



DEPARTMENT OF THE NAVY
HEADQUARTERS UNITED STATES MARINE CORPS
3000 MARINE CORPS PENTAGON
WASHINGTON, DC 20350-3000

MCO P1700.27B
MR
9 MAR 2007

MARINE CORPS ORDER P1700.27B

From: Commandant of the Marine Corps
To: Distribution List

Subj: MARINE CORPS COMMUNITY SERVICES POLICY MANUAL (SHORT TITLE: MCCS POLICY MANUAL)

Ref: (a) SECNAV M-5210.1
(b) MCO 5210.11E
(c) NAVMC Dir 5210.11E
(d) MCO P1700.24B w/Ch 1
(e) DoD 7000.14-R (Volume 13), "Nonappropriated Funds Policy and Procedures," August 22, 1994
(f) NAVSO P1000, "Navy Financial Management Manual"
(g) SECNAVINST 5720.47B
(h) DoD Instruction 7600.6, "Audit of Nonappropriated Fund Instrumentalities and Related Activities," January 16, 2004
(i) MCO 7042.6C
(j) MCO 5760.4B
(k) MCO 1754.6A
(l) MCO P12000.11A
(m) SECNAVINST 5720.44B
(n) DoD 5500.7-R, "Joint Ethics Regulation (JER)," August 30, 1993
(o) MCO P5800.16A w/Ch 1-3
(p) MCO P4066.17 w/Ch 1-2
(q) MCO 1700.22E
(r) MCO P1754.4A
(s) MCO P1560.25C
(t) MCO P1710.30E
(u) MCO P1700.29
(v) MCO P1710.16E
(w) MCO 8300.1C
(x) MCO P11000.12C w/Ch 1
(y) MCO P7010.20
(z) MCO 7510.2E
(aa) MCO 1700.36
(ab) MCO 7510.3E
(ac) MCO P11000.5G
(ad) MCO P5090.2A
(ae) DoD Instruction 1330.9, "Armed Services Exchange Policy," December 7, 2005
(af) MCO 5100.8
(ag) MCO 5100.19E W/Ch 1-3
(ah) MCO 5100.29A
(ai) MCO 5100.30A

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

- (aj) MCO P5102.1B
- (ak) MCO 6260.1E
- (al) MCO 6200.1E w/Ch 1
- (am) SECNAVINST 12410.24
- (an) DoD Directive 7050.1, "Defense Hotline Program," January 1999
- (ao) DoD Directive 1332.35, "Transition Assistance for Military Personnel," December 9, 1993
- (ap) DoD Instruction 1015.10 W/CH 1, "Programs for Military Morale, Welfare, and Recreation (MWR)," November 3, 1995
- (aq) DoD Instruction 1015.15, "Procedures for Establishment, Management, and Control Of Nonappropriated Fund Instrumentalities and Financial Management of Supporting Resources," May 25, 2005
- (ar) MCO 5200.24C
- (as) DoD Instruction 1015.13, "DOD Procedures for Implementing Public-Private Ventures (PPVs) for Morale, Welfare and Recreation (MWR), and Armed Services Exchange Category C Revenue-Generating Activities," March 11, 2004
- (at) MCO 5100.31
- (au) Joint Federal Travel Regulation (JFTR), Volume 2
- (av) SECNAVINST 7042.7K
- (aw) 10 USC Section 2494, "Uniform Funding and Management of Morale, Welfare, and Recreation Programs"
- (ax) Federal Acquisition Regulation
- (ay) National Information Infrastructure Protection Act
- (az) SECNAVINST 4001.2H
- (ba) 10 USC 2492, "Nonappropriated Fund Instrumentalities: Contracts With Other Agencies and Instrumentalities to Provide and Obtain Goods and Services"
- (bb) 33 USC Chapter 18, "Longshore and Harbor Workers Compensation Act"
- (bc) 10 USC 2491a, "Department of Defense Golf Courses: Limitation on Use of Appropriated Funds"
- (bd) Computer Fraud and Abuse Act of 1986
- (be) 10 USC 2783b, "Nonappropriated Fund Instrumentalities; Financial Management and Use of Nonappropriated Funds"
- (bf) 10 USC 2643, "Commissary and Exchange Services: Transportation Overseas"
- (bg) DoD Directive 5400.11, "DOD Privacy Program," November 16, 2004
- (bh) SECNAVINST 5211.5E
- (bi) 5 USC 552, "Freedom of Information Act"
- (bj) 5 USC 552a, "Records Maintained on Individuals"
- (bk) SECNAVINST 5100.13D
- (bl) MCO 5740.2F
- (bm) DoD Instruction 1342.27, "Personal Financial Management for Service Members," November 12, 2004
- (bn) 28 USC Chapter 171, "Federal Tort Claims Act"

Encl: (1) Locator Sheet

1. Situation. To provide organizational, operational and financial policies for Marine Corps Community Services (MCCS) programs and activities and implement specific requirements contained in references (a) through (bn).

2. Cancellation. MCO P1700.27A.

3. Mission. To issue policies governing the management, operation, and administration of MCCA programs. This Manual implements relevant DoD and other directives from higher authority where appropriate. Specific additional operational policies for MCCA programs and support functions are published in separate directives.
4. Execution. This revised Manual reflects higher headquarters guidance and policy revisions issued since its publication in 1999. Please review it in its entirety.
5. Administration and Logistics. This Manual cancels MCO P1700.27A. Please discard old copies and discontinue use. Recommended changes to this Manual should be forwarded to Deputy Commandant, Manpower and Reserve Affairs (DC, M&RA (MR)).
6. Command and Signal
 - a. Command. This Manual is applicable to the Marine Corps Total Force.
 - b. Signal. This Manual is effective the date signed.



R. S. COLEMAN
Deputy Commandant for
Manpower and Reserve Affairs

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MCCS POLICY MANUAL

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MCCS POLICY MANUAL

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MCCS POLICY MANUAL

CHAPTER 1

GENERAL POLICY

1000. PURPOSE. The purpose of this Manual is to publish organizational, operational, and financial policies for Marine Corps Community Services (MCCS).

1. MCCS programs are vital to mission accomplishment and form an integral part of the non-pay compensation system. These programs encourage positive individual values, personal development, and aid in recruitment and retention of personnel. The MCCS programs provide for the physical, cultural, service and social needs of Marines and other members of the Marine Corps family. They also provide community support systems that make Marine Corps bases/stations temporary hometowns for this mobile population.

2. The MCCS Mission is to make significant lasting contributions to combat readiness through the personal and family readiness of our Marines and their families. MCCS maintains mission readiness and productivity through programs that promote the physical and mental well being of all members of the Marine Corps including active duty, reserve, retired and civilian. The programs promote esprit de corps among active duty members, a strong sense of military community, and a beneficial quality of life. Satisfaction with the military lifestyle and integration of the service member's family into the military community also has a positive effect on the morale, recruitment, and retention of quality Marines. These programs and activities satisfy the basic physiological and psychological needs of Marines and their families, providing, to the extent possible, the community support systems that make Marine Corps bases temporary hometowns for a mobile military population.

1001. BACKGROUND. MCCS is comprised of exchange activities; morale, welfare, and recreation (MWR) programs; and family services activities. The term MCCS includes all programs/activities under these areas unless stated otherwise. Since there are funding restrictions that apply through both policy and public law for certain programs/activities, a distinction must be made. There are those activities that are totally supported by appropriated funds (APF) and those that are authorized support from both APF and MWR nonappropriated funds (NAF). All MCCS activities are at least minimally authorized APF funding. NAF shall only be used to support those MCCS activities that are considered to be MWR activities. They will be referred to as MCCS MWR activities or Category A, B, or C MCCS activities (see paragraph 1301).

1002. ORGANIZATION. There are five basic components of MCCS: Marine Corps Family Team Building (MCFTB), Marine and Family Services, Semper Fit, Business Operations, and General Support. For effective management and supervisory purposes, installation commanders are authorized to combine individual components or programs as necessary. An organizational template is provided in figure 1-6. Installations, however, shall use the names of the activities and programs as specified in this Manual and elsewhere by DC, M&RA (MR).

1003. DEFINITIONS. Definitions used in this Manual are listed in Appendix A.

1004. REFERENCES. References (a) through (c) were used in determining records disposition.

MCCS POLICY MANUAL

CHAPTER 1

GENERAL POLICY

SECTION 1: ROLES AND RESPONSIBILITIES

1100. PURPOSE OF MANUAL. This Manual issues policies governing the management, operation, and administration of MCCS programs. It implements relevant DoD and other directives from higher authority where appropriate. Additional specific operational policies for MCCS programs and support functions (e.g. Business Operations, Children Youth and Teen Programs, Family Advocacy, Lifelong Learning, NAF Procurement, Semper Fit, Marine Corps Family Team Building, MCCS Financial Management, and the Single Marine Program) are published in separate directives.

