readiness.
3. Meet with the MCFTB Director to establish a relationship and to schedule a MCFTB brief for the unit commander per reference (b).
4. Attend a Lifestyle Insights, Networking, Knowledge, Skills (L.I.N.K.S.) session. When attending a L.I.N.K.S. session, FROs should assimilate into the environment. FROs attend in the capacity of observer vice active participant and should not dominate/interact in the L.I.N.K.S. learning activities (appropriate uniforms, where one goes for assistance, etc.). FROs attend to enhance their understanding of the program and should not alter the dynamics of the session. FROs should wear civilian attire while attending the session. FROs may also receive the L.I.N.K.S. curriculum through the MarineNet website: <https://www.marinenet.usmc.mil/portal/> or via stand-alone medium available through the local MCFTB office. MarineNet logon procedures are posted at <http://www.usmc-mccs.org/links/training.cfm>.
5. Ensure adequate facilities and supporting logistics are available to meet all unit family readiness needs. Develop and maintain budget requirements and all expenditure records for family readiness programs. These requirements will be submitted to the command, as directed, for review and prioritization prior

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to consolidation and submission through the respective fiscal process (yearly execution, mid-year review, end-of-year requirements, small construction review board, etc.).

6. Arrange for all appropriate Key Volunteer Network (KVN) administrative and logistical support. The FRO will facilitate transactions between the KVN and other installation military organizations, such as the military post office, printing facilities, and the disbursing office. At least quarterly, the FRO will provide the Key Volunteer Coordinator (KVC) with an updated unit roster of married personnel and single parent Marines (the roster will not contain social security numbers). The roster will be used only for official KVN business, will never be used for solicitations of any kind, and will not be accessible by the KVC's nor the FRO's family members. Appropriate measures will be taken to ensure the security of the sensitive roster.

7. Ensure the timely submission of approved reimbursement claims to the unit fiscal officer/comptroller and track all claims for reimbursements until paid. Chapter 10 contains reimbursement procedures, information, and the required Volunteer Agreement Form.

8. Ensure that the Key Volunteers (KVs), KVC, and the (optional) KV Advisor (KVA) receive appropriate, timely training. Educate appointed KVs on the CO's Guidance for the KVN and reemphasize that no member of the KVN has a role in casualty assistance calls.

9. Attend all unit KVN meetings, KV training graduations, L.I.N.K.S. closing sessions, volunteer appreciation ceremonies, and other appropriate volunteer recognitions related to unit members.

10. Actively recruit and encourage spouses to attend a L.I.N.K.S. session; the positive results in attending a session for command families cannot be overemphasized. L.I.N.K.S. is the first step towards unit family readiness. Completion of a L.I.N.K.S. session helps to create a sense of community, improve family preparedness, and increase military retention. If a spouse is unable to attend an on-site session, the L.I.N.K.S. online course material may be accessed via the MarineNet website: <https://www.marinenet.usmc.mil/portal>. MarineNet

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logon procedures are posted at <http://www.usmc-mccs.org/links/training.cfm>.

11. When the unit deploys, ensure all family readiness remain-behind personnel are assigned in writing by the CO and are properly trained. The remain behind point of contact (POC) will be publicized through deployment cycle briefs, the KVN, and family readiness events. The POC may be the current FRO, a POC in the rear detachment, the FRO from the next higher echelon in the chain of command, or the FRO from a sister unit. Regardless of who is selected, ensure the KVC and the next higher command's FRO/MCFTB Director are informed of the appointed POC, immediately upon selection.

12. Serve as the military protocol subject matter expert for family readiness events.

13. Brief the incoming unit commander. It is the responsibility of the FRO to ensure that the commander's directives regarding the unit's family readiness posture are current. The unit's family readiness and/or KVN budget must be discussed with the commander and the commander's funding priorities should be established expeditiously. Budgeting scarce family readiness and KVN dollars is extremely important to the success of the commander's program.

14. Ensure command policy regarding information flow to families of single Marines is supported. Single Marines must preauthorize the command to distribute information to their family members. Command sponsored information must be routed through the command via the FRO. Support for extended family members is not an official duty of the KVN.

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CHAPTER 3

MARINE CORPS FAMILY TEAM BUILDING SUPPORT COUNCIL

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CHAPTER 3

MARINE CORPS FAMILY TEAM BUILDING SUPPORT COUNCIL

3000. PURPOSE. To establish guidance for the Marine Corps Family Team Building (MCFTB) Support Council throughout the Marine Corps.

3001. BACKGROUND. The MCFTB Support Council is established at each installation to ensure that all family readiness program needs are being met at all unit levels. The Council provides an advocacy forum for all components of MCFTB to foster a general sharing of ideas and information beneficial to all. The Council, in total, receives their installation's program status reports and ensures all program issues, requirements and concerns are addressed.

3002. REQUIREMENTS

1. A MCFTB Support Council will be established at each installation. MCFTB Support Councils may be appropriate in other areas that support a high concentration of Marines. An ad hoc committee, organized in a similar manner to the MCFTB Support Council, should be established at these sites when required to support the high concentration of Marines in the area and address their needs and issues.

2. Customarily, installation issues, concerns, or questions concerning family readiness will be resolved at the installation level. All unresolved issues requiring consideration by the Family Readiness Committee's, Marine Corps Community Services (MCCS) Board of Directors, will be forwarded from the MCFTB Director to the Headquarters, U.S. Marine Corps Personal and Family Readiness Division, Family Readiness Branch Head (CMC (MRZ)), via the installation chain of command, and include the installation Assistant Chief of Staff (AC/S), MCCS or Director, MCCS.

3. Council meetings will be held at least quarterly.

3003. STRUCTURE. At a minimum, the following personnel may sit on the MCFTB Support Council. Those positions indicated with a "*" have voting status:

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1. MCFTB Director (chair).*
2. Senior supported/supporting command Family Readiness Officer(s) (FRO(s)).*
3. Tenant command Key Volunteer (KV) Coordinator and FRO representation.*
4. Staff Noncommissioned Officer (SNCO) and officer spouses representing the installation.*
5. SNCO and officer spouses representing the senior supported command(s).*
6. Senior supported command KV Advisor.*
7. Lifestyle Insights, Networking, Knowledge, Skills (L.I.N.K.S.) Team Leader.*
8. L.I.N.K.S. Advisor.*
9. Senior supported command chaplain(s).*
10. Base/Station command chaplain(s).*
11. Senior supported command and installation Sergeants Major.
12. Spouses' Learning Series Coordinator.
13. KV Trainer.
14. MCFTB Coordinator.
15. Other members may include: Marine Corps Recruiting Command (MCRC) Quality of Life Coordinators (locally sited), MCRC representatives, installation and tenant command representatives, pertinent MCCS program representatives, etc.

3004. PROGRAM GUIDANCE

1. Actively promote MCFTB programs within Council members' units, commands and community.

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2. Receive and review status reports on all MCFTB program training or sessions conducted at their installation since the previous Council's meeting.
3. Receive and review status reports and information for current and future program training and event schedules, to include media coverage, for such events.
4. Receive and review status reports and information on unit, command, installation, MCFTB, and MCCA special events for family readiness or volunteers throughout the year. Examples include unit family readiness days, Volunteer Appreciation Month (April), permanent change of station orientation tours, etc.
5. Provide recommendations to the MCFTB Director for new L.I.N.K.S. Team Leaders, as required. The tour of voluntary appointment for a Team Leader is for one year; however, a one-year extension is permissible with the approval of the Council and the MCFTB Director. The local MCFTB Support Council will utilize resumes/applications from all interested personnel to determine appropriate candidates for the interview process. At a minimum, the current L.I.N.K.S. Team Leader, On-installation Trainer (OIT), and the MCFTB Director should interview and select a new L.I.N.K.S. Team Leader. At the discretion of the Council, additional members may be added to form an ad hoc selection committee. Additional members may include, but are not limited to, members from the L.I.N.K.S. subcommittee (if established), member(s) from the MCFTB Support Council, the Mentor Manager(s), MCFTB program trainer, AC/S, MCCA or Director, MCCA; etc. Because the Tidewater/Norfolk and Pensacola teams do not reside on a Marine Corps installation, they do not have MCFTB Support Councils available to select a new team leader. Instead, an ad hoc committee organized in a similar manner to the MCFTB Support Council should be established for selection of team leaders.
6. Select the local L.I.N.K.S. OIT, as appropriate, using an application/interview process and the guidelines specified in chapter 5. At a minimum, the current L.I.N.K.S. team leader, current OIT, and the MCFTB Director should interview and select a new OIT. At the discretion of the Council, additional members may be added to form an ad hoc selection committee. Additional members may include, but are not limited to, members from the L.I.N.K.S. subcommittee (if established); member(s) from the

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MCFTB Support Council; the mentor manager(s); MCFTB program trainer; installation AC/S, MCCA or Director, MCCA; etc.

3005. ELIGIBILITY. All spouses of active duty and Reserve military members, FROs, eligible KV Network members, and appropriate active duty military that are selected from designated commands are eligible to participate in the MCFTB Support Council. Appendix A is provided to assist all Council members with Marine Corps acronyms.

3006. ACTION. MCFTB Director:

1. Develop, schedule and chair MCFTB Support Council meetings. The MCFTB Director is responsible for ensuring the minutes of the Council's meetings are recorded/published and the agenda items are published before the MCFTB Support Council's meetings.

2. Unresolved issues requiring further consideration will be forwarded from the installation MCFTB Director to CMC (MRZ), via the chain of command and the installation AC/S, MCCA or Director, MCCA (if appropriate).

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CHAPTER 4

KEY VOLUNTEER NETWORK

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MARINE CORPS FAMILY TEAM BUILDING

CHAPTER 4

KEY VOLUNTEER NETWORK

4000. PURPOSE. To establish guidance for the Key Volunteer (KV) Network (KVN) throughout the Marine Corps.

4001. BACKGROUND

1. The KVN is a unit communication network that keeps the immediate family members of Marines better informed about the mission and tasks of that unit and builds a sense of community within the unit. It is also a support network, providing information and referral to assist problem solving at the lowest level possible. The purpose of this network is to help the unit achieve and maintain a high state of family readiness. With families in a higher state of readiness, individual Marines are better able to perform their assigned missions efficiently, effectively, and safely, thereby promoting a higher state of unit readiness.

2. The primary purpose of the KVN is to be a commander's family readiness tool and act as a communication link between the unit and families. It is not a social club. Planning and organizing unit family social activities is neither a specified nor implied task of the KVN.

4002. ROLE OF THE KVN. The KVN is an official Marine Corps Family Readiness program and a component of Marine Corps Family Team Building (MCFTB). The role of the KVN is to support and assist the commander by providing information referral and an additional communication link between the command and the immediate family members of Marines.

4003. STRUCTURE

1. Commanding Officer (CO). The KVN is the commander's program. The CO determines the direction of the KVN based on the unit's mission and the needs of the unit families. The CO selects and appoints in writing the unit's KV Coordinator (KVC), KV Advisor (KVA), and KVs. Additionally, the CO maintains regular contact with the KVC and Family Readiness Officer (FRO).