1101. PURPOSE OF MCCS PROGRAMS

1. The Marine Corps established MCCS programs to maintain mission readiness and productivity.

2. MCCS programs must be based on assessed needs of patrons regardless of where they are assigned and must:

a. Support readiness through physical and mental fitness.

b. Support camaraderie and unit cohesion.

c. Promote individual growth and development.

d. Support well being and quality of life.

e. Give the Marine Corps family access to programs similar to those available in a comparable civilian community.

f. Provide information about and improve skills for living by fostering competencies and coping skills, encouraging self-sufficiency, and offering short-term assistance and support when necessary.

g. Be perceived as a valued benefit of being part of the military.

3. During readiness contingencies or deployments, programs must:

a. Meet deployed unit needs for unit cohesion.

b. Meet individual needs for stress relief.

c. Support Marines and family members who remain behind both on and off Marine Corps installations.

1102. MCCS BOARD OF DIRECTORS. The MCCS Board of Directors (BOD) is chartered by the CMC to act as a decision-making forum for MCCS matters that have a major impact on the Marine Corps. The MCCS BOD and supporting committees are established per the guidance below.

1. Duties. The MCCS BOD advises the Commandant regarding MCCS matters and will make decisions on the following:

a. Oversee all MCCS appropriated and nonappropriated funded programs and approve MCCS NAF budgets.

(1) Appropriated Funds (APF). Oversee MCCS program development and allocation of funds. Monitor MCCS-related execution at Headquarters and Installations. Monitor MCCS-related Military Construction program development and execution.

(2) Nonappropriated Funds (NAF). Oversee annual operating budgets of Headquarters and Installations. Establish the assessment rates for Headquarters Operating and Central Construction Funds (CCF). Approve annual NAF Central Construction Program development and execution. Monitor NAF execution of Headquarters Operating Fund, CCF, Investment, Insurance Funds and Installation Budgets. Investment of centrally managed NAF funds.

b. Develop, track, and execute MCCS five-year strategic plans for the MCCS.

c. Establish MCCS measures of effectiveness and MCCS program standards.

d. Develop and implement major policies affecting MCCS programs.

e. Represent the MCCS strategic direction to DoN, DoD, and Congress.

2. Committees. The Board will be supported in their duties by four standing committees: the Budget Oversight, Construction, Family Readiness, and Investment Oversight Committees. The Chair may appoint additional committees for the purpose of reviewing major issues. Committee chairs may appoint subcommittees as necessary.

1103. DIRECTOR, PERSONAL AND FAMILY READINESS DIVISION (MR)

1. The Director, MR, M&RA Department, HQMC is responsible for ensuring the financial viability of the MCCS system; sponsoring and prescribing MCCS policies and guidelines for execution and management of MCCS programs; serving as the principal internal and external point of contact on all MCCS program and funding authorization policy matters; and providing common support services.

2. In executing these responsibilities the Director shall perform or cause to be performed the following specific duties:

a. Assist in establishing and enforcing standards of excellence for MCCS activities. At a minimum, standards shall exist for the following areas: program, staffing, financial, construction, and training.

b. Provide common support services to installation MCCS activities such as information management, NAF treasury management, centralized buying for retail activities, centralized accounting for same, NAF employee benefits administration, NAF employee training and development programs, non-resale procurement, technical and management assistance support, etc.

c. Establish and maintain short and long term plans for the system-wide MCCS Program. Ensure installations are establishing and maintaining short and long term plans for MCCS.

d. Ensure MCCS programs are funded from proper sources. Ensure respective funding streams are identified in annual budgets to meet MCCS goals.

e. Ensure installations operate market-driven MCCS programs as determined by market analysis for the benefit of authorized patrons. Assess and evaluate patron interests and desires.

f. Ensure cash in excess of installation NAF program requirements is transferred to a central USMC NAF account.

g. Encourage cost-effective service alternatives such as on base commercial or local commercial alternatives to operating on base MCCS programs.

h. Oversee and administer NAF human resources program. Manage comprehensive NAF employee benefits, retirement, and worker's compensation programs. Provide training management function for MCCS per the requirements of SECNAVINST 12410.24 (reference (am)). Ensure training provided stresses stewardship of resources and customer service. Administer the Unemployment Compensation for Federal Employees program for all Marine Corps nonappropriated fund instrumentalities (NAFIs).

i. Ensure MCCS programs are implemented using best business management practices to fulfill local needs.

j. Develop and maintain a standard NAF accounting system which provides a dual entry general ledger for all MCCS Category A, B and C activities. Oversee the conduct of outside annual audits of Marine Corps NAFIs. Acts as the Chairman of the Audit Review Oversight Committee.

k. Act as the custodian of the APF and NAF resources of the DC, M&RA (MR). This entails a fiduciary responsibility. Deputy custodians may be designated as deemed appropriate. See appendix A for definitions of custodian duties. Fiduciary responsibilities are defined in paragraph 1108.

l. Administer the NAF construction program.

m. Establish and disestablish NAFIs for the Marine Corps and be the CMC designated authority for setting NAF policy.

n. Establish and oversee an MCCS performance management plan that contains key inputs, output, and outcome metrics, benchmarks, and analysis of results as appropriate.

o. Serves as the MCCS program sponsor and represents APF plans and requirements in the Program Objective Memorandum and Program Review process.

p. Conduct national customer and program research as it relates to MCCS programs.

q. Represent MCCS Programs policies and plans to external and internal audiences.

r. Commit the Marine Corps to Memorandums of Understanding or other contracts as determined in the best interest of the MCCS.

3. Conduct management assistance team visits from DC, M&RA (MR) to provide commanders and installation MCCS personnel with hands on analysis and technical assistance. The installation commander, the Assistant Chief of Staff (AC/S) or Director MCCS, or the DC, M&RA (MR) may initiate management assistance visits.

4. Accept gifts to MCCS up to a maximum fair market value of \$10,000. Gift acceptance criteria are contained in MCO P5800.16A (reference (o)) and SECNAVINST 4001.2H (reference (az)). Gifts exceeding this value shall be forwarded to CMC or the Secretary of the Navy via CMC (JA). Cash gifts must be processed per the provisions of non-MWR activities in MCO P5800.16A (reference (o)).

1104. MAJOR COMMANDER RESPONSIBILITIES. COMMARFORCOM, COMMARFORPAC, COMMARFORRES, and MCCDC shall provide oversight of subordinate installation MCCS programs as appropriate.

1105. INSTALLATION COMMANDERS RESPONSIBILITIES. Commanders of Marine Corps installations with authorized MCCS programs are responsible for establishing and operating customer driven MCCS programs for the benefit of authorized patrons. Commanders are also responsible for program performance and quality of service. In executing these responsibilities, the Commander shall perform or cause to be performed the following specific duties:

1. Ensure all rules and regulations pertaining to the operation of MCCS programs are observed.
2. Meet standards established for MCCS activities.
3. Establish and maintain short and long term plans for installation MCCS programs per DC, M&RA (MR) plans and MCCS BOD direction.
4. Fund MCCS programs with proper fund sources. Ensure respective funding streams (i.e., both APF and NAF in areas of personnel, training, logistics, and facilities) are identified in annual budgets to meet MCCS goals. Budget requirements will be developed to ensure adequate support is given to the installation's tenant operational forces.
5. Provide market-driven MCCS programs, as determined by market analysis, for the benefit of authorized patrons.
6. Ensure all commanders and sergeants major down to battalion/squadron levels or recruiting district/station level as appropriate, receive a brief on the installation's MCCS Marine and Family Services Program within 90 days of assuming command or position.
7. Ensure service members attend pre-separation counseling no less than 90 days before separation, as mandated by DoD Directive 1332.35 (reference (ao)). Ensure all separating service members attend the Transition Assistance Program (TAP) Workshop no less than 90 days before separation. In the case of separation, pre-separation counseling and the TAP workshop shall commence as soon as possible

during the 12-month period preceding the anticipated separation date. In the case of a retirement, pre-separation counseling and the TAP workshop shall commence as soon as possible during the 24 month period preceding the anticipated retirement date.

8. Ensure a Marine and Family Services Quality Assurance (QA) Program is implemented which, at a minimum, includes client care evaluations, credentials review and privileging, resources management, and follow up.
9. Publicize all MCCS programs so that they are widely recognized. Programs must also be located in areas easily accessible to eligible personnel, including handicapped individuals.
10. Establish communications with small independent units and eligible customers within the 100-mile area surrounding the installation to coordinate delivery of Marine and Family Services. If two or more installations overlap in coverage of a particular unit or area, the bases shall decide locally who will provide support. Marine Corps Recruit Depots have been identified as the primary service delivery system for the Marine Corps Recruiting Command and will respond to requirements as requested or decline as appropriate.
11. Seek cost-effective service alternatives, such as Sister Services, on base commercial, or local commercial alternatives to the operation of on-base MCCS programs, where possible.
12. MCCS support shall be provided to all authorized users assigned to or supported by the installation.
13. Implement MCCS programs using best business management practices to fulfill local needs.
14. Ensure that sufficient NAF, coupled with available APF, are generated to sustain MCCS designated MWR programs.
15. Select and assign the Assistant Chief of Staff (AC/S) or Director MCCS and the subordinate branch heads.
16. Establish a multidisciplinary council that includes membership from the senior supported operational commander(s) to address MCCS program issues, if desired. Members of the council should be appointed by written orders. A number of MCCS programs have requirements from DoD for separate councils and advisory committees. The multidisciplinary council is meant to satisfy all of these requirements for various councils in one group. This council may review those issues addressed by the Family Advocacy Committee, Family Readiness Council, Lifelong Learning Advisory Council, MWR Advisory Group, Parent Advisory Board, Relocation Assistance Coordinating Committee, etc. and advise the commander on the overall operation of the MCCS Program and make recommendations for its improvement. Separate individual councils may be established instead of a multi-disciplinary council, however, if seen as advantageous to installation program operations.
17. Every Marine Corps installation shall establish a Family Advocacy Program (FAP) as a command program to address spouse abuse; child abuse and neglect; and

rape and sexual assault through a Coordinated Community Response (CCR). The CCR means every person and organization in the community, military and civilian, takes responsibility to ensure a consistent response to family violence. More definitive guidance is given in MCO P1700.24B (reference (d)).

18. Implement an MCCS performance management plan that contains metrics for inputs, outputs, and outcomes that can be analyzed and benchmarked.

19. Establish the Single Marine Program as a command program.

20. Establish the Key Volunteer Network as a command program.

1106. INSTALLATION ASSISTANT CHIEF OF STAFF (AC/S) OR DIRECTOR MCCS AND CUSTODIAN RESPONSIBILITIES. The AC/S or Director MCCS shall be responsible for the overall program operation and accountability of the MCCS activity. In executing these responsibilities the AC/S or Director MCCS shall perform or cause to be performed the following specific duties:

1. Ensure all rules and regulations pertaining to the operation of MCCS programs are observed.
2. Meet or exceed standards established for MCCS activities.
3. Develop short and long term (5 year) plans for installation MCCS Program. Plans shall include goals, specific measurable objectives and action plans with milestones identified.
4. Provide market-driven MCCS programs.
5. Seek cost-effective MCCS service alternatives, where possible.
6. Provide comparable well-rounded MCCS programs to all authorized users.
7. Ensure employees are trained in customer service, appropriate program operations requirements, budgeting, resource control, human resources requirements, procurement procedures, and other general management competencies as required.
8. Implement MCCS programs using best business management practices to fulfill local needs.
9. Generate adequate NAF, coupled with available APF, to ensure that MCCS MWR programs are self-sustaining.
10. Serve as the custodian of all funds, property, and equipment belonging to the MCCS activity. This entails a fiduciary responsibility. In executing these duties, the AC/S or Director MCCS may designate deputy custodians as deemed appropriate.
11. Accept gifts to MCCS up to a maximum fair market value of \$3,000 as estimated by the donor or other appropriate source. Gifts that exceed this amount should be referred to DC, M&RA (MR) for processing. Gift acceptance criteria are contained in MCO P5800.16A (reference (o)) and SECNAVINST 4001.2H (reference (az)). Cash gifts must be processed per the provisions of non-MWR activities in MCO P5800.16A (reference (o)).

12. Ensure MCCS establishes a performance management plan that contains metrics for inputs, outputs, and outcomes that may be analyzed and benchmarked.

13. When the AC/S or Director MCCS will be absent for more than 5 days (and there is no designated assistant/deputy), the Commander shall comply with the provisions of paragraph C030101.C of DoD 7000.14-R (Volume 13) (reference (e)) regarding transfer of responsibility for property and/or funds.

14. When the AC/S or Director MCCS changes, the successor shall sign a receipt for all funds, property, accounts, and records. Any differences found to exist shall be investigated per DoD 7000.14-R (Volume 13) (reference (e)) and set forth in detail on a combination invoice and receipt at the time of the relief.

1107. PROGRAM MANAGER RESPONSIBILITIES. Program managers are responsible for the following:

1. Implementing and operating the program per appropriate directives.
2. Continually analyzing patron interests, resources, and facilities availability.
3. Developing an annual program plan, with stated goals, objectives and action and resource requirement plans as well as a long-term plan. Plans should be consistent with the overall MCCS plan.
4. Working with local civic and commercial organizations to supplement the on base MCCS Program through the use of off base programs and facilities.
5. Advising higher authority on requirements for facilities.
6. Collection of appropriate performance metrics that may be analyzed and benchmarked.

1108. FIDUCIARY RESPONSIBILITY. Public law requires that any waste, loss or unauthorized use of government funds, both APF and NAF, be reported to appropriate authority. NAF are government funds entitled to the same protection as funds of the U.S. Treasury. NAF are designated for the benefit of authorized patrons and the purposes of the NAFI. There is an individual fiduciary responsibility for properly using NAF and preventing their misuse. Reports of suspected violations should be done at the lowest organizational level possible; however, reports may be made to senior management, the IGMC, or the DoD Hotline (see DoD Directive 7050.1 (reference (an))). Commanders and their delegated representatives are responsible for prompt detection, proper investigation, and appropriate corrective action. Individuals reporting APF or NAF violations are protected from reprisal by various DoD directives allowing for penalties against violators. In cases of serious criminal infraction, commanders or their delegated representatives shall refer the matter to the appropriate Department of Defense criminal investigative organization for investigation and referral to judicial authorities. Under 10 USC 2783b (reference (be)), penalties for substantial violations of regulations governing the management and use of NAF by civilian NAF employees shall be the same as those provided by law for misuse of APF by DoD civilians paid from APF. Violations by military personnel are punishable under the Uniform Code of Military Justice.

1109. WAIVERS AND OTHER DEVIATIONS FROM POLICY

1. Whenever these regulations are in conflict with international agreements (such as a Status of Forces Agreement or SOFA) or other appropriate authority at leased bases and elsewhere (OCONUS) they may be considered as being modified accordingly.
2. Waivers from the policies contained in this Manual must be authorized in writing by DC, M&RA (MR). All policy waivers will be requested and issued through normal Marine Corps channels.
3. For waivers that may impact MCCS revenue generating operations or the financial integrity of the MCCS NAFI, they must contain a financial analysis of that impact either positive or negative.

MCCS POLICY MANUAL

CHAPTER 1

GENERAL POLICY

SECTION 2: ELIGIBILITY

1200. GENERAL. MCCS activity patron eligibility is covered below. Eligibility is dependent on individual program/activity scope. Please refer to the appropriate chart for information.

1. MCCS Marine and Family Services Activities and Children, Youth and Teen Activities

CATEGORY	AUTHORIZED GROUP
Marine and Family Services Activities	Active duty military members, Coast Guard members, and their families are generally eligible for all MCCS Marine and Family Services activities on an unrestricted basis. Reservists (prior to mobilization) and military retirees and their families are eligible for information and referral services as space is available. While some Lifelong Learning programs are open to all military members and their families, eligibility and service requirements for specific programs such as Tuition Assistance are covered in MCO P1560.25C (reference (s)).
	DoD civilian employees at Base Realignment and Closure (BRAC) installations may use services. DoD civilian employees not on BRAC installations may use services as space is available. DoD civilians at overseas locations and their legal dependents may use services which are not otherwise available in the local community.
Childcare	Military personnel (including Coast Guard), DoD civilian personnel paid from APF and NAF, reservists on active duty or during inactive duty for training, and DoD contractors are eligible. Retirees may be eligible when a waiting list does not exist or space is available. If there is an unmet need for full-time and part-time childcare the installation commander shall establish and publish a child development enrollment priority system. In all cases, first priority shall be given to children of active duty military and DoD civilian personnel who are either: single parents, or whose spouse is employed on a full time basis outside the home, is a military member on active duty, or is a full time student. Also see MCO P1710.30E (reference (t)).

Figure 1-1.-- MCCS Marine and Family Services Activities and Children, Youth and Teen Activities Eligibility Chart

2. MCCS MWR Activities. The installation commander determines use of MCCS MWR activities based on the priorities established in subsections 1200.3 and 1200.5, except when in conflict with international agreements, which take precedence.

a. Members of the Ready Reserve, and their family members, are permitted use of Category C activities the same as members on active duty and their family members. Members of the Retired Reserve, including those who have qualified for retired pay at age 60 but have not yet reached age 60, and their family members, are permitted use of Category C activities the same as members retired from active duty and their family members.

b. With DC, M&RA (MR) approval, local MCCS activities are authorized to establish agreements with local governments for use of Category A and B programs when it is in the best interest of DoD, and when the agreements otherwise comply with applicable laws and regulations. When existing Category C programs have capacity excess to authorized patron requirements and installations have obtained a written agreement from local community leaders indicating they have no objections, DC, M&RA (MR) may grant waivers for local community use.

3. Unlimited use authorized for all MCCS MWR programs except as noted in figure 1-2 below:

CATEGORY	AUTHORIZED GROUP
Armed Forces and their families	Members on active duty.
	Members of the Reserve Components (Ready Reserve and National Guard; Reservists in training or hospitalized in Military Treatment Facilities) and Delayed Entry Program personnel.
	Cadets of Service Academies.
Other Uniformed Services and their families	Members of the Coast Guard, Commissioned Corps of the Public Health Service, and Commissioned Corps of the National Oceanic and Atmospheric Administration (NOAA) on active duty.
Armed Forces and other uniformed service retirees and their families	Retired from active duty. Includes former members of the Lighthouse Services, emergency officer's retired list of the Military Services, and personnel transferred to the Fleet Reserve after 16 years of active service.
	Retired from the Reserves with pay, and retired awaiting pay at age 60 (gray area).
Others separated from the Armed Forces and their family members	Honorably discharged veterans with 100 percent Service-connected disability.
	Medal of Honor recipients.
Former and/or surviving spouses and family members	Unremarried surviving spouses of personnel who died while on active duty or retired status.
	Unremarried former spouses who were married to military members for at least 20 years while the military member performed 20 years of creditable service in determining eligibility for retired pay.