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2. FRO. The FRO is a Marine officer, or senior Staff Noncommissioned Officer, who is appointed in writing by the CO. The FRO serves as the KVN's primary military point of contact (POC). The FRO provides oversight and coordination regarding all family readiness issues for the CO. The FRO works directly with the KVC and the KVN. FRO duties are outlined in chapter 2.

3. KVA (Optional). The KVA position is a valuable asset to the network, but it is an optional one. Commanders may fill this position with a spouse that has experience as a KV and preferably served as a KVC. The commander of the unit must appoint the KVA in writing. The KVA acts as an advocate for the KVN program and a mentor for the KVC and the KVs by providing advice and support. KVAs are encouraged to attend both KV Basic and KVC training if they have not been trained within the last three years. If trained within the last three years, but at another installation, it is recommended that they attend the resource portion of KV training at their current installation.

4. KVC. The KVC functions as the liaison between the commander and the KVs and, as such, reports directly to the commander or their designee (e.g., FRO) regularly on family readiness matters. The KVC is the conduit for information from and to the KVs, supports the FRO in organizing and coordinating all aspects of the KVN, and may recommend KV candidates to the commander. The KVC must be the spouse of a member of the unit and be appointed in writing by the commander of the unit. The KVC will have completed KV training, served as a KV, and must attend KVC training. Duties of the KVC are further detailed in references (d) through (g).

5. KV. The KV provides the command with a personal link to its families. A KV must be the spouse of a member of the unit and be appointed in writing by the CO. KVs provide unit families with information and referrals concerning services available on the installation and within the local area. They communicate with families and promote unit readiness. They should meet regularly with the KVC regarding their activities and family concerns. Duties of KVs are further detailed in references (d) through (g). KVs do not participate in casualty assistance calls.

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6. MCFTB Support Council KVN Subcommittee. At the discretion of the installation (as determined by the MCFTB Support Council, MCFTB Director, KVCs, and/or KVAs), one KVN Subcommittee of the MCFTB Support Council may be established at each installation. The KVN Subcommittee provides an advocacy forum to foster a general sharing of KVN ideas and information beneficial to all. If a KVN Subcommittee is established, it is recommended that the following members sit on the KVN Subcommittee: installation commander's representative, senior-supported commander's representative, KVCs, KVAs, MCFTB Director, and senior supported command FROs.

7. KVN Subcommittee, Family Readiness Committee (FRC), Marine Corps Community Services (MCCS) Board of Directors. The mission of the KVN Subcommittee is to act in an advisory capacity to the FRC on all matters that impact the KVN Marine Corps-wide. The KVN Subcommittee reports to the FRC on KVN issues. The KVN Subcommittee functions as a broker and clearinghouse for all Marine Corps-wide KVN issues and concerns and ensures regular communication with the field through major commands and installations. The KVN Subcommittee advises and assists Headquarters, U.S. Marine Corps MCFTB staff in the ongoing development and standardization of the KVN program. The KVN Subcommittee advises the Chair, FRC on development and implementation of major policies affecting the KVN, development of KVN strategic plans and resource requirements, and identification of KVN concerns or issues that cannot be resolved at the command level. The KVN Subcommittee will meet at the call of the Chair, but not less than quarterly. POCs at every major base and installation are the KV Trainers, MCFTB Directors, and KVs. The KVN Subcommittee will solicit input from these sources before every Subcommittee meeting and report back, via the approved meeting minutes, the progress or resolution of issues discussed. Each at-large member will be appointed as a designated POC for a specific region or community (i.e., Reserves, recruiting, east coast, west coast, etc.) for communication to and from the field. Contact with the KVN Subcommittee can be achieved through the MCCS website or by communication with the members of the KVN Subcommittee.

4004. PROGRAM GUIDANCE. All applicable guidelines and training material are contained in references (d) through (g). These references, in conjunction with this NAVMC, provide all necessary guidelines for organizing and sustaining a KVN within

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a unit. Recommended changes to references (d) through (g) should be submitted through the local MCFTB office to the CMC (MRZ) program manager.

1. Privacy Act. Because of their relationship with the Marine Corps, KVCs, KVAs, and KVs are subject to references (h) and (i). The Privacy Act limits access to personal information in records and mandates certain safeguards for such information. Any written records relating to a Marine or a family member must comply with the Privacy Act. Routine information maintained in KVN files can be disclosed only to the Marine's CO or their designated representative. Disclosure of information by a KV about a Marine or his/her family is prohibited to anyone who does not have an official need to know. Information about an individual, outside of routine use, cannot be disclosed without the individual's permission. When in doubt, refer inquiries and questions to the command for appropriate action. KVN personnel rosters may never be used for any other purpose than for performing official KVN functions. The rosters may not be used to generate any other listing to include, but not limited to: childcare rosters for non-KVN purposes, business/customer roster solicitations (Pampered Chef, Avon, Amway, Tupperware, etc.), or potential volunteers for other organizations - no matter how worthy the organization may be (churches, Red Cross, Navy-Marine Corps Relief Society, etc.). Service members and their spouses will not have access to personnel rosters. Information requests from outside the Department of Defense (DoD) must be written, stating fully the need to know, and be processed through the chain of command to CMC (MRZ).

2. Confidentiality. Confidentiality is critical to the integrity of the KVN. Specifics on confidentiality issues are contained in references (d) and (e).

3. Solicitation. During any official KVN function, solicitations (including donation requests) and commercial advertisements/displays are prohibited. Personnel are prohibited from overtly/covertly displaying any jewelry (pins, earrings, bracelets, necklaces, etc.), clothing, tote bags, purses, containers, business cards, etc., that endorse products or organizations in any manner. Examples include, but are not limited to, the following products or organizations: Mary Kay, Tupperware, Pampered Chef, Avon, Amway, Herbalife, and home-based businesses (scrap booking, catering, etc.).

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4. Fundraising. Subject to local regulations, individual KVN's on DoD installations may hold fundraising events to augment their own unit funds. They should first receive permission from the local MCCS and comply with the requirements contained in chapter 10. All money raised should be turned in to, and controlled by, the MCCS Nonappropriated Funds (NAF) Instrumentality for the benefit of the unit. Although KV fundraising is authorized, the KVN is not the unit fundraising source. KV fundraising should be limited to raising money to support those costs not covered by Appropriated Funds (APF), such as light refreshments for official unit KV meetings, if NAF is unavailable. Marine Corps Recruit Depots have been identified as the primary service delivery system for the Marine Corps Recruiting Command (MCRC). Fundraising issues will be addressed to the appropriate MCCS Director. See reference (j).

5. Training. Training for individuals in the KVN is essential for the effective operation of the network. All training will be standardized as follows:

a. Standardized training shall be conducted regularly, based on KVN needs, by MCCS on all major installations. Both day and evening training opportunities will be provided. The facility used for training of KVs will be an appropriate classroom environment with adequate space, equipment and supplies. If funding is available, provisions will be made for childcare. There will be a course graduation ceremony provided upon the completion of each training session. Reserve KVN training will be conducted by U.S. Marine Forces, Reserve (MARFORRES); MCRC KVN training will be conducted by the region or district. In remote locations, unit COs may authorize KVCs to provide KV training utilizing references (f) and (g). Training may also be accomplished through the KVN online course via the MarineNet website:

<https://www.marinenet.usmc.mil/portal>. MarineNet logon procedures are posted at <http://www.usmc-mccs.org/links/training.cfm>. The online training mirrors the face-to-face training otherwise available on Marine Corps installations. Those KVs who have taken the online training must still meet with the KVC and FRO to discuss local resources and the unit-specific information and requirements. When possible, face-to-face training is the preferred method of training. Completion of the online training or receiving training from another installation does not automatically

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guarantee appointment as a KV. The CO makes the final determination on the training requirements for the unit.

b. Standardized training for all KVs shall be conducted utilizing reference (f) provided by MCCA. These materials may be obtained through your installation MCFTB office or downloaded via the official MCCA/KVN website: <http://www.usmc-mcca.org/kvn/trainingmanuals.cfm>. Supported commanders may provide supplemental material that will enhance the applicability of these courses. COs will ensure their KVCs are trained prior to assuming their duties and that all KVs are trained within 30 days of assuming their duties. A certificate of training will be issued to all KVs who satisfactorily complete KV training. However, completion of the training does not guarantee an appointment by the CO as a KV.

c. Training will encompass the following standardized modules:

(1) KV Basic Training

- (a) Becoming a Key Volunteer.
- (b) Getting Started.
- (c) Gathering Resource Information.
- (d) Providing Information and Referral Services.
- (e) Acting as a Communication Link.

(2) KVC Training (Module 6)

d. When transferring duty stations, previously trained KVs should attend, at a minimum, the resource portion of KV Basic at their new duty station. It is also highly recommended that KVs attend refresher training every three years as policies and training information may have changed.

6. Administrative Support. Expenditure guidelines in support of administrative functions are outlined in chapter 10.

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7. Childcare. Childcare is essential to the KVN's ability to recruit, train and provide service to families. In support of official meetings, functions, or programs, childcare may be reimbursed via APF (primarily) or NAF using Standard Form 1164 per local procedures. The rate of reimbursement shall not exceed the installation's hourly care rate or the nearest childcare facility if a military installation is not within 50 miles. Due to funding requirements, prior approval to obligate funds must be secured before scheduling childcare. Childcare reimbursement is authorized for childcare up to one hour before the start, and not more than one hour after the completion of, the KVN command function. Listed below are several options that a commander may utilize to fulfill the KVN's childcare requirements (see reference (k) for additional information):

a. Child Development Center (CDC). During operating hours, childcare needs of KVN members may be met for children ages six weeks through 12 years at their installation CDC. It is the responsibility of the parent to register their child(ren) and complete all required forms prior to utilizing the CDC. Installations may provide this service at no cost if participants are utilizing the CDC only for KVN function(s).

b. Childcare in a Unit Setting (CCUS). KVN's may recruit volunteers to provide CCUS. CCUS offers units the opportunity to provide safe, convenient and flexible on-site hourly group childcare in the same (preferred) or an adjacent building. Common sense precautions will be taken to safeguard the safety and well being of children in care. Individuals providing care for children shall be of an age and maturity to give proper supervision. Additionally, they shall receive written instructions on how to handle emergencies. Units sponsoring CCUS may be provided Child Development Program equipment on loan.

c. Short-Term Alternative Childcare (STACC). The STACC option provides on-site hourly group care when the spouse is attending command sponsored KVN functions in the same facility. Appropriately trained children and youth personnel care for children in the same facility or in a building immediately adjacent to the facility where the command function is being held. Because a parent will remain on the premises, CDC standards contained in reference (1) do not pertain. The facility should be inspected and approved for use by appropriate

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base personnel such as safety, fire and preventive medicine. Contact the local CDC for additional information.

d. Family Childcare (FCC). FCC is a home-based childcare option that offers care in an individual home setting during the KVN official functions.

e. Non-Installation Childcare. If the location of the official KVN function is not located within the geographical location of a military installation, then the nearest childcare facility may be utilized.

f. Volunteer Coordinated Childcare. It is recommended that there is always a minimum of two volunteer care providers on-site at all times. Contact the local/regional MCFTB office, MCCS office, or Children, Youth and Teen Program (CYTP) Resource and Referral office to obtain local childcare guidelines.

g. Background Checks. Per references (m) through (o), volunteers who work with children and youth (to include childcare) shall have a background check. Contact the local/regional MCFTB office, CYTP Resource and Referral office, or MCCS office to obtain local background check procedures.

h. On-Site Childcare Equipment. At a minimum, all on-site childcare should include the following equipment: cribs, playpen(s), toys/books, changing table, child-sized table and chairs, and adult-sized chairs/rocking chair.