Figure 1-2.--MCCS MWR Unlimited Eligibility Chart

CATEGORY	AUTHORIZED GROUP
	Unmarried children (including orphans), under the age of 21, or over 21 if incapacitated or a full time student between 21 and 23, who were dependent on the active duty or retired member for over one-half of their support at the time of the member's death. A child who is adopted by a nonmilitary member loses their eligibility.
U.S. DoD and Coast Guard civilians, DoD civilian employees on Evacuation Orders and their family members (with limitations)	When stationed at, or on temporary additional duty (TAD) outside the U.S., or on TAD in the U.S. if staying on base. Also, MCCS MWR activity civilian employees (NAF and APF), both active and retired (with 20 or more years of MWR service- may be a combination of other Service MWR time or active duty service if credited towards civilian retirement), may use all exchanges. Purchase limitations are no uniform or State tax-free items (i.e. tobacco or alcohol) for those civilian employees TAD to, or MCCS employees working at CONUS bases. Unlimited privileges overseas except for uniform items.
Other supporters of DoD (with limitations)	US Federal employees when assigned in areas outside the U.S. Commanders may also allow government departments or agencies outside DoD to buy supplies and services if not conveniently available elsewhere and do not unduly impair service to exchange patrons. All purchases authorized by 10 USC 2492 (reference (ba)). Contract Surgeons under contract to the Surgeon General during the period of their contract.
	Military personnel of foreign nations and their family members when on orders from the U.S. Armed Forces, or in overseas areas when the major command commander grants privileges in the best interest of the U.S. Merchandise purchases by military personnel of foreign nations not on official U.S. Armed Forces orders shall be limited to quantities for personal use.
	Paid members of the American Red Cross, Young Men's Christian Association, United Service Organization and other private organizations chartered by DoD, when assigned with U.S. Armed Forces outside the U.S.
	U.S. employees of firms under contract to DoD working on an installation when assigned in areas outside the U.S. Contract Technical Services personnel in travel status in CONUS and occupying Government quarters on base. Purchase limitations are no uniform or State tax-free items.
	A dependent or former dependent entitled to transition compensation, if not eligible under another provision of law, while receiving payments for transition compensation.

Figure 1-2.--MCCS MWR Unlimited Eligibility Chart

CATEGORY	AUTHORIZED GROUP
Service Orientation Program Participants (with limitations)	Members of Reserve Officers Training Corps (ROTC) and Junior ROTC while visiting installations under orders as part of a Service-orientation program are authorized exchange privileges except purchase of State tax-free items such as alcohol and tobacco. Members of the Naval Sea Cadet Corps on 2-week summer training duty, if occupying Government quarters on a military installation, are authorized exchange privileges except purchase of distinctive uniform items and State tax-free items such as alcohol and tobacco.
Agents	A person authorized in writing by the base commanding officer to shop for an authorized patron or an official organization or activity entitled to unlimited privileges. Agents are not authorized to shop for themselves.
Coast Guard Auxiliary Members	When identified by the Coast Guard Auxiliary ID Card, CG-2650. Uniform articles and accessories authorized by Coast Guard auxiliary directives.

Figure 1-2.--MCCS MWR Unlimited Eligibility Chart

4. Special Exceptions for Merchandise Sales

a. When holding or participating in special events that are open to the public or private sector (such as air shows, automobile shows, etc.), military exchanges may sell event-related goods and souvenirs and food and beverages for on-premises consumption. Merchandise shall not be advertised in publicly distributed media, however.

b. Civilian employees of the U.S. Government working on, but residing off, military installations; uniformed and non-uniformed personnel working in recognized welfare service organization offices within an activity of the military service, and visitors to military installations may purchase all food and beverages sold at any MCCS food activity, if consumed on the installation.

c. Civilian students and faculty members at Service schools. Purchases may include books, supplies, and materials related to the educational process, only at exchange facilities that support the school.

d. In cases of hardship (e.g. if an individual is "stranded on an installation"), exchange employees may sell to otherwise unauthorized persons small quantities of gasoline, oil, other automotive items, or items necessary for an individual's health.

e. DoD civilian employees using Government-authorized vehicles for official business may purchase gasoline for use in the vehicles, upon presentation of military travel orders that authorized leasing or use of a Government vehicle.

5. Limited use of MCCS MWR activities (except exchanges) for groups listed in figure 1-3 is at the discretion of the installation commander. Commanders may open activities to these patrons based on local demand and capacity. Resale of food, State tax-free beverages, and tobacco products is restricted to amounts consumed on

the premises, and to convenience merchandise incidental to daily participation (such as golf tees). APF and NAF civilian personnel employed by MWR activities of other Services, and their family members, may purchase merchandise without restrictions from MCCS resale activities (Only includes golf and bowling center pro shops as well as hobby shop resale activities. Does not include main exchange or similar retail and services operations).

CATEGORY	AUTHORIZED GROUP
U.S. DoD and Coast Guard civilians and their family members	Both APF and NAF, and retired DoD and Coast Guard civilians.
DoD contract personnel and technical representatives	Working full time on the installation.
Others associated with the Department of Defense	ROTC cadets when participating in field training or a practice cruise.
	Former Prisoners of War (POWs) and spouses of POWs or Service members missing in action (MIA) and their family members.
	Exchange students, and unaccompanied <i>au pair</i> foreign nationals residing with authorized MWR beneficiaries may use MWR activities except childcare. (See appendix A for definitions)
Other Federal Employees	Non-DoD Federal Employees working on the installation. For Federal Employees working off the installation they may use clubs and must be re-certified annually.
Guests	Who are not otherwise eligible to use MCCS MWR programs, when specifically invited and accompanied by an authorized user. Installation commanders approve local rules governing the number of guests and the frequency of use at specific facilities.
Members of the public within the U.S.	Leaders in the local community designated by the installation commander. Individuals are recertified annually.
	The general public can attend infrequent MCCS MWR activity-sponsored events when the installation meets the criteria below. ¹
	The general public within the U.S. may use Category C programs when criteria below ¹ have been met and specifically approved by DC, M&RA (MR). This approval authority may not be delegated.

Figure 1-3.-- MCCS MWR Limited Eligibility Chart

Note:

¹a. Commander determines that adequate facilities are available and are currently under used by authorized patrons.

¹b. Written agreements are obtained from local Government officials or other appropriate community leaders indicating that they have no objections to expanded use of these activities.

1c. Allowing individuals to use these facilities is beneficial to both the military members and civilians in the community.

1d. No conflict exists with Federal, State, or local laws.

6. Marine Corps Family Team Building (MCFTB). Authorized users are:

PROGRAM CATEGORY	AUTHORIZED GROUP
MCCS Marine Corps Family Team Building (MCFTB) Activities	All spouses of active duty military members within tenant operating force and permanent unit commands are eligible to participate in the Key Volunteer Network (KVN), the Lifestyle, Insights, Networking, Knowledge, and Skills (L.I.N.K.S.) training sessions, and the Spouses' Learning Series (SLS) as it is not based on the role of the Marine. However, the target spouses for SLS are those volunteering in family readiness and community building activities such as L.I.N.K.S., KVN, Navy/Marine Corps Relief Society, Red Cross, Spouse's Clubs, etc.
	All military (Active and Reserve) and, upon referral, DoD civilian employee couples (premarital and marital) are eligible to participate in Prevention and Relationship Enhancement Program (PREP).
	All military and their eligible family members may participate in Chaplains Religious Enrichment Development Operation (CREDO) retreats.

Figure 1-4.-- Marine Corps Family Team Building Eligibility Chart

1201. IDENTIFICATION OF ELIGIBLE USERS

1. Any individual who seeks to use MCCS facilities or services shall be positively identified as an authorized user prior to use of a facility or service or consummation of a sale. The credentials of non-uniformed users shall be carefully checked to ensure that each individual is entitled to the privileges which that person seeks. Sales and services shall be made only to authorized users.

2. Authorized users at MCCS activities shall be identified as follows, except that identification shall not be required at the fountain, snack bar, and restaurant facilities when these facilities are made available to visitors.

a. Members of the uniformed services who are in complete regulation uniform need not be further identified generally, except that all patrons shall be required to show identification cards to cash checks (for SSN verification), or to purchase alcohol and tobacco products.

b. Active duty members and members of the Selected Reserve not in complete regulation uniform shall be identified by the Armed Forces of the United States Geneva Conventions Identification Card version of the Common Access Card (CAC). This version of the CAC is modified (from Armed Forces) to state "Uniformed Services" members of the National Oceanic and Atmospheric Administration (NOAA) and the U.S. Public Health Service (USPHS).

c. Delayed Entry Program personnel shall present a copy of their enlistment papers along with a photo ID card.

d. A Reserve Retired member under age 60 (gray area) can be identified by a DD Form 2, United States Uniformed Services Identification Card (Reserve Retired). A Reserve Retired member in receipt of retired pay at age 60 or older can be identified by a DD Form 2, United States Uniformed Services Identification Card (Retired).

e. Individual Ready Reserve, Standby Reserve, and inactive National Guard members (not on active duty for over 30 days) can be identified by a machine-readable DD Form 2, Armed Forces of the United States Geneva Conventions Identification Card (Reserve).

f. Eligible family members of active duty and retired (with pay) members can be identified by a machine-readable DD Form 1173, United States Uniformed Services Identification and Privilege Card.

g. Eligible family members of reserve component members, Reserve Retired (gray area) members, and former members can be identified by a machine-readable DD Form 1173-1, United States Uniformed Services Identification and Privilege Card.

h. A machine-readable DD Form 2765, can also be used to identify Medal of Honor recipients, honorably discharged veterans rated by the VA as 100 percent disabled from a Uniformed Service-connected injury or disease, and qualifying former spouses.

i. Qualifying foster children may be issued a DD Form 1173 or a DD Form 1173-1. Exchange students are not entitled to either card.

j. MCCS MWR activity employees and family members who are not otherwise entitled to retail privileges (i.e. Military Servicemember or family member) shall be identified by a U. S. DoD Uniformed Services Identification and Privilege Card version of the CAC or Form DD 2574. Form 2574 shall be issued for a specific period not to exceed three years.

k. MWR employees of other services will be identified by a letter from their employer stating that they are MWR employees along with a photo ID, or if their service issues a photo ID card this will be adequate as long as it positively identifies the individual as an MWR employee.

l. An agent for an authorized patron may be identified by letter.

m. When making purchases in the service station, authorized users may be identified by station vehicle identification decals or stickers, providing such decals or stickers positively identify the individuals as authorized users.

n. When an individual using a Government Commercial Purchase Card (GCPC) wishes to make an official purchase for their organization, photo identification shall be required to verify against the name on the GCPC card. Other identification is not necessary.

MCCS POLICY MANUAL

CHAPTER 1

SECTION 3: MCCS RESOURCING

1300. GENERAL. MCCS programs shall be operated with APF and in some cases NAF, as authorized by applicable directives. APFs shall be the primary funding source for all MCCS activities where authorized. Appropriations include operations and maintenance, military pay, and military construction. Figure 1-5 defines which programs are authorized what types of funding. Further guidance is found in appendix C.

Program Name	Activities/Programs Included	APF	NAF
Business Operations	Clubs, Exchanges, Recreation Business Activities, Services	Y*	Y
MCFTB	Key Volunteer Program; Lifestyle Insights, Networking, Knowledge and Skills; Spouse Leadership Seminar	Y	Y
	Chaplains Enrichment and Development Operation; Prevention Relationship and Enhancement Program	Y	N
Marine and Family Services	Counseling Services (Family Advocacy, Substance Abuse, New Parent Support Program, etc.); Lifelong Learning (Voluntary Education), and Personal Readiness & Community Support (Exceptional Family Member Program, Relocation Assistance, Transition Assistance, Retired Activities, etc.)	Y	N
	Children, Youth & Teen; Libraries	Y	Y
Semper Fit	Fitness, Health Promotion, Recreation, Single Marine Program, Sports	Y	Y
	* Refer to Appendix C		

Figure 1-5.--MCCS Resourcing Chart

MCCS activities consist of both MWR and non-MWR type activities that must be differentiated for resource purposes. Both types of activities, however, are considered essential in meeting the organizational objectives of the Marine Corps.

1301. APPROPRIATED FUND SUPPORT. The basic standard for funding all MCCS programs is to use appropriated funds (APF) to fund 100 percent of the costs for which they are authorized. Each command shall follow formal Program Objective Memorandum (POM) and similar resource-related guidance when submitting initiatives for APF resource consideration. These initiatives will be appropriately coordinated via formal chain-of-command staffing (i.e., local installation, Regional Command, MARFORs/Operating Budget Holders) prior to formal submission. As the MCCS Program Sponsor, DC M&RA (MR) will review and approve all MCCS POM submissions.

1302. DIRECT APF SUPPORT. MCCS activities receive direct APF support for expense elements such as: civilian labor, travel of personnel (TDY), transportation of things (TOT), contracts, supplies, equipment, and other expenses (i.e., printing and reproduction).

1303. INDIRECT APF SUPPORT

1. MCCS MWR activities are required to report indirect APF support. Indirect support includes all APF base operations support costs to MCCS programs and activities. Base operations costs are budgeted and executed to support installation-wide services, including MCCS. Costs include (but may not be limited to) military personnel support; civilian personnel services; facility and infrastructure support (fire, police, health, safety); equipment operation; financial and accounting services; installation procurement and common warehouse; communications; installation information systems; legal services; transportation services; maintenance and repair services; minor construction (under \$200K); second destination transportation; utilities and real property rents; refuse collection; snow removal; custodial and janitorial services.
2. Reporting these costs is required in calculation of APF funding metrics for the MWR funding categories mentioned below.
3. Utilities include the cost of water, gas, electricity, and other utility services used by MCCS activities. Rates charged shall not include incremental or prorated shares of overhead, maintenance, and repair to utility systems, or capital investments in the installation's utility infrastructure systems unless otherwise specified by a memorandum of agreement (MOA).
4. The Personal and Family Readiness Division (DC, M&RA (MRF)) will provide annual budget guidance for capturing the data required for the OP-34 and PB-50 President's Budget exhibits and the annual Marine Corps Metric Report.

1304. FUNDING CATEGORIES OF MCCS MORALE WELFARE AND RECREATION (MWR) ACTIVITIES. MCCS MWR activities shall follow established categories for uniformity of funding and reporting. All management and financial data reported shall comply with DoD 7000.14-R (Volume 13) (reference (e)), and NAVSO P1000 (reference (f)). A listing of MCCS activities within each of the following categories is at appendix B. MWR programs form an integral part of the non-pay compensation system. The programs provide for the physical, cultural, and social needs of Marines and other members of the Marine Corps family. MCCS MWR programs are specifically defined in this Manual, as well as DoD Instruction 1015.10 (reference (ap)). The nature of MCCS MWR activities determines whether they are wholly or predominately operated with APF or NAF. Based on the criteria of mission essentiality and NAF revenue generating capability, each MCCS MWR activity is assigned to one of three categories: Category A, Mission Sustaining Activities; Category B, Basic Community Support Activities; or Category C, Revenue Generating Activities. Generally, APF, if available, must be used for costs supporting category A and B MWR activities. Use of APF is authorized to support Executive Control and Essential Command Supervision (ECECS- see definition in Appendix A) related expenses in Category C revenue generating MWR and exchange activities (except personnel costs in exchange activities). NAF must be used to support non-ECECS category C functions and functions related to resale and the internal management of the NAFI.

1. Category A: Mission Sustaining. These activities are considered the most essential of the MWR activities in meeting the organizational objectives of the Marine Corps. The programs shall be supported almost entirely with APF, with the use of NAF limited to specific instances where APF are prohibited by law or where the use of NAF is essential for the operation of a facility or activity.

Activities in this category have virtually no capacity to generate NAF revenues. Activities within this category promote the physical and mental well-being of the military member, a requirement that supports accomplishment of the basic military mission. Some examples are physical fitness facilities, libraries, Marine Corps Family Team Building (MCFTB) programs, and unit level sports. The Category A APF funding goal is 100 percent of all authorized costs. There are a number of activities included in Category A for reporting purposes, however, that are not expected to be fully funded with APFs. Examples include installation-level central NAFI accounting offices, procurement, human resources offices, and similar activities. In addition, Category A activities at the installation level are frequently collocated with minor functions (i.e., incidental resale activities in fitness centers, etc.) that are not authorized APF support. Those functions are considered Category C for funding purposes, and should be reported in that category if their size is significant; however, in many cases, their small size makes it impractical to break them out and report them separately from their parent Category A program. For these reasons, the APF funding standard for Category A is a minimum of 85 percent of total expenditures.

2. Category B: Community Support. These activities are closely related, in terms of supporting the military mission, to those grouped in Category A. These support activities should receive substantial amounts of APF support, but differ from those in Category A, in part, because of their ability to generate NAF revenues. That ability to generate revenues is limited, however, and in no case could they be sustained without substantial APF support. Some examples are automotive skill development; arts and crafts skill development; children, youth and teen activities; and outdoor recreation. Category B activities have a limited ability to generate NAF revenues, and the APF funding standard for Category B is a minimum of 65 percent of total expenditures. Remaining resources are obtained through fees and charges assessed for program use.

3. Category C: Revenue Generating. Activities in this group have the business capability of generating enough income to cover most of their operating expenses, but they lack the ability to sustain themselves based purely on their business activity; consequently, they receive limited APF support. Some examples are exchanges, golf courses, clubs, and private berthing marinas. Category C activity APF support should be limited.