8. Official Mail. Use of official mail is authorized per the guidelines contained in reference (p). Official mail serves the commander in the performance of command responsibilities. Official mail should not be limited specifically to the Command/KV Newsletter, but should include, at a minimum, unit information for service members and their families that promotes unit spirit. In addition, unit information that helps strengthen cohesion among family members, and that contributes to service member and family stability and readiness, will also be considered official mail and is authorized for MCFTB and the KVN. Commanders should apply the following guidelines in determining whether the content of the newsletter, post cards, fliers, invitations, care-packages, etc. is official:

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- a. Information is related to unit mission and readiness, including family readiness.
- b. Information that is educational in nature is designed to inform and promote self-reliant service members and families.
- c. Information regarding service members and families promotes unit spirit through awareness of family and unit activities, helps strengthen cohesion among family members, and contributes to service member and family stability and readiness.
- d. Information that promotes the activities of private, unofficial organizations separate from the Marine Corps, private fundraisers, and commercial ventures is expressly prohibited.

9. Reimbursement of Incidental Volunteer Expenses.
Reimbursement procedures are outlined in chapter 10.

10. KVs have no role in the process of casualty assistance calls notification.

4005. ELIGIBILITY. Spouses of all active duty members and Reservists within each command are eligible to participate in the KVN. COs of Reserve forces have discretion to appoint other family members as KVs, as the CO is best able to determine the most appropriate person for the role.

4006. ACTION

1. CMC (MRZ)

- a. Develop and maintain a standardized training syllabus for all KV training.
- b. Identify the subject matter expert for the KVN online course material. Refresh course material on a cyclic basis.
- c. Provide oversight and technical assistance regarding the KVN.

2. Commander, MARFORRES and Commanding General, MCRC. Using this NAVMC as a guide, establish a KVN to meet the needs of the Reserve forces and recruiting regions, respectively. Training

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for Reserve and recruiting command KVN's may be coordinated with active duty resources when and where available. In remote locations, unit COs may authorize KVCs to be unit trainers; KVCs will utilize references (f) and (g). Training may also be accomplished through the KVN online course.

3. COs (at all levels through the Battalion/Squadron, Recruiting Station, Inspector and Instructor staff, and detached command)

- a. Establish and support a KVN, as provided in this NAVMC, tailored to meet the needs of the individual commands.
- b. Select and appoint a FRO in writing.
- c. Select and appoint a KVA in writing. (optional)
- d. Select and appoint a KVC in writing.
- e. Select and appoint KVs in writing.
- f. Ensure the KVC and KVs are trained as soon as possible, but no later than 30 days after the volunteer's appointment. If possible, training should occur prior to assuming their duties. If prior training is not feasible, every effort will be made to coordinate volunteer training with the installation MCFTB Director as soon as possible. For personnel assigned to external Marine Corps commands (Marine Corps Reserve and special duty assignments/independent duty), training may be accomplished through the KVN online course.
- g. Ensure the KVN has access to the appropriate office space, equipment, supplies, and support. The unit will provide access to a telephone with answering machine or voicemail capability, computer and peripheral equipment, space for regular KVN meetings, and storage space for KVN supplies, as feasible.
- h. Budget for and provide appropriate KVN funding to ensure optimal program execution (see chapter 10).
- i. Attend the KVN graduation ceremonies when feasible.

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j. Ensure volunteers are recognized during Volunteer Appreciation Week (usually in April) and at other appropriate times.

4. MCFTB Directors

a. Serve as the primary POC for installation concerns pertaining to all KVN training and support matters.

b. Ensure KVN training is provided regularly (at least monthly). Both day and evening training must be provided. Special/unit requests for training will be supported as soon as possible.

c. Be fiscally responsible for all MCFTB funding in support of the KVN. All personnel receiving MCFTB funding in support of the KVN are accountable to the MCFTB Director for program expenditures accomplished with MCFTB funding.

d. Forward all unresolved KVN issues to CMC (MRZ), via the chain of command, to include the installation Assistant Chief of Staff, MCCA or Director, MCCA.

e. Assist all external Marine Corps commands (Marine Corps Reserve and special duty assignments/independent duty) with their KVN requirements, when and where feasible (within the same geographical location, when fiscally feasible, and with personnel economy realized).

f. Ensure a course graduation ceremony is provided following each training session and attend the closing ceremony following each KVN training class.

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CHAPTER 5

LIFESTYLE INSIGHTS, NETWORKING, KNOWLEDGE, SKILLS

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CHAPTER 5

LIFESTYLE INSIGHTS, NETWORKING, KNOWLEDGE, SKILLS

5000. PURPOSE. To establish guidance for the Lifestyle Insights, Networking, Knowledge, Skills (L.I.N.K.S.) program throughout the Marine Corps.

5001. BACKGROUND

1. Married Marines are subject to many unique challenges. One particular concern is the welfare of young Marines and sailors as they balance the demands of family and career. The vast majority of spouses new to the Marine Corps lifestyle do not receive education in the skills and attitudes needed to help them cope with the unique stresses. To provide spouses with a basic orientation to their new lifestyle, L.I.N.K.S. was established.

2. L.I.N.K.S. is an official Marine Corps Family Readiness program and a component of Marine Corps Family Team Building (MCFTB). L.I.N.K.S. is a mentoring program designed by spouses for spouses and is usually delivered by a volunteer team. MCFTB Directors may supplement the volunteer team with paid personnel, when required. The L.I.N.K.S. team works in partnership with career planners, chaplains, and is directly supported by the MCFTB Director. While L.I.N.K.S. is open to every spouse in every house, its curriculum focuses on spouses new to the Marine Corps community. The mission of L.I.N.K.S. is to introduce the spouse to the Marine Corps lifestyle.

3. L.I.N.K.S. is an approximately eight to 10-hour program that presents accurate information to spouses in order to provide realistic expectations and a fundamental understanding of the Marine Corps lifestyle. Reference (q) covers a wide range of subjects that are integrated to prepare the participants to become proactive, rather than reactive, to events experienced in a Marine Corps community. Proactive and self-reliant families are critical to a unit's readiness.

5002. REQUIREMENTS. One L.I.N.K.S. team will be established at all major Marine Corps bases and stations and at U.S. Marine

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Forces, Reserve (MARFORRES). Smaller installations, and Marine detachments at other service installations, will be supported through the L.I.N.K.S. online material that may be accessed via the MarineNet website: <https://www.marinenet.usmc.mil/portal>. MarineNet logon procedures are posted at <http://www.usmc-mccs.org/links/training.cfm>. The online material mirrors the face-to-face sessions otherwise available on Marine Corps installations.

5003. STRUCTURE. Duties of L.I.N.K.S. team members are referenced in reference (r). The structure of L.I.N.K.S. is as follows:

1. MCFTB Director. The MCFTB Director is responsible for actively supporting the L.I.N.K.S. program and is the final authority for all L.I.N.K.S. personnel decisions. The Director shall promote and support the program to all commands, attend the L.I.N.K.S. session's closing ceremony/celebration, and support the administrative/logistical requirements of the L.I.N.K.S. team, as appropriate.
2. MCFTB L.I.N.K.S. Support Position. For installations supporting 300 or more L.I.N.K.S. participants yearly, it is recommended that there be at least one full-time paid support position. It is recommended that there be at least one part-time support assistant for installations supporting 150-300 participants yearly. In either scenario, the support person will work directly for the MCFTB Director providing support to the L.I.N.K.S. team.
3. L.I.N.K.S. Training Advisor (TA). The L.I.N.K.S. TA is selected by the L.I.N.K.S. Subcommittee of the Family Readiness Committee, is appointed by the Personal and Family Readiness Division, Family Readiness Branch (CMC (MRZ)), and works as a volunteer for the MCFTB Program Section Head at CMC (MRZ). The TA is responsible for presentation of training annually to the On-installation Trainers (OITs) and the team leaders. The TA must have served as a Team Leader, OIT, or Headquarters, U.S. Marine Corps (HQMC) mentor trainer and participated as an active member of a L.I.N.K.S. team within the last 12 months. The TA term is for one year and the TA may reapply for subsequent terms. Annually, the L.I.N.K.S. Subcommittee will also select the OIT TA Assistant and the Team Leader TA Assistant. These assistants may also apply for subsequent terms.

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4. Team Leader. The Team Leader is responsible for managing the day-to-day operations of the L.I.N.K.S. team. The Team Leader shall establish standing and ad hoc committees to facilitate this process. The Team Leader is the spouse of a service member. The Team Leader reports directly to the MCFTB Director, attends MCFTB Support Council meetings, and chairs the L.I.N.K.S. team meetings. Team Leaders serve in this voluntary position for a one-year term. A one-year extension is permissible with the approval of the MCFTB Support Council and the MCFTB Director. The local MCFTB Support Council will utilize resumes/applications from all interested applicants to determine appropriate candidates for the interview process. At a minimum, the current L.I.N.K.S. Team Leader, current OIT, and the MCFTB Director should interview and select a new L.I.N.K.S. Team Leader. At the discretion of the Council, additional members may be added to form an ad hoc selection committee. Additional members on the selection board may include members from the MCFTB Support Council L.I.N.K.S. Subcommittee (if established), member(s) from the MCFTB Support Council, the L.I.N.K.S. Mentor Manager(s), MCFTB Installation Program Specialist (or similar billet on each installation), installation Assistant Chief of Staff (AC/S), Marine Corps Community Services (MCCS) or Director, MCCS, etc. Team leaders will be brought to a central location for annual training in volunteer management, conflict resolution and team building techniques.

5. Mentor Manager. A Mentor Manager is the spouse of a service member, is appointed by the Team Leader, and reports directly to the L.I.N.K.S. Team Leader. The Manager coordinates the mentors and selects session mentor teams and a Session Manager from the L.I.N.K.S. team for each session. The Manager guides, counsels and motivates the team's mentors.

6. Mentor. A Mentor is the spouse of a service member. Their primary responsibility is to lead session presentations of the developed L.I.N.K.S. curriculum (see reference (r)). Mentor selection criteria are based on the skills, experience and positive attitude of the volunteer. Professional development training for mentors will occur within the region of their installation as deemed appropriate by the local OIT, L.I.N.K.S. team, Team Leader, MCFTB Director, and/or MCFTB Support Council.