4. Remote and Isolated. Category C revenue generating programs at designated remote and isolated locations may receive the same type of APF support as, and funded at the same authorization levels as, Category B programs (see definition in appendix A). Locations that are designated as remote and isolated are: Marine Corps Logistics Base (MCLB), Albany; MCLB Barstow; Marine Corps Air Station (MCAS), Beaufort; Marine Corps Mountain Warfare Training Center, Bridgeport; Marine Corps Mobilization Command (MOBCOM), Kansas City; Marine Corps Recruit Depot, Parris Island; Marine Corps Air Ground Combat Center, Twentynine Palms; MCAS Yuma; MCB Camp Butler (to include all Okinawa camps as well as Camp Fuji); and MCAS Iwakuni.

1305. MCCS SINGLE NONAPPROPRIATED FUND INSTRUMENTALITY (NAFI). A NAFI is the legal and NAF fiscal entity of MCCS Category A, B, and C activities. There shall be a single MCCS Operating Fund NAFI at HQMC and a single MCCS NAFI at each installation (hereafter referred to simply as NAFI) for all Program Group I and II activities as defined by DoD Instruction 1015.15 (reference (aq)). The MCCS programs supported by the single NAFI encompass the operational and support

elements of the MWR components of the MCCS organization. (Note: This paragraph only applies to NAFIs within MCCS. There are other installation NAFIs such as billeting funds and chaplains religious offering funds to which this Manual does not apply.)

1306. MCCS NAF FINANCIAL MANAGEMENT. The MCCS organization shall operate a centralized financial management system using a DC, M&RA (MR) headquarters staff that provides consolidated treasury services, financial analysis, accounting (centralized for retail operations), reporting, and banking services. Installations shall only maintain distinct financial management systems as needed to support individual installation NAFI requirements. Headquarters will manage four distinct NAFIs in support of the entire system: the Operating Fund, the Central Construction Fund, the Employee Benefits Fund, and the General Insurance Fund.

1. Accounting. DC, M&RA (MR) will manage four headquarters NAFIs and manage the flow of funding between them. It will perform centralized banking services and check printing for all installation NAFIs by passing funds through the operating fund central cash account. DC, M&RA (MR) will also perform accounting services in support of centralized retail functions.

2. Treasury. DC, M&RA (MR) will centrally invest cash from all NAFIs in approved vehicles and distribute prorated interest revenue monthly to participating NAFIs based on the average daily balances.

3. Financial Analysis and Reporting. DC, M&RA (MR) will maintain the financial systems, operate a help desk, and provide regular training. DC, M&RA (MR) will consolidate financial reporting to higher headquarters, coordinate financial systems issues with installations and oversee the financial organization within the system.

4. Credit Management. DC, M&RA (MR) will operate the consolidated credit programs and maintain consolidated debt collection programs.

1307. MCCS NAF ACCOUNTING SYSTEM

1. The MCCS NAF accounting system is based on one chart of accounts and a standard cost center configuration set by DC, M&RA (MR). This configuration allows data to be extracted in a variety of ways to standardize reporting and facilitate sound business decisions.

2. Balance Sheet. All MCCS MWR activities shall have a single consolidated balance sheet separate and distinct from other NAFIs on the installation such as the Billeting Fund.

3. Operating Statement Accounts. The NAF financial system uses cost centers which allow the flexibility to budget, account, report, and evaluate operations at a variety of responsibility levels in the organization.

4. Profit and Loss Statement. The profit and loss statement is the principal document used by management to evaluate the success of a business or the cost of a program. These statements will be standard reports in the system and will compare current period operations against budget and prior periods in trend analysis.

5. Statement of Cash Flows. An independent certified public accounting firm will prepare a consolidated statement of cash flows annually for DC, M&RA (MR). This consolidated statement summarizes the sources of cash generated during the fiscal year from operating activities and the application of that cash. This statement is a standard report required by DODI 1015.15 (reference (aq)).

1308. NAF ACCOUNTING YEAR. The accounting year for MCCS NAFIs begins on February 1 and ends on January 31 of the following year, with a 15-day leeway authorized for the beginning and ending dates. The accounting year designation shall be the calendar year in which the major portion of the business was conducted.

1309. MCCS NAF FINANCIAL AND CAPITALIZATION STANDARDS

1. Profitability. All MCCS NAFIs shall achieve, as a minimum, a break-even or positive net income sufficient to provide for NAF capital requirements.

a. Standards. All activities authorized for operation by Business Operations (excluding auto skills and other skill centers, bowling centers 12 lanes or less, information ticket and tours activities, and stables (Government owned horses portion)) are classified as Revenue Generators. All revenue-generating activities must at least break-even annually (including depreciation but excluding prorated common support functions) assuming the activity is funded adequately with APF. Prorated common support costs must be covered at the company level with the total net operating profit from all MCCS business operations. A financial position sufficient to cover its requirements including necessary operating cash and inventories shall be maintained. Adequate operating capital must be maintained at all times.

b. Watch List Criteria. The MCCS BOD has established the following financial minimum standards for MCCS Installation NAFIs. Any installation meeting 2 of these criteria will be put on a watch list for installations in financial trouble.

(1) Acid test ratio below .75:1 for 4 successive quarters;

(2) Current ratio below 2:1 for 4 successive quarters;

(3) Total sales growth below Consumer Price Index and MCCS average for 4 successive quarters;

(4) Year to date net income decline for 3 successive years; or 3 years of net losses;

(5) Year to date budget variance of net income more than 10 percent below original and against revised budget for 2 successive quarters.

(6) Based on the above criteria, an installation with fewer than 2 flags for 2 successive quarters is eligible for removal from the watch list.

c. Non-profitable Revenue Generating Activity. The MCCS BOD monitors the financial condition of all installation NAFIs through procedures and practices of the BOC.

2. NAF Investment Strategy and Cash Management. The organization will maintain a NAF investment strategy to guide program development efforts and align requirements to capabilities so the MCCS program is indefinitely sustainable (even in a moderately inflationary environment or in sustained contingencies) and offers value to Marines and their families.

a. Sources. Funds for investment come from three sources: (1) retained earnings which are the Net Operating Profits from MCCS operations (2) borrowed funds; and (3) interest income from NAF investments. MCCS financial strategy will be to continually improve operations to increase net operating profit, leverage the financial strength of the balance sheet through central borrowing, and capitalize on interest income with consolidated investments and expanded credit services.

b. Guidance. A NAF capital investment strategy must address the ongoing recapitalization of the physical plant and fixed assets.

(1) NAF capital investments shall be made to expand viable programs that are deemed to be good financial investments, support our equity standards, and serve customer needs. The relative balance of these 3 goals will continually evolve and change based on local leadership, evolving missions and available resources.

(2) Money may be borrowed by DC, M&RA (MR) from commercial sources to accelerate and/or sustain funding our capital requirements as long as the return on investment is validated to be greater than the cost of borrowing for revenue generating activities.

(3) Third party opportunities shall be considered to expand our enterprise via partnerships with private sector companies, local governments and/or private investors. (See DoD Instruction 1015.13 (reference (as)))

(4) Multi-year, consolidated purchasing of capital assets shall be utilized where central procurement and decentralized distribution of the assets will result in uniformity and savings.

c. Cash Management. Cash management shall be monitored closely to ensure sufficient cash is available for operations, capital investment, and excess cash is routinely used to recapitalize the program. An annual statement of cash flows is also required per the above.

3. Capitalization. The entire MCCS organization will maintain an aggressive capitalization program comprised of a local capitalization plan and a central investment plan. Given the diversity of installations and their respective financial capabilities, it is not possible to establish an annual capitalization goal based on sales. Installations will maintain a 3-year capitalization plan tied to the strategic business plan that plans to keep a 50 percent book value on the aggregate fixed assets by category. The central investment plan will incorporate assessments from field activities as well as a commercial borrowing program to leverage company assets. The amount borrowed will be approved and managed by the MCCS BOD.

4. Performance Management. MCCS Programs shall be supported with defined outcome and output metrics as determined by DC, M&RA (MR), the MCCS BoD, installation commanders, and higher headquarters.

1310. PLANS AND BUDGETS. Commanders and their AC/S or Directors MCCS shall submit annual NAF budgets to DC, M&RA (MR) for approval. DC, M&RA (MR) will issue budget guidance and installations will have a complete budget, approved by the installation Commander in the accounting system by mid-October of each year (date to be determined by MR Controller and published in the annual budget guidance) for MCCS BOD approval. The installation Commander (or designated representative) shall brief the MCCS BOD, if the MCCS program budget will not at least break even after local capitalization and maintaining a current ratio of 2:1 and an acid test ratio of .75:1.