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7. OIT. The OIT is the spouse of a military service member. The OIT must have at least one year of experience with a L.I.N.K.S. team as a Mentor, Mentor Manager, or Team Leader. The OIT trains new mentors for the local L.I.N.K.S. team as requested by the Team Leader and provides enrichment training to regionally proximate commands, as requested by those commands via CMC (MRZ). The OIT must make a one-year training commitment to the local team and be willing to take a leave of absence from mentoring during the term as OIT. Nominations for the OIT may be made by the L.I.N.K.S. Advisor, MCFTB Support Council L.I.N.K.S. Subcommittee, Team Leader, team members via the Team Leader, or can be self-nominated. The local MCFTB Support Council makes the final selection from the list of nominees.

8. Childcare Coordinator. The coordinator schedules and oversees childcare for each L.I.N.K.S. session. The coordinator may also perform the duty of childcare provider and provides an updated childcare volunteer roster to the Mentor Manager monthly. Among other requirements, the coordinator will: communicate administrative and childcare supply requirements to the Team Leader, setup/cleanup the childcare area for each session, complete the childcare checklist after each daily session, and complete thank-you notes to the volunteers.

9. Team Scrapbook Committee. This committee ensures the performance of the L.I.N.K.S. team is appropriately recorded and preserved.

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

11. L.I.N.K.S. Advisor (Optional). The L.I.N.K.S. Advisor position is a valuable asset to the program. The Advisor should be an experienced spouse well versed in the Marine Corps lifestyle. The Advisor acts as an advocate for the program and a mentor for the team members by providing advice and support.

12. MCFTB Support Council L.I.N.K.S. Subcommittee. At the installation's discretion (as determined by the MCFTB Support Council, MCFTB Director, and L.I.N.K.S. team), one L.I.N.K.S. Subcommittee of the MCFTB Support Council may be established at each installation. The L.I.N.K.S. Subcommittee provides an

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advocacy forum to foster a general sharing of L.I.N.K.S ideas and information beneficial to all. If a L.I.N.K.S. Subcommittee is established, it is recommended that the following members sit on the Subcommittee: installation commander and Sergeant Major representatives, senior-supported commander and Sergeant Major representatives (representatives may be a service member or spouse), L.I.N.K.S. Team Leader, L.I.N.K.S. Advisor, and the MCFTB Director.

13. L.I.N.K.S. Subcommittee, Family Readiness Committee (FRC). The mission of the L.I.N.K.S. Subcommittee is to act in an advisory capacity to the FRC on all matters that impact the L.I.N.K.S. program. The Subcommittee reports to the FRC on issues affecting the program Marine Corps-wide. The Subcommittee functions as a broker and clearinghouse for all L.I.N.K.S. issues and concerns and ensures regular communication with L.I.N.K.S. teams and the volunteers involved in the program. The Subcommittee advises and assists HQMC MCFTB staff in ongoing development and standardization of the L.I.N.K.S. program and training. The L.I.N.K.S. Subcommittee will meet at the call of the Chair, but not less than quarterly. Points of contact (POCs) at every major base and installation are the L.I.N.K.S. Team Leaders, Mentors, Advisors, OITs, and MCFTB Directors. The L.I.N.K.S. Subcommittee will solicit input from these sources before every meeting and will report back, via the approved meeting minutes, the progress or resolution of issues discussed. Each at-large member will be designated as a POC for a specific region or community (i.e., Reserves, recruiting, east coast, west coast, etc.) to encourage and enhance communication to and from the field. Contact with the L.I.N.K.S. Subcommittee can be achieved through the MCCS website or by communication with the members of the Subcommittee.

5004. PROGRAM GUIDANCE. Detailed guidelines for the L.I.N.K.S. program are contained in reference (r). These guidelines, in conjunction with this NAVMC, provide all necessary guidelines for the L.I.N.K.S. program.

1. L.I.N.K.S. Sessions. All L.I.N.K.S. sessions will be standardized as follows:

a. L.I.N.K.S. sessions shall be presented using reference (q) and provided within an approximately eight to 10-hour course

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of instruction. Optimally, a L.I.N.K.S. session will include 12 to 25 participants, and the material will be delivered by at least four mentors. A closing ceremony will be provided upon the completion of each session.

b. To better accommodate all participants, the following alternate course designs will be offered: over the course of three days, in one eight-hour block, on Saturdays, during both the day and night, or through the L.I.N.K.S. online course material. Special/unit requests for a L.I.N.K.S. session will be supported as deemed appropriate by the MCFTB Director and the L.I.N.K.S. team.

c. For the Reserves, L.I.N.K.S. sessions will be conducted at MARFORRES or via the L.I.N.K.S. online course. The L.I.N.K.S. online material may be accessed through the MarineNet website: <https://www.marinenet.usmc.mil/portal>. MarineNet logon procedures are posted at <http://www.usmc-mccs.org/links/training.cfm>. The online course material mirrors the face-to-face sessions.

d. Regardless of course delivery, all L.I.N.K.S. sessions shall encompass the following topics:

- (1) Introduction.
- (2) The Corps.
- (3) Getting Through the Maze.
- (4) I\$ That All There I\$.
- (5) Your Marine's Away.
- (6) Crossroads: Moving in the Military.
- (7) Getting Along/Communicating.
- (8) Investing in Your Community.
- (9) Staying Marine.
- (10) Closure/Celebration.

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2. Facility. The facility used by the L.I.N.K.S. team will be an appropriate environment with adequate storage. The location will be equipped with or provide the following: computer, copier, printer and scanner accessibility; telephone with answering machine/capability; handicapped accessibility; television and video cassette recorder; restroom facilities (male and female); readily accessible tables and chairs; availability of laptop computer and projector for mobile sessions; accessibility to a digital camera; and trash removal/recycling.

3. Personnel Training. Training for volunteers in the L.I.N.K.S. program is essential for the effective operation of the program. Such training will be provided as follows:

a. Team Leaders will be brought to a central location for annual training in volunteer management, conflict resolution and team building techniques.

b. Mentor training (team enhancement) will occur within the geographic region of the team's installation as deemed appropriate by the local OIT, L.I.N.K.S. team, Team Leader, and/or MCFTB Support Council.

c. The L.I.N.K.S. TA will conduct the OIT training as required.

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

5. L.I.N.K.S. Personnel Rosters. Personnel rosters may never be used for any other purpose than for performing official L.I.N.K.S. functions. The rosters may not be used to generate

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any other listing to include, but not limited to: childcare rosters for non-L.I.N.K.S. purposes, business/customer roster solicitations (Mary Kay, Tupperware, Pampered Chef, Avon, Amway, Herbalife, etc.), or potential volunteers for other organizations - no matter how worthy the organization may be (Key Volunteer Network, churches, Red Cross, Navy-Marine Corps Relief Society, etc.). Service members, to include family members, will not have access to personnel rosters.

6. Childcare. Childcare is essential to enable spouses to be able to attend a L.I.N.K.S. session. In support of official functions or programs, childcare may be reimbursed via Appropriated Funds (primarily) or Non-appropriated Funds using the Standard Form 1164 per local procedures. The rate of reimbursement shall not exceed the installation's hourly care rate or nearest childcare facility if a military installation is not within 50 miles. Childcare reimbursement is authorized for childcare no more than one hour before the start nor more than one hour after the completion of the L.I.N.K.S. session. Listed below are several options that L.I.N.K.S. program personnel may utilize to fulfill their childcare requirements (see reference (k)) for additional information):

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

b. Childcare in a Unit Setting (CCUS). L.I.N.K.S. may recruit volunteers to provide CCUS. CCUS offers units the opportunity to provide safe, convenient, and flexible on-site hourly group childcare in the same (preferred) or an adjacent building. Common sense precautions will be taken to safeguard the safety and well being of children in care. Individuals providing care for children shall be of an age and maturity to give proper supervision. Additionally, they shall receive written instructions on how to handle emergencies. Units

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sponsoring CCUS may be provided Child Development Program equipment on loan.

c. Short-Term Alternative Childcare (STACC). The STACC option provides on-site hourly group care when the spouse is attending or providing a L.I.N.K.S. session in the same facility. Appropriately trained children and youth personnel care for children in the same facility or in a building immediately adjacent to the facility where the command function is being held. Because a parent will remain on the premise, CDC standards contained in reference (l) do not pertain. The facility should be inspected and approved for use by appropriate base personnel such as safety, fire and preventive medicine. Contact the local CDC for additional information.

d. Family Childcare (FCC). FCC is home-based childcare that offers care in an individual home setting during the L.I.N.K.S. session.

e. Volunteer Coordinated Childcare. It is recommended that there is always a minimum of two volunteer care providers on-site at all times. Contact the local/regional MCFTB office, MCCS office, or Children, Youth and Teen Program (CYTP) Resource and Referral office to obtain local childcare guidelines.

f. Background Checks. Per references (m) through (o), volunteers who work with children and youth (to include childcare) shall have a background check. Contact the local/regional MCFTB office, CYTP Resource and Referral office, or MCCS office to obtain local background check procedures.

g. On-site Childcare Equipment. At a minimum, all on-site childcare should contain the following equipment: cribs, playpen(s), toys/books, changing table, child-sized table and chairs, and adult-sized chairs/rocking chair.

h. Reimbursement of Incidental Volunteer Expenses. Reimbursement procedures are outlined in chapter 10.

5005. ELIGIBILITY. Marine spouses and other service member spouses serving with Marines are eligible to participate in L.I.N.K.S.

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5006. ACTION

1. CMC (MRZ)

a. Maintain references (q) through (t), and all other official documents pertaining to the L.I.N.K.S. program.

b. Provide/identify the subject matter expert for the L.I.N.K.S. online course material. Refresh course material on a cyclic basis.

2. Installation Commanders. Implement L.I.N.K.S. and ensure appropriate support is provided. Ensure L.I.N.K.S. training is available to all external Marine Corps commands (Marine Corps Reserve and special duty assignments/independent duty) geographically proximate to the installation.

3. Commander, MARFORRES. Establish L.I.N.K.S. to meet the needs of the Reserve forces using this NAVMC as a guide. Scheduling of a L.I.N.K.S. session may be coordinated with active duty resources when and where available (within the same geographical location, when fiscally feasible, and with personnel economy realized). In remote locations, training may also be provided via the L.I.N.K.S. online course.

4. Commanding Officer. Ensure spouses are provided information regarding the L.I.N.K.S. program and encourage participation within respective commands. Ensure that spouses located in remote areas are aware that delivery of the L.I.N.K.S. program can be accomplished via the L.I.N.K.S. online course.

5. MCFTB Directors

a. Attend the closing ceremony following each L.I.N.K.S. session.

b. Provide support for all L.I.N.K.S. sessions. Sessions are offered regularly, usually on a monthly basis, and conducted at convenient times for the attendees; that is, day, evening and weekends. Support must be provided for all of these sessions. Special/unit requests (i.e., group or unit sessions) should be supported as soon as possible.