1311. REVENUE GENERATORS FOR ASSESSMENT PURPOSES

1. Installation MCCS revenue generating activities shall be assessed a small percentage of sales and other revenue. This assessment is used to support the DC, M&RA (MR) Operating Fund, the Central Construction Fund (CCF), and other centrally funded Marine Corps NAF programs for installations.
2. Funding of DC, M&RA (MR) Operating Fund. DC, M&RA (MR) shall be funded with APFs to the maximum extent practicable. Supplemental funding with NAFs will be provided through a sales assessment (percentage set by MCCS BOD) of all Marine Corps revenue generators which are defined below.
3. Funding of the CCF. In order to meet the essential requirements of MCCS MWR activities, a centrally managed facility major improvement and construction program for these activities is maintained and administered by the DC, M&RA (MR). This account is also primarily funded through a sales assessment (percentage set by MCCS BOD) of all Marine Corps revenue generators defined below. The CCF shall consist of funds assessed from revenue generating activities, gaming machines at overseas locations, interest earnings on the fund balance, and borrowed funds.
4. Assessable Activities. The sales and services of the following business operations activities are subject to CCF and Operating Fund assessment as revenue generators:
 - a. All net sales from food, beverage, entertainment and hospitality operations, both direct and indirect (Note: Some Public/Private Venture (PPV) businesses will not be assessed on net sales, see 4.e below). All net revenue from gaming devices at overseas locations. All Intra MCCS sales are excluded from assessments.
 - b. All net retail sales, direct and indirect (see 4.e), excluding sales for uniform items provided from Defense Supply Center Philadelphia (DSCP).
 - c. All direct and indirect (see 4.e) net sales from service related operations, including commission income from personal telecommunications services but excluding hunting and fishing license sales, money orders, travelers checks, postage stamps, and automobiles/motorcycles sold on minimum flat rate commission.
 - d. Gross revenues from the following Category C recreational activities both direct and indirect:

- (1) Bowling, 13 lanes or more (user fees and charges).
- (2) Golf Courses (user fees (including annual greens fees) and charges).
- (3) Marinas (private slip rental fees only).
- (4) Motion Picture fees.
- (5) Stables (private owner stall rental fees only).

e. Assessments for all new indirect operations with a commission rate of 10 percent or less will be made by splitting the commission with 80 percent going to installations and 20 percent going to the DC, M&RA (MR) Operating Fund.

5. All MCCS MWR activity sales done by the activities above in conjunction with open house or community events such as air shows shall be assessed.

6. No other MCCS activities shall be assessed.

1312. UNIT FUNDS. Marine Corps installation MCCS NAFIs shall minimally provide \$10 per Marine per year unit funds (party and picnic funds) for unit social functions and other MWR related expenses as authorized by paragraphs 1313 and 1314 below. (Note: Items and/or services purchased from MCCS with unit funds are authorized a 10 percent discount on everything except tobacco and alcohol products.) These funds shall not be carried over at year-end unless the Installation Commander authorizes a waiver to do so.

1313. PROPER EXPENDITURES OF MCCS NAF

1. General Policy. The administration of MCCS NAFs is a trust which requires that funds be expended with prudence so as to benefit the greatest number of authorized patrons and that all expenditures are properly authorized, planned, and executed. This does not mean that all MCCS MWR activities have to be available to everyone all the time. As long as all authorized patrons have the opportunity to participate at some point in the planned activities (or similar activities at other times), NAF may be used for support. The goal should be to provide substantially equal support to all authorized patrons regarding monies spent directly on individual patrons, or on programs provided. MCCS MWR activities must be operated in an economical, efficient, and businesslike manner that will ensure their financial stability. Subject to restrictions below, NAFs may be expended to defray costs essential to conducting these activities.

2. MCCS Civilian Marine NAF Funding Policy. Expending NAF for wages, administration, recruiting, training, and retention of NAF employees as well as for paying MCCS MWR activity civilian employee (both APF and NAF) business expenses (including printing business cards) for related business is authorized. NAF monies are also authorized to reimburse "off-duty" job-related training or education for MCCS MWR activity NAF and APF employees.

3. Other Specific Authorizations. When recommended and approved by the local commander, NAF may be expended for the reasons listed below. All transactions shall be conducted as official business of the fund of the activity concerned and budgeted annually within available resources.

a. For holidays, special parties (such as the Marine Corps Birthday Ball (also see MCO 5100.31) (reference (at), or something done in conjunction with official events (deployment briefs, welcome aboard orientations, award ceremonies, commander's calls, workshops, changes of command etc.) that support the MCCS MWR Category A, B, or C activities of the installation, are open to all members of the military community, and support the best interests of authorized patrons. (Note: The above authorizations are not intended to imply that NAF monies may be used to support command sponsored events, but simply mean that MWR events such as social events may be held in conjunction with official events as desired.) Subject to the restrictions below, local or visiting dignitaries may be hosted at luncheons, dinners and special events if their attendance is for the benefit of the overall MCCS MWR activities operation. Funding shall be spent through installation activities unless they are inadequate or unable to meet the need.

b. To improve the appearance and enjoyment of areas such as APF dining facilities, reception centers, and guard or duty rooms when not authorized from APF sources.

c. To reimburse commanding generals for coffee, tea, soft drinks, and pastry products in conjunction with recruit and infantry training school graduation exercises.

d. A percentage of profits (as determined by the local commander) from vending operations may be transferred to the local Civilian Welfare and Recreation Association (CWRA) to support their programs.

e. For MCFTB programs as authorized by DC, M&RA (MR).

4. Air Show and Open House Events Policy. MCCS NAF may only be used to support installation air show, open house or public affairs events to the extent they directly support the MWR Category A, B, or C operations/activities run in conjunction with the event.

a. Authorized MWR NAF Support. MWR NAF expenditures for costs such as spectator seating, portable toilets, rental cars, PA systems, advertising, printing, receptions (open to all authorized patrons), and tent rentals are authorized only to the extent they support MWR air show activities. MCCS MWR segments of air shows, open houses, or public affairs events include concession stand sales, contracted civilian entertainment acts and fireworks. Cars may be rented by MCCS MWR for use by MCCS MWR. Pilots, contractors, or their employees may be issued Contractor Letters of Identification per the Joint Travel Regulation, Volume 2. Although they are under no obligation to do so, rental car companies may rely upon such Letters and charge them rental car rates comparable to those charged government employees. Contractor rental car costs will not be reimbursed by MCCS, but contractors may include their expenses in their negotiated contract fees.

b. Not Authorized MWR NAF Support. MWR NAF may not be spent on any costs for which APF are authorized. Nor may they be spent on anything not directly connected to MWR segments of air shows, open houses, or public affairs events. Some specific prohibitions are: rental cars and transportation or per diem costs for military members (including pilots) or DoD civilians not on MWR business, receptions exclusively for certain groups whose attendance does not benefit MWR programs and to which eligible MWR patrons are excluded, fuel for military aircraft, or miscellaneous public works support (unless directly supporting an MWR cost not authorized APF support).

c. Selection and operational control of civilian air acts must remain with the installation air show representatives. Funding for the acts may be done via NAF revenue generated by air show commercial sponsorship (preferred) or MWR NAF. MCCS contracting officers will contract for the selected civilian air acts in their capacity as representatives of the installation air show committee. MCCS may not enter into commercial sponsorship contracts which violate existing understandings or agreements. Contracts must contain provisions that the civilian air show acts and vendors carry their own insurance with required coverage established by DC, M&RA (MR) and name the host installation MCCS and the Personal and Family Readiness Division as additional insured's.

d. Specific NAF air show liability insurance is not required as all civilian air acts are part of the official air show performance and are considered to be covered by the Federal Tort Claims Act (reference (bn)).

5. NAF provided by DC, M&RA (MR) to reserve units for family days may only be used for family days and no other purpose.

6. If there is any doubt about the propriety of a particular expenditure of NAF, consult DC, M&RA (MR).

1314. RESTRICTIONS ON THE USE OF NAF. Use of NAF is prohibited for the following:

1. Conducting activities other than those of the MCCS MWR activities.
2. Military proficiency prizes and awards to individuals for performance of regularly assigned duties. See MCO 7042.6C (reference (i)).
3. Paying meal charges for government personnel on APF per diem or enlisted members of sports teams in APF dining facilities.
4. Donations to any relief, charitable or commercial organization, or to an individual.
5. Purchasing food, supplies, and equipment for APF dining facilities.
6. Services or articles related to MWR activities obtainable through expenditures of APF unless such articles or services are not obtainable in sufficient quantity or quality to meet the needs of the installation.

7. Supporting projects involving the improvement, rehabilitation, or construction of religious facilities.
8. The purchase, printing or engraving of Christmas cards, or other personal greeting cards.
9. To construct, alter, renovate, or furnish any facility not used primarily as a part of one of the MCCS MWR activities, except as authorized in paragraph 1314 above.
10. Operating expenses of dependents' schools.
11. Supporting private organizations (sky diving clubs, spouse's clubs, etc.). See MCO 5760.4B (reference (j)).
12. Supporting functions held primarily to accomplish public affairs objectives not directly related to MWR.
13. Incentive awards not related to operating MCCS MWR activities.
14. Grants or loans to other NAFIs except as specifically authorized by DC, M&RA (MR).
15. For protocol or command representation functions where Official Representation Funds (ORF) are authorized per SECNAVINST 7042.7K (reference (av)), or commander's personal entertainment obligations and retirement receptions. MCCS NAF and ORF (APF) may not be used interchangeably.
16. 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.
17. Leasing grounds, facilities, or relocatable buildings unless prior approval is granted by DC, M&RA (MR).
18. Using unit funds (party and picnic funds) for expenses other than expendable items or services. They shall not be used to purchase capital equipment.
19. To purchase command award/memento coins.