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c. Facilitate volunteer reimbursements, as required. In the past, volunteers have experienced undue delays in receiving payment of incidental expenses incurred while performing their official volunteer duties. Directors must ensure that all approved reimbursement claims are promptly submitted to the appropriate fiscal personnel and judiciously tracked until paid.

d. Forward all unresolved L.I.N.K.S. issues to CMC (MRZ), via the installation AC/S, M CCS or Director, M CCS (as appropriate).

e. Be fiscally responsible for all MCFTB funding in support of L.I.N.K.S. All personnel receiving MCFTB funding in support of L.I.N.K.S. are accountable to the MCFTB Director for program expenditures accomplished with MCFTB funding.

f. Coordinate and assist all external Marine Corps commands (Marine Corps Reserve and special duty assignments/independent duty) with their L.I.N.K.S. requirements, when and where feasible (within the same geographical location, when fiscally feasible, and with personnel economy realized).

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CHAPTER 6

SPOUSES' LEARNING SERIES

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CHAPTER 6

SPOUSES' LEARNING SERIES

6000. PURPOSE. To establish guidance for the Spouses' Learning Series (SLS) throughout the Marine Corps.

6001. BACKGROUND. The strength of a community lies in the contributions and talents of its members. Marine Corps spouses contribute their time, talents and efforts to the community in a variety of volunteer leadership and support roles. The "Spouses' Leadership Seminar" was originally developed to provide education and the proper skills to further the development of the volunteers as they incurred more responsibilities. Changes in the military community as a result of the Global War on Terrorism placed additional demands on the volunteer forces. As a result, the need to expand volunteer development programs increased. To meet the additional challenges, the new SLS was developed to address the current needs of volunteers. A multifaceted approach to program delivery is the hallmark of the SLS. The new SLS also functions as a benefit and reward for all volunteers who contribute their time and talent to the Marine Corps community.

6002. REQUIREMENTS

1. The SLS shall be presented through various approaches: interactive, educational workshops; online courses; and/or supplemental training sessions. Topics may include:

- a. Motivation.
- b. Goal Setting.
- c. Stress Reduction.
- d. Communication.
- e. Leadership.
- f. Teamwork.

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- g. Conflict Management.
- h. Personal Enhancement.

2. The SLS workshop segment shall occur as scheduled at each Marine Corps installation or at an approved location as determined by the Personal and Family Readiness Division, Family Readiness Branch (CMC (MRZ)).

3. Installations must ensure optimal participation in all workshops.

6003. ELIGIBILITY. All spouses are eligible to attend; however, preference is given to those spouses who are volunteering in family readiness and community activities, such as Lifestyle Insights, Networking, Knowledge, Skills; Key Volunteer (KV) Network; Navy-Marine Corps Relief Society; American Red Cross; spouses' clubs; etc. Spousal eligibility is not based on the role of the Marine.

6004. ACTION

1. CMC (MRZ)

a. Maintain standardized SLS course content, contractual documents, and all other pertinent materials that pertain to the SLS program.

b. Provide oversight and technical assistance regarding the SLS program.

c. Schedule all installation workshops and ensure availability of online training (as applicable).

2. Installation Commanders. Ensure all tenant operating forces and permanent commands are aware of these educational opportunities and encourage participation. Make SLS workshops available to all external Marine Corps commands (Marine Corps Reserve and special duty assignments/independent duty) geographically proximate to the installation.

3. Commanding Officers (at all levels through the Battalion/Squadron, Recruiting Station, Inspector and Instructor Staff, and detached command). Promote SLS and nominate

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potential participants (e.g., KVs, KV Coordinators, KV Advisors, etc.). Participants may be authorized reimbursement for childcare expenses depending on the availability of unit funds.

4. Marine Corps Family Team Building (MCFTB) Director

a. Coordinate with CMC (MRZ) to schedule all SLS activities. Predictable or cyclic factors such as scheduled school breaks, high tempo in a scheduled deployment cycle, holidays, and cyclic weather conditions (blizzard, typhoon, hurricane, etc.) should be considered. The installation MCFTB Support Council can assist greatly in proposing dates conducive for the majority, if not all, of the installation's units and volunteers.

b. Provide all administrative, marketing and logistical support. Detailed logistical requirements can be referenced on the MCFTB website: <http://www.usmc-mccs.org/mcftb/index.cfm> (SLS section). CMC (MRZ) may provide supporting SLS marketing materials.

c. Attend all SLS workshops.

d. Be fiscally responsible for all installation MCFTB funding in support of SLS. All personnel receiving installation MCFTB funding in support of SLS are accountable to the MCFTB Director for program expenditures accomplished with MCFTB funding.

e. Nominate potential participants who are currently MCFTB volunteers. Participants may be authorized reimbursement for childcare expenses depending on the availability of MCFTB funds. Approval for reimbursement must be secured from the MCFTB Director or the nominating unit prior to attending.

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CHAPTER 7

PREVENTION AND RELATIONSHIP ENHANCEMENT PROGRAM

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CHAPTER 7

PREVENTION AND RELATIONSHIP ENHANCEMENT PROGRAM

7000. PURPOSE. To establish guidance for the Prevention and Relationship Enhancement Program (PREP) throughout the Marine Corps.

7001. BACKGROUND

1. PREP is a relationship enhancement program, empirically developed by psychologists at the University of Denver. PREP teaches couples how to effectively communicate, work together as a team to solve problems, manage conflict without damaging closeness, and preserve and enhance commitment and friendship. It is designed for premarital and married couples, whether distressed or not. PREP is not therapy; it is an educational and practical application opportunity to learn what works in a relationship.

2. Participation in PREP is a huge boost to family readiness and functionality. The role of PREP is to teach partners to express themselves, get to the heart of problems, avoid standoffs, and connect with each other instead of pushing each other away. When couples become better at open communication, learn how to keep discussions from negatively escalating into arguments, and know how to connect with each other, then commands and families positively benefit.

7002. REQUIREMENTS

1. PREP is an official Marine Corps program, sponsored by Marine Corps Family Readiness, and is a component of Marine Corps Family Team Building (MCFTB). PREP is not classified as a Morale, Welfare and Recreation program and therefore is not authorized Marine Corps Community Services (MCCS) non-appropriated funds. PREP may receive other than MCCS funding.

2. PREP is delivered by qualified and appropriately PREP-trained personnel.

3. PREP shall be offered at all Marine Corps installations and made available to those on independent duty.

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4. PREP classes will not be used for therapy counseling. Chaplain facilitators will refer those individuals or couples requesting individual, marital, or group therapy to the appropriate facility.
5. The Personal and Family Readiness Division, Family Readiness Branch will provide appropriated funds (APF) for PREP instructional materials for participants via the installation MCFTB office.
6. Participants may be authorized reimbursement for childcare expenses depending on the availability of local APF funds. Approval for reimbursement must be secured from the MCFTB Director prior to attending.
7. PREP workshops are to be convened where most fiscally and feasibly conducive. The primary location for conducting workshops will be military installations or government owned/leased facilities. Alternate locations requiring MCFTB funding require prior approval from the MCFTB Director.

7003. STRUCTURE

1. PREP workshops are organized, prepared and delivered by PREP-trained chaplains.
2. The senior chaplain assigned to the regional commander (or representative) will be the MCFTB Director's PREP point of contact.

7004. ELIGIBILITY. All military (active and Reserve) and, upon referral, Department of Defense civilian employee couples (premarital and married) are eligible to participate in PREP.

7005. ACTION

1. Installation Commanders
 - a. Provide PREP workshops at each installation.
 - b. Ensure all tenant operating forces and permanent commands are aware of these workshops and encourage participation.

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c. Appoint the chaplain who will function as the Chaplain's PREP representative and work with the MCFTB Director.

d. Ensure PREP workshops are available to all external Marine Corps commands (Marine Corps Reserve and special duty assignments/independent duty) geographically proximate to the installation.

2. All Commanders. Ensure Marines and families are provided information regarding PREP and encouraged to participate.

3. Senior Chaplain Assigned to the Regional Commander (or Representative) Conducting PREP

a. Coordinate all aspects of PREP with the MCFTB Director.

b. Provide a quarterly training schedule to the MCFTB Director to be published with all MCFTB programs.

c. Attend MCFTB Support Council meetings.

d. Prepare and provide the MCFTB Director the PREP instructional materials requirement annually.

e. Work closely with the MCFTB Director to promote PREP training.

f. Provide the MCFTB Director a PREP budget proposal and spending plan annually.

4. MCFTB Director

a. Provide support for PREP workshops as needed.

b. Be responsible for tracking APF expenditures for this program. All personnel receiving MCCS APF in support of PREP are accountable to the Assistant Chief of Staff, MCCS or Director, MCCS for program expenditures accomplished with MCCS APF.

c. Program support must also be provided to all personnel and families assigned to external Marine Corps commands (Marine Corps Reserve and special duty assignments/independent duty) with their PREP requirements, when and where feasible (within

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the same geographical location, when fiscally feasible, and with personnel economy realized).

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CHAPTER 8

CHAPLAINS RELIGIOUS ENRICHMENT DEVELOPMENT OPERATION

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CHAPTER 8

CHAPLAINS RELIGIOUS ENRICHMENT DEVELOPMENT OPERATION

8000. PURPOSE. To establish guidance for the Chaplains Religious Enrichment Development Operation (CREDO) at available locations in the Marine Corps.

8001. BACKGROUND. CREDO is a retreat-based program started in 1971 by a Navy chaplain concerned about the military's drug problem. Since that time, CREDO has developed into a multi-faceted retreat program located worldwide. CREDO retreats are offered to enable Marines, their families, and other authorized personnel to develop personal and spiritual resources and grow toward increased functional ability, religious maturity, and accept responsibility. See reference (u).

8002. REQUIREMENTS

1. CREDO is an official Marine Corps Family Readiness program and a component of Marine Corps Community Services (MCCS). CREDO is not classified as a Morale, Welfare and Recreation program, and therefore is not authorized MCCS non-appropriated funds. CREDO may receive other than MCCS funding.

2. CREDO is delivered by the Chaplain Corps. A chaplain will serve as the Program Manager for CREDO and will report to the installation Assistant Chief of Staff (AC/S), MCCS or Director, MCCS.

3. The Director of Religious Ministry for the Department of the Navy (DON) will provide CREDO program policy oversight, program accountability, and quality assurance for CREDOs. The Personal and Family Readiness Division, Family Readiness Branch (CMC (MRZ)), in consultation with the Chaplain of the Marine Corps (CMC (REL)), will establish Marine Corps-identified, needs-driven retreats that specifically meet the needs of Marine commanders. These retreats are in addition to the core programs offered at all CREDOs. CMC (REL), in coordination and consultation with the Director of Religious Ministry for the DON, will ensure these additional Marine Corps required retreats

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comply with the Director of Religious Ministry for the DON's policy, program accountability, and quality assurance.

4. CMC (REL) is the program sponsor for CREDO and will exercise policy control of CREDO, provide technical and professional guidance, and coordinate all program activities and resources of CREDO activities through the appropriate staff of the Office of the Chief of Chaplains.

5. The installation AC/S, MCCS or Director, MCCS will exercise directional oversight for CREDO programs offered on the installation to Marines and family members.

6. Information on CREDO retreats will be published to all commands.

7. Transportation, meals and lodging will be provided using appropriated funds (APF) without cost to participants.

8. Childcare expenses incurred by the participants shall be borne solely by the individual.

8003. PROGRAM GUIDANCE

1. CREDO Core Retreats

- a. Personal Growth Retreat.
- b. Marriage Enrichment Retreat.
- c. Spiritual Growth Retreat.

2. Additional CREDO Retreats

- a. Team Building.
- b. Unit Cohesion.
- c. Non-Expiration of Active Service Attrition.
- d. Teen Retreats.

3. CREDO Centers of Excellence

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- a. CREDO Navy Region Northeast.
- b. CREDO Norfolk, Virginia.
- c. CREDO Camp Lejeune, North Carolina.
- d. CREDO Europe.
- e. CREDO Pacific Northwest.
- f. CREDO Camp Pendleton, California.
- g. CREDO Twenty-nine Palms, California.
- h. CREDO San Diego, California.
- i. CREDO Hawaii.
- j. CREDO Okinawa/Far East.
- k. CREDO Southeast.

8004. ELIGIBILITY. All active duty, Reserve and retired service members, their spouses, and their family members may participate in CREDO retreats.

8005. ACTION

1. CMC (MRZ). In consultation with CMC (REL), determine Marine Corps-identified, needs-driven retreats that specifically meet the needs of Marine commanders. These retreats are in addition to the core programs.

2. Installation Commanders

- a. Provide CREDO retreats at respective installations.
- b. Ensure commands are aware of the CREDO retreats and encourage participation.

3. Commanding Officers. Provide Marines and their families with information regarding CREDO and encourage participation.

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4. CREDO Program Manager

a. Provide a quarterly training schedule to the MCFTB Director to be published with all Marine Corps Family Team Building (MCFTB) programs.

b. Attend MCFTB Support Council meetings.

c. Work closely with the MCFTB Director to promote CREDO workshops.

5. MCFTB Director. Be responsible for tracking APF expenditures for this program. All personnel receiving MCCS APF in support of CREDO are accountable to the AC/S, MCCS or Director, MCCS for program expenditures accomplished with MCCS APF. Ensure CREDO workshops are available to independent duty personnel who reside near the installation. Provide support for CREDO retreats as needed.

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CHAPTER 9

BASE/STATION COMMAND CHAPLAIN'S ROLE

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CHAPTER 9

BASE/STATION COMMAND CHAPLAIN'S ROLE

9000. PURPOSE. To establish guidance for the interaction that the base/station command chaplain has with Marine Corps Family Team Building (MCFTB).

9001. BACKGROUND. The base/station command chaplain serves as an additional family readiness link between the installation, tenant, and operational command chaplains. The base/station command chaplain, much like the Chaplain of the Marine Corps in their relationship to the Commandant, is an advisor to the installation commander on all aspects of what is called the "prevention battle." A particularly important advisory role relates to family readiness because the Chaplain Corps, like unit Commanding Officers, brings a unit-level perspective to the family readiness effort. By focusing on the prevention battle as part of their ministry, the Chaplain Corps can bring great synergy to the prevention effort.

9002. ROLES

1. The base/station command chaplain will serve as an additional family readiness link between the installation, tenant and operational command chaplains.
2. The base/station command chaplain will promote and support MCFTB programs to ensure success across all MCFTB program elements.

9003. DUTIES

1. The base/station command chaplain (or a chaplain assigned by the command chaplain) will participate in each Lifestyle Insights, Networking, Knowledge, Skills session as a discussion leader utilizing the standardized content in reference (q) for the "Getting Along" section.
2. Attend MCFTB Support Council meetings.

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3. Work closely with the MCFTB Director to promote Chaplains Religious Enrichment Development Operation and Prevention and Relationship Enhancement Program workshops.

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CHAPTER 10

MARINE CORPS FAMILY TEAM BUILDING FUNDING AND REIMBURSEMENT OF
VOLUNTEERS

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MARINE CORPS FAMILY TEAM BUILDING

CHAPTER 10

MARINE CORPS FAMILY TEAM BUILDING FUNDING AND REIMBURSEMENT OF
VOLUNTEERS

10000. PURPOSE. To establish guidance for the funding and reimbursement of volunteers for Marine Corps Family Team Building (MCFTB) programs.

10001. BACKGROUND

1. MCFTB programs are official programs and are components of the overall Marine Corps Family Readiness program. As such, MCFTB programs (except the Prevention and Relationship Enhancement Program (PREP) and the Chaplains Religious Enrichment Development Operation (CREDO)) are classified as category (CAT) A programs. Per reference (v), CAT A programs are mission-sustaining programs. These programs are considered most essential in meeting the organizational objectives of the military services.

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

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

4. A unit's family readiness program may be funded by both APF and NAF. Family readiness programs are primarily funded by the existing APF operating budget. NAF may be used to supplement the APF budget in support of family readiness programs (except PREP and CREDO).

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

6. Normally, APF are used to fund 100 percent of costs for authorized programs. CAT A activities are entitled to the highest degree of APF support, and virtually all expenses should be supported with APF. The use of NAF is limited to specific instances where APF are prohibited by law or where the usage of NAF is essential for the operation of a facility or program. Programs in this category have virtually no capacity for the generation of NAF.

7. NAF Funding in Support of MCFTB Programs. APF are controlled by the Marine Forces (Pacific/Atlantic/Reserve) and NAF are controlled by the installations. That is, the MCCS NAFI belongs to the base commander. There is no standard amount requirement for NAF funding for any MCFTB program, to include the Key Volunteer Network (KVN). NAF requirements are determined at each installation by program requirements and funding availability; NAF funding varies among installations. Generally, NAF for local operations are provided entirely from local funding. The local base commander establishes funding support to the tenant commands. The local base commander determines the amount each unit receives. The unit may also request additional NAF funding from MCCS to support family readiness programs.

8. There is a requirement for bases to provide unit allocation funds. This funding is also referred to as unit party and picnic funds. Units receive a minimum of \$10.00 a year, per Marine. Commanders may elect to use a portion of the unit allocation funds to pay for family readiness programs, if desired. However, this practice is neither policy nor is it a requirement. Expenditure of unit funds must be equitable for all Marines in the unit.

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9. In the past, volunteers have experienced undue delays in receiving payment for incidental expenses incurred while performing their official volunteer duties. MCFTB Directors/Family Readiness Officers (FROs) must ensure that all approved reimbursement claims are promptly submitted to the unit fiscal officer/comptroller and judiciously tracked until paid.

10002. GUIDELINES AND PROCEDURES

1. Commanders' Funding Responsibilities. All installation commanders, in support of the tenant operating force commands and permanent commands, have the responsibility and obligation to support family readiness programs with APF or NAF, as available. Commanders are expected to plan, program and budget for all expenditures. Unless a situation arises that violates Federal law, regulation, or the contents of this NAVMC, commanders are authorized and expected to provide APF and/or NAF dollars that best support their volunteer-based programs. The primary controlling directives/laws in APF/NAF management of MCFTB funds are references (j), (v) through (y), and this NAVMC.

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

a. Office spaces, meeting spaces/facilities, and storage space.

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

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c. Reimbursement of volunteer expenses such as mileage, parking and tolls, telephone toll calls, childcare expenses, and invitational travel expenses.

d. In support of official volunteer functions, commanders may authorize the use of government transportation per Department of Defense (DoD) regulations. Commanders assigned to independent duty (e.g., recruiting and Inspector and Instructor duty) are authorized to provide government vehicles with drivers in direct support for volunteers. However, motor vehicles will be used for official use only. Use is not authorized for transporting DoD or other personnel over all or any part of the route between domiciles and places of employment, except as specifically authorized by regulations. Volunteers are not permitted to operate government commercial vehicles. Additional guidance may be found in reference (z).

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

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

a. Food or beverages.

b. Mementoes given to individuals for transfer/permanent change of station gifts (this includes items such as flowers and farewell keepsakes). Mementoes are to be used solely for recognition purposes.

c. Items intended for distribution for individuals to keep for personal use.

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d. Any expense directly related to resale for a MWR activity.

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

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

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

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

b. Light refreshments for functions such as KVN workshops, Lifestyle Insights, Networking, Knowledge, Skills (L.I.N.K.S.) training sessions, Spouses' Learning Series, and volunteer recognition events.

c. Awards and childcare (when APF is not available) when they are incident to a receipt of voluntary services by the government per reference (y).

d. Authorized expenses of program as determined by the installation Assistant Chief of Staff (AC/S), MCCA or Director, MCCA for which APF are not authorized.

e. Reimbursement of volunteer expenses such as mileage, parking and tolls, telephone toll calls, childcare expenses, and invitational travel expenses.

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

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- a. Purchasing military proficiency prizes and awards for individuals for performance of regularly assigned duties.
- b. Paying meal charges for government personnel on APF per diem or enlisted members in APF dining facilities.
- c. Donating to any relief, charitable or commercial organization, or to an individual.
- d. 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.
- e. Supporting projects involving the improvement, rehabilitation or construction of religious facilities.
- f. Purchasing, printing or engraving of Christmas cards, or other personal greeting cards.
- g. Constructing, altering, renovating, or furnishing any facility not used primarily as a part of one of the MCCA MWR activities, except as authorized by reference (j).
- h. Supporting private organizations (sky diving clubs, spouses clubs, etc.).
- i. Supporting functions held primarily to accomplish public affairs objectives.
- j. Purchasing incentive awards not related to operating MCCA MWR activities.
- k. Protocol or command representation functions where official representation funds (ORF) are authorized per reference (bb), or commander's personal entertainment obligations and retirement receptions. MCCA NAF and ORF may not be used interchangeably.
- l. 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.

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

6. Separate control points must be maintained for both APF and NAF. APF and NAF cannot be commingled.

7. Uniform Funding and Management (UFM) of MWR Programs. The UFM practice is designed to aid in the timely execution of APF in support of DoD MWR programs. Under regulations prescribed by the Secretary of Defense, funds appropriated to DoD and available for MWR programs may be treated as NAF and expended per laws applicable to the expenditures of NAF. When made available for MWR programs under such regulations, APF will be considered to be NAF for all purposes and will remain available until expended. The UFM practice will be implemented in lieu of the Utilization, Support, and Accountability practice. The UFM practice does not change the level of authorized APF support; rather, it alters the billing process to allow for a more timely cash flow for MWR activities. Funds provided through the UFM practice will not be used to circumvent prohibited uses of APF or NAF or to extend the availability of APF. The UFM practice will not be used to circumvent regulations concerning the timely obligation of funds. This practice may only be used for MCCS MWR activities that are authorized to use APF. For amplifying instructions, see references (j) and (cc).

8. Reimbursement of Expenses. Reimbursement payments to volunteers who support these programs will be handled as expeditiously as those for Marine Corps members. The most expeditious means of facilitating these payments will be used. NAF reimbursements will be submitted through the local NAF comptroller. For KVN volunteers, the unit FRO will facilitate both methods of payment.

9. Per references (o) and (y), all volunteers for APF or NAF activities must sign the appropriate part of DD Form 2793, "Volunteer Agreement for Appropriated Activities or Nonappropriated Fund Instrumentalities." The acceptance of volunteer services will be acknowledged on this document before an individual is allowed to provide volunteer services or receive any reimbursement support. A copy of the signed volunteer agreement should be given to the volunteer prior to commencing volunteer services. A copy of the volunteer

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agreement is contained in Figure 10-1. With a duly executed volunteer agreement, MCFTB program volunteers are authorized reimbursement for the following expenses, as funds are available:

- a. Mileage, at the prevailing government rate for authorized use of a privately owned conveyance.
- b. Parking and tolls, when supported by proper receipts.
- c. Telephone toll calls not otherwise covered (e.g., by command telephone credit cards) upon presentation of the bill.
- d. Basic administrative expenses, to include, but not limited to, paper, copying expenses, postage, pens, post-it notes, official mail postage, binders, etc. Pre-approval of expenditures may be required dependent on the policy of the approving authority.
- e. Childcare expenses (not to exceed the installation's hourly care rate or nearest childcare facility if a military installation is not within 50 miles) incurred as a result of performing volunteer duties.
- f. Expenses incurred while on invitational travel orders (ITOs).

10. Reimbursement of these incidental expenses may be made from APF (primarily) or NAF, subject to the availability of the funds. The installation AC/S, MCCA or Director, MCCA will establish the most expeditious method of reimbursing expenses incurred by volunteers.

11. Procedures for Payments Using APF for the Unit KVN

- a. The volunteer will accurately complete Standard Form (SF) SF-1164 (Claim for Reimbursement for Expenditures on Official Business) and the Electronic Fund Transfer form, if applicable.
- b. The volunteer will deliver the approved claim to the unit FRO for processing. The FRO will provide the volunteer with an initialed and dated file copy/photo copy of the claim.

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c. The FRO will ensure the Commanding Officer (CO), or person designated in writing, authorizes the reimbursement by signing block 8 of the SF-1164 prior to filing the claim.

d. The FRO, or person designated by the CO, will file the volunteer's claim directly with the installation disbursing office.

e. The installation disbursing officer will submit the claim and then the volunteer will be paid through direct deposit.

12. Procedures for Payments Using APF for MCFTB Volunteers

a. The volunteer will accurately complete SF-1164 (Claim for Reimbursement for Expenditures on Official Business) and the Electronic Fund Transfer form, if applicable.

b. MCFTB volunteers will deliver the completed claim to the appropriate MCFTB staff for approval. MCFTB staff will authorize the reimbursement by signing block 8 of the SF-1164. Once approved, the staff will provide the volunteer with an initialed and dated file copy/photo copy of the claim.

c. The MCFTB Director or designated MCFTB staff member will file the volunteer's claim directly with the installation disbursing office.

d. The installation disbursing officer will submit the claim and then the volunteer will be paid through direct deposit.

13. Procedures for Payments Using NAF for the unit KVN

a. The volunteer will accurately complete SF-1164 (Claim for Reimbursement for Expenditures on Official Business) and the Electronic Fund Transfer form, if applicable.

b. The volunteer will deliver the approved claim to the unit FRO for processing. The FRO will provide the volunteer with an initialed and dated file copy/photo copy of the claim.

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c. The FRO will ensure the CO, or person designated in writing, authorizes the reimbursement by signing block 8 of the SF-1164 prior to filing the claim.

d. The FRO or the volunteer will take the claim directly to the local MCCA accounting officer for reimbursement.

e. The FRO will ensure the reimbursement is made to the volunteer in a timely manner.

14. Procedures for Payments Using NAF for MCFTB Volunteers

a. The volunteer will accurately complete SF-1164 (Claim for Reimbursement for Expenditures on Official Business) and the Electronic Fund Transfer form, if applicable.

b. MCFTB volunteers will deliver the completed claim to the appropriate MCFTB staff for approval. MCFTB staff will authorize the reimbursement by signing block 8 of the SF-1164. Once approved, the staff will provide the volunteer with an initialed and dated file copy/photo copy of the claim.

c. The MCFTB Director, or designated MCFTB staff member, will file the volunteer's claim directly with the local MCCA accounting officer for reimbursement.

d. The MCFTB staff will ensure the reimbursement is made to the volunteer in a timely manner.

15. Per reference (dd), paragraph C6000, ITOs may be issued to individuals who are performing services in support of volunteer programs such as the KVN and L.I.N.K.S. programs. Volunteers on ITOs are authorized General Service Administration city pair rates on air transportation.

16. MCFTB program volunteers benefit from workers' compensation and tort claims protection pursuant to references (y) and (ee).

17. Childcare Services for Key Volunteer (KV) Training, L.I.N.K.S. Sessions, and PREP Participants. KV trainees, L.I.N.K.S. session attendees, and PREP participants are not considered volunteers under reference (y). However, it has been determined that it is critical to the mission of the KVN, L.I.N.K.S., and PREP that no-cost childcare services be provided

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to participants of training sessions to ensure the target audience attends. KVN and L.I.N.K.S. meet the requirements of the "necessary expense test" as articulated by the Government Accounting Office, and therefore, APF (primarily) or NAF may be used to pay for the childcare expenses incurred by those who participate in KVN and L.I.N.K.S. training sessions. While PREP has also been identified as meeting the "necessary expense test," it is not a MWR program. Therefore, NAF are not allowed. All childcare expenses for PREP must be paid for using APF. APF or NAF reimbursements may be made to the participant directly or by acquiring the childcare services under a contract. Providing and paying for childcare services in advance is the preferred method to eliminate families from paying for these services upfront and subsequently waiting on the reimbursement. When childcare expenses are incurred while participating in activities unrelated to KVN, L.I.N.K.S., or PREP sessions, those are considered to be personal expenses and will be borne by the individual. Per the above guidance, childcare reimbursements are authorized; however, they are not an inalienable, guaranteed entitlement. Funding regulations are the prevailing authority and reimbursements are limited to the availability of on-site funding. As with all government expenditures, if the funding is not available, then childcare reimbursement is not feasible.

18. Official Mail. Official mail is authorized for official Marine Corps programs pursuant to references (p) and (ff). Official mailings will have the appropriate amount of postage applied to meet the mailer's needs such as delivery date and the requirement for return of undeliverable mail.

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

20. Fundraising. Fundraising events are authorized for MCCR MWR activities per reference (gg). These events will be limited to authorized users of these activities and funds raised must be for the benefit of the activities and their authorized users. Fundraising activities will be conducted entirely on Marine Corps installations with the permission of the base commander. Any gambling activity, including a lottery, pool, or game of chance for money or property, is strictly prohibited.

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

22. Awards. Awards of nominal value that cannot be construed as personal gifts may be purchased for volunteers using APF and NAF when distinctive service is being recognized. Individuals may be presented letters, certificates, identifying insignia, mementoes, plaques, or other items for their volunteer service (for amplification, see reference (aa)). APF (primarily) and NAF may be used to purchase awards for volunteers, if budgeted and approved by the commander. Cost of awards will not exceed \$24.00 per individual, per recognition. Cash awards are prohibited. For additional guidance on installation-specific instances, contact the Installation/Base Ethics Counselor.

10003. ACTION. All commanders provide funding support to the volunteer-based programs as described in this chapter.

MARINE CORPS FAMILY TEAM BUILDING

VOLUNTEER AGREEMENT FOR			
<input type="checkbox"/> APPROPRIATED FUND ACTIVITIES		<input type="checkbox"/> NONAPPROPRIATED FUND INSTRUMENTALITIES	
PRIVACY ACT STATEMENT			
<p>AUTHORITY: Section 1588 of Title 10, U.S. Code, and E.O. 9397.</p> <p>PRINCIPAL PURPOSE(S): To document voluntary services provided by an individual, including the hours of service performed, and to obtain agreement from the volunteer on the conditions for accepting the performance of voluntary service.</p> <p>ROUTINE USE(S): None.</p> <p>DISCLOSURE: Voluntary; however failure to complete the form may result in an inability to accept voluntary services or an inability to document the type of voluntary services and hours performed.</p>			
PART I - GENERAL INFORMATION			
1. TYPED NAME OF VOLUNTEER <i>(Last, First, Middle Initial)</i>		2. SSN	3. DATE OF BIRTH <i>(YYYYMMDD)</i>
4. INSTALLATION		5. ORGANIZATION/UNIT WHERE SERVICE OCCURS	
6. PROGRAM WHERE SERVICE OCCURS		7. ANTICIPATED DAYS OF WEEK	8. ANTICIPATED HOURS
9. DESCRIPTION OF VOLUNTEER SERVICES			
PART II - VOLUNTEER IN APPROPRIATED FUND ACTIVITIES			
<p>10. CERTIFICATION</p> <p>I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services, tort claims, the Privacy Act, criminal conflicts of interest, and defense of certain suits arising out of legal malpractice. I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services I will be providing.</p>			
a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED <i>(YYYYMMDD)</i>	
11.a. TYPED NAME OF ACCEPTING OFFICIAL <i>(Last, First, Middle Initial)</i>	b. SIGNATURE	c. DATE SIGNED <i>(YYYYMMDD)</i>	
PART III - VOLUNTEER IN NONAPPROPRIATED FUND INSTRUMENTALITIES			
<p>12. CERTIFICATION</p> <p>I expressly agree that my services are being provided as a volunteer and that I will not be an employee of the United States Government or any instrumentality thereof, except for certain purposes relating to compensation for injuries occurring during the performance of approved volunteer services and liability for tort claims as specified in 10 U.S.C. Section 1588(d)(2). I expressly agree that I am neither entitled to nor expect any present or future salary, wages, or other benefits for these voluntary services. I agree to be bound by the laws and regulations applicable to voluntary service providers, and agree to participate in any training required by the installation or unit in order for me to perform the voluntary services that I am offering. I agree to follow all rules and procedures of the installation or unit that apply to the voluntary services that I am offering.</p>			
a. SIGNATURE OF VOLUNTEER		b. DATE SIGNED <i>(YYYYMMDD)</i>	
13.a. TYPED NAME OF ACCEPTING OFFICIAL <i>(Last, First, Middle Initial)</i>	b. SIGNATURE	c. DATE SIGNED <i>(YYYYMMDD)</i>	
PART IV - TO BE COMPLETED AT END OF VOLUNTEER'S SERVICE BY VOLUNTEER SUPERVISOR			
14. AMOUNT OF VOLUNTEER TIME DONATED			15. SIGNATURE
a. YEARS <i>(2,087 hours = 1 year)</i>	b. WEEKS	c. DAYS	d. HOURS
17.a. TYPED NAME OF SUPERVISOR <i>(Last, First, Middle Initial)</i>			b. SIGNATURE
			c. DATE SIGNED <i>(YYYYMMDD)</i>

DD FORM 2793, FEB 2002

PREVIOUS EDITION IS OBSOLETE.

Exception to Standard Form 50 granted by Office of Personnel Management (OPM) waiver.

Figure 10-1--Volunteer Agreement for Appropriated Activities or Nonappropriated Fund Instrumentalities.

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APPENDIX A

MARINE CORPS ACRONYMS

AAAV.....Advanced Amphibious Assault Vehicle
ACE.....Aviation Combat Element
ACMC.....Assistant Commandant of the Marine Corps
AC.....Active Component
AD.....Active Duty
ADSW.....Active Duty for Special Work
APF.....Appropriated Funds
AR.....Active Reserve
ARC.....American Red Cross
ASAP.....As Soon As Possible
ATFP.....Anti-Terrorism/Force Protection
BAH.....Basic Allowance for Housing
BAS.....Basic Allowance for Subsistence
BEQ.....Bachelor Enlisted Quarters
BLT.....Battalion Landing Team
BN.....Battalion
BOD.....Board of Directors
BOQ.....Bachelor Officer Quarters
BUMED.....Bureau of Medicine and Surgery
C4I.....Command, Control, Communication, Computer and
Intelligence
CAC.....Consolidated Administration Center (ConAd)
CACO.....Casualty Assistance Calls Officer
CACP.....Casualty Assistance Calls Program
CAX.....Combined Arms Exercise
CCUS.....Childcare in a Unit Setting
CDC.....Child Development Center
CE.....Command Element
CG.....Commanding General
CINC.....Commander in Chief (reference to the U.S.
President)
CMA.....Clothing Maintenance Allowance
CMC.....Commandant of the Marine Corps
CNO.....Chief of Naval Operations
CO.....Commanding Officer
COLA.....Cost of Living Allowance
COMCABEAST.....Commander, Marine Corps Air Bases, Eastern Area
COMCABWEST.....Commander, Marine Corps Air Bases, Western Area
COMRATS.....Commutated Rations

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MARINE CORPS FAMILY TEAM BUILDING

CONUS.....Continental United States
CREDO.....Chaplains Religious Enrichment Development
 Operation
CSSE.....Combat Service Support Element
CWO.....Chief Warrant Officer
DADD.....Dependent Assistant During Deployment
DECA.....Defense Commissary Agency
DEERS.....Defense Enrollment Eligibility Reporting System
DET.....Detachment (of a larger organization)
DI.....Drill Instructor
DITY MOVE.....Do It Yourself Move
DIV.....Division
DLA.....Dislocation Allowance
DoD.....Department of Defense
DODEA.....Department of Defense Education Activity (Base
 Schools)
DON.....Department of the Navy
DPAC.....Division Personnel Administration Center
DSN.....Defense Switching Network (the military phone
 system)
DVA.....Department of Veterans Affairs
EAOS.....End of Active Obligated Service
EAS.....Expiration of Active Service
ECC.....Expiration of Current Contract
EFMP.....Exceptional Family Member Program
ETA.....Estimated Time of Arrival
ETD.....Estimated Time of Departure
EWC.....Enlisted Wives Club
EWS.....Expeditionary Warfare School (formerly AWS)
FAP.....Family Advocacy Program or Fleet Assistance Program
FCC.....Family Childcare
FMEAP.....Family Member Employment Assistance Program
FMF.....Fleet Marine Force ("The Fleet")
FRC.....Family Readiness Committee
FRO.....Family Readiness Officer
FRSNO.....Family Readiness Staff Noncommissioned Officer
FSA.....Family Separation Allowance
FTE.....Full Time Employee
G-1.....Group/Regiment/Division Manpower (Administration)
G-2.....Group/Regiment/Division Intelligence
G-3.....Group/Regiment/Division Operations
G-4.....Group/Regiment/Division Logistics
G-5.....Group/Regiment/Division Plans
G-6.....Group/Regiment/Division Communications Electronics

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MARINE CORPS FAMILY TEAM BUILDING

GCE.....Ground Combat Element
GPAC.....Group Personnel Administration Center
GSA.....General Service Administration
HM**.....Refers to Helicopter squadron (e.g., HMM-264)
HMH.....Marine Heavy Helicopter Squadron
HMM.....Marine Medium Helicopter Squadron
HMLA.....Marine Light Attack Helicopter Squadron
HQMC.....Headquarters, U.S. Marine Corps
IADT.....Initial Active Duty for Training
I/IADT.....Incremental Initial Active Duty for Training
IATS.....Integrated Automated Travel System
IG.....Inspector General
I&I.....Inspector and Instructor (Reserve unit staff)
I&L.....Installation and Logistics
IMA.....Individual Mobilization Augmentee
IRR.....Individual Ready Reserve
ITO.....Individual Travel Orders
JAG.....Judge Advocate General
KV.....Key Volunteer
KVA.....Key Volunteer Advisor
KVC.....Key Volunteer Coordinator
KVN.....Key Volunteer Network
LADD.....Low Altitude Air Defense Battalion
L.I.N.K.S.....Lifestyle Insights, Networking, Knowledge, Skills
LDO.....Limited Duty Officer
LES.....Leave and Earnings Statement
LZ.....Landing Zone
M&RA.....Manpower and Reserve Affairs
MACG.....Marine Air Control Group
MACS.....Marine Air Control Squadron
MAG.....Marine Aircraft Group
MAGTF.....Marine Air/Ground Task Force
MALS.....Marine Aviation Logistics Squadron
MARADMIN.....Marine Administrative Message
MARFORLANT.....U.S. Marine Forces, Atlantic
MARFORPAC.....U.S. Marine Forces, Pacific
MARFORRES.....U.S. Marine Forces, Reserve
MARS.....Military Affiliated Radio Station
MASS.....Marine Air Support Squadron
MAW.....Marine Aircraft Wing
MCAS.....Marine Corps Air Station
MCB.....Marine Corps Base
MCBul.....Marine Corps Bulletin
MCCDC.....Marine Corps Combat Development Command

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MARINE CORPS FAMILY TEAM BUILDING

MCCA.....Marine Corps Community Services
 MCFTB.....Marine Corps Family Team Building
 MCLB.....Marine Corps Logistics Base
 MCO.....Marine Corps Order
 MCR.....Marine Corps Reserve
 MCRC.....Marine Corps Recruiting Command
 MCRD.....Marine Corps Recruit Depot
 MCT.....Marine Combat Training
 MCTFS.....Marine Corps Total Force System
 MCU.....Marine Corps University
 MCX.....Marine Corps Exchange
 MEB.....Marine Expeditionary Brigade
 MED.....Mediterranean (generally a cruise/float)
 MEF.....Marine Expeditionary Force
 MEU.....Marine Expeditionary Unit
 MEU (SOC).....Marine Expeditionary Unit (Special Operations
 Capable)
 MFR.....Marine Forces Reserve
 MLG.....Marine Logistics Group (formerly FSSG)
 MOA.....Memorandum of Agreement
 MOL.....Marine On Line
 MORDT.....Mobilization Operational Readiness Deployment Test
 MOS.....Military Occupational Specialty
 MP.....Military Police
 MR.....Personal and Family Readiness Division (HQMC)
 MREs.....Meals, Ready-to-Eat
 MRZ.....HQMC, MR Division, Family Readiness Branch
 routing/office code
 MSB.....Mobilization Support Battalion
 MSC.....Major Subordinate Command
 MSSG.....MEU Service Support Group
 MTACS.....Marine Tactical Air Control Squadron
 MWCS.....Marine Wing Communications Squadron
 MWSG.....Marine Wing Support Group
 MWSS.....Marine Wing Support Squadron
 NAF.....Nonappropriated Funds
 NAFI.....Nonappropriated Funds Instrumentality
 NCIS.....Naval Criminal Investigative Service
 NCO.....Noncommissioned Officer
 NCOIC.....Noncommissioned Officer in Charge
 NJP.....Non-Judicial Punishment
 NMCI.....Navy-Marine Corps Intranet
 NMCRS.....Navy/Marine Corps Relief Society
 NMFA.....National Military Family Association

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MARINE CORPS FAMILY TEAM BUILDING

NPSP.....New Parent Support Program
OSD.....Office of the Secretary of Defense
OCONUS.....Outside the Continental United States
OCS.....Officer Candidate School
OIC.....Officer in Charge
OIT.....On-installation Trainer
OOD.....Officer of the Day
O&M.....Operations and Maintenance
OPS.....Operations
OQR.....Officer Qualification Record
ORB.....Officer Retention Board
PAO.....Public Affairs Office
PCS.....Permanent Change of Station
PDS.....Permanent Duty Station
PFT.....Physical Fitness Test
PME.....Professional Military Education
PMO.....Provost Marshal's Office
POA.....Power of Attorney
POC.....Point of Contact
POM.....Program Objective Memorandum
POV.....Privately Owned Vehicle
PP&O.....Plans, Policies and Operations
P&R.....Programs and Resources
PREP.....Prevention and Relationship Enhancement Program
PSC.....Personal Services Center
PT.....Physical Training
PTAD.....Permissive Temporary Assigned Duty (No cost to the
Government (e.g., house-hunting PTAD))
PWST.....Peacetime, Wartime Support Team
QOL.....Quality of Life
RAP.....Relocation Assistance Program
RC.....Reserve Component
RED.....Record of Emergency Data
REGT.....Regiment
RLT.....Regimental Landing Team
RON.....Remain Overnight
RPG.....Rocket Propelled Grenade
RS.....Recruiting Station
RSS.....Recruiting Substation
RTC.....Reserve Training Center
S-1.....Squadron/Battalion Manpower (Administration)
S-2.....Squadron/Battalion Intelligence
S-3.....Squadron/Battalion Operations
S-4.....Squadron/Battalion Logistics

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MARINE CORPS FAMILY TEAM BUILDING

S-6.....Squadron/Battalion Communications Electronics
SAC.....School Age Care
SACC.....Substance Abuse Counseling Center
SACO.....Substance Abuse Control Officer
SAR.....Search and Rescue
SATO.....Scheduled Airlines Traffic Office
SBP.....Survivor Benefit Plan
SDO.....Staff (or Squadron) Duty Officer
SECDEF.....Secretary of Defense
SECNAV.....Secretary of the Navy
SERAD.....Selective Early Release from Active Duty
SF.....Standard Form
SGLI.....Servicemember's Group Life Insurance
SITES.....Standard Information Topic Exchange Service
(Installation information)
SJA.....Staff Judge Advocate
SLS.....Spouses' Learning Series
SMCR.....Selected Marine Corps Reserve
SMMC.....Sergeant Major of the Marine Corps
SNCO.....Staff Noncommissioned Officer
SQD.....Squadron
SRB.....Service Record Book
STACC.....Short-Term Alternative Childcare
SSN.....Social Security Number
TAD.....Temporary Additional Duty
TAMP.....Transition Assistance Management Program
TBD.....To Be Determined
TBS.....The Basic School
TECOM.....Training and Education Command
TLA.....Temporary Living Allowance
TLF.....Temporary Lodging Facility
TMO.....Traffic Management Office
T/E.....Table of Equipment
T/O.....Table of Organization
TOS.....Time on Station
TR.....Transportation Request or Transfer
UA.....Unauthorized Absence
UCMJ.....Uniform Code of Military Justice
UFM.....Uniform Funding and Management
USA.....Utilization, Support, and Accountability
USC.....United States Code
VA.....Veterans Affairs
VM**.....Refers to fixed wing squadron (e.g., VMGR-252)
WestPac.....Western Pacific

MARINE CORPS FAMILY TEAM BUILDING

WIC.....Women, Infants, and Children (nutritional support
 program)
WO.....Warrant Officer
WTI.....Weapons and Tactics Instructor
XO.....Executive Officer