1315. UNIFORM FUNDING AND MANAGEMENT (UFM) PRACTICE. The UFM Practice is a means by which commanders may have flexibility in funding certain MWR activities by permitting APF funds to be spent as NAF. This practice may only be used for MCCS MWR activities that are authorized to use APF (see appendix C for authorized activity expenses and 10 USC 2494 (reference (aw)) for initial regulatory language).

1. The first step in setting up this practice is to develop a Memorandum of Agreement (MOA) between the local NAFI and the installation. The MOA will be signed by the senior APF and NAF fund administrators and then approved by the appropriate commander. This must be done annually and the MOA must be signed before obligating any APF. The MOA shall specify the APF support (include amount

and obligation schedule) to be provided by the installation. The MOA will outline the amount planned for each MWR program by Cost Account Code. APF provided for MWR operations will not exceed the NAFI's cost of providing the service. MCCS shall maintain the budget, accounting records, and financial reports of the APF provided for audit purposes. Any changes in funding or services provided must be amended in the MOA.

2. Funds provided through the UFM Practice shall not be used to circumvent prohibited uses of APF or NAF or to extend the availability of APF beyond fiscal years. For example, APF funds provided during FYXX, can only be used for a bona fide need of that fiscal year, even when using the UFM Practice.

3. Vacant MCCS MWR APF personnel positions may be converted to NAF positions under this practice. Once converted it will not be converted back and the full time equivalent (FTE) billet will be lost. This does not mean that funding will be lost, however, the Letter of Allowance for billets issued by CMC will be modified and it will reflect that this position is now a NAF position. The funding for this position is then transferred to a contract services account as required by UFM policy. A list of billets funded via the UFM Practice shall be included with the MOA.

1316. STAFFING. MCCS programs may be staffed with a combination of civilians (APF and NAF), military personnel, contractors (paid from APF or NAF), volunteers and other category foreign nationals overseas. MCCS activities are authorized APF or NAF funded staffing as indicated by the chart in paragraph 1300. MCCS MWR activities are authorized APF staffing per the appropriate MCCS MWR activity funding category as defined in Appendices B and C. All MCCS MWR activities (except retail) are authorized APF funding for Executive Control and Essential Command Supervision (ECECS, see definition in appendix A). NAF staffing is authorized for all MCCS Category A, B, and C MWR activities. Military personnel may be assigned as indicated below. A T/O that identifies active duty military, APF and NAF personnel, and local national employees overseas is mandatory.

1. Civilian Staffing. Marine Corps MCCS activities will be staffed primarily with civilians. NAF personnel policies shall be per MCO P12000.11A (reference (1)). APF policies shall be per Title 5 of the Code of Federal Regulations (reference (bj)). In some cases MCCS activities may be staffed with contract third party vendor supplied staff such as in Public Private Ventures (see definition appendix A). Overseas, there may be other categories of local nationals. Use of personal services contracts to supplement staffing levels is generally prohibited.

2. Military Staffing. Permanent military personnel may be assigned when filling:

a. Any Table of Organization (TO) authorized billet in an MCCS activity.

b. A position in an MCCS program when CMC determines assignment of Marines is required to support wartime or contingency operations, is required based on past practice, or is required for overseas rotation.

c. An Executive Control and Essential Command Supervision (ECECS) position or when the position cannot be filled effectively with civilians.

- d. A lifeguard position at a category A swimming pool.
3. Temporary military personnel may be placed on temporary assignment to MCCS MWR programs for 180 days or less. Temporary assignments of Marines may only be made if:
 - a. Fleet Assistance Program (FAP) personnel are not occupying T/O billets and are required to carry out the provisions of the FAP (may not be used to fill Category C positions).
 - b. Mobility or deployment requirements occur.
 - c. Training to upgrade or maintain essential military skills cannot be provided otherwise.
 4. The above is not meant to discourage officer and enlisted volunteers or off-duty employment of enlisted personnel.
 5. Assigning APF seasonal over hire personnel employed under summer youth programs is encouraged.

MCCS POLICY MANUAL

CHAPTER 1

GENERAL POLICY

SECTION 4: OTHER GENERAL POLICY

1400. AUDITS AND INSPECTIONS. MCCS and its programs are often the subject of internally or externally driven Audits, Reviews, or Inspections. MCCS will work in concert with the Marine Corps Nonappropriated Fund Audit Service (MCNAFAS) to develop areas of interest for Financial, Performance, or Management Assistance audits. Installations and Headquarters U. S. Marine Corps (DC, M&RA (MR)) are queried yearly for nominations to the annual Audit Plan. The results of these audits and subsequent reports are issued to the studied command and to DC, M&RA (MR) for review, analysis, and appropriate action. Other external reviews may come through the Government Accountability Office (GAO), the Naval Audit Service (NAS), Department of Defense Inspector's Office, or the Office of the Inspector General of the Marine Corps. These will occur sporadically with little or no notice involving any or all program managers dependent upon the subject. Draft reports and comments will be funneled through DC, M&RA (MR). Also see MCO 5200.24C (reference (ar)).

1. Audits

a. General. Audits are management tools used by all levels of command and management to determine the operating efficiency of the activities under their supervision. The types of audits that may be encountered are shown below.

(1) General. Audits are conducted to test the propriety of financial transactions, the accuracy of accounting records and related documents, and to review operations to determine the efficiency and economy in the use of resources and the degree of compliance with regulations.

(2) Internal Audits. MCNAFAS is the internal audit agency of the CMC, chartered and authorized through its regional offices to conduct internal audits of all NAFIs at such times and under the conditions prescribed in MCO 7510.2E (reference (z)). These auditors are authorized free access to the NAF funds and functions to perform surprise cash counts or to observe operations. Copies of internal audit reports are provided to activity commanders and commanders within the chain-of-command when the audit is completed.

(3) Internal Review. Internal review provides the commander with an in-house means of evaluating the efficiency and effectiveness of the installation's NAFIs.

(4) Other. The comprehensive audit programs of the General Accounting Office (GAO) and the Naval Audit Service cover activities of the Marine Corps supported to any degree from appropriations by the Congress. In tracing specific transactions, it may be necessary for representatives of GAO or the Naval Audit Services to examine any or all records. Full cooperation will be accorded such representatives in the carrying out of their statutory responsibilities as outlined in the Marine Corps Manual and other directives.

(5) Follow-Up Actions. All audits requiring follow-up action shall be done in accordance with MCO 7510.3E (reference (ab)) , Command Attention, Response And Follow-up To Audit Reports Of The Government Accountability Office (GAO), The Department of Defense Inspector General (DoDIG), The Naval Audit Service (NAS), and The Marine Corps Nonappropriated Fund Audit Service (MCNAFAS).

b. External Audits. DoDI 1015.15 (reference (aq)) requires an annual Service-wide audit of its NAFIs by an independent audit organization. These audits shall include the Headquarters NAFIs and such individual NAFIs as may be necessary for the auditors to express an opinion on the NAIFI financial statements of the Marine Corps.

2. Audit Review Oversight Committee. The Audit Review Oversight Committee (AROC) was chartered to serve in an advisory capacity to the Director MR (Chair), in matters related to ongoing, pending, and completed externally directed audits, reviews, or inspections, or to identify responsibilities for implementation of corrective actions. The Committee will consist of permanent and ad hoc members. The appointed permanent members are the Deputy Directors for Plans, Policy, and Analysis; Business Operations; Programs; and General Support; MR Counsel; MR Chief Financial Officer; and a recorder. The Head Audit and Review Branch (RFR, DC (P&R)) and the Director of MCNAFAS (or representative) will serve as non-voting members. The Committee will meet quarterly or on the order of the Chair.

1401. FUNCTIONALITY ASSESSMENTS. A Functionality Assessment (FA) is a three phased process that reviews the current "as-is" of program operations, a benchmarking analysis containing industry standards and best practices, and a "to-be" development session involving the program subject matter expert (SME) team who conducts a gap and comparative analysis of the as-is and benchmark information.

1402. FUNDRAISING EVENTS

1. Fundraising events are authorized for MCCS MWR activities per the Joint Ethics Regulation (DoD Directive 5500.7-R (reference (n))). These events shall 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 shall be conducted entirely on Marine Corps installations. Any gambling activity, including a lottery, pool, or game of chance for money or property, is strictly prohibited.

2. Individual Marine units on DoD installations may hold fundraising events to augment their own unit funds subject to local regulations. They should first receive permission from the local MCCS and comply with the above requirements. Units may not conduct raffles as fundraising activities. All money raised should be turned into, and controlled by, the MCCS NAIFI for the benefit of the unit.

3. See MCO 5760.4B (reference (j)) for guidelines on fundraising for private organizations.

4. Fundraising events for charities (including single cause charities) may be held at MCCS MWR activities per the guidelines contained in DoD 5500.7-R (reference (n)) (Joint Ethics Regulation). Generally these allow fundraising events for united charity campaigns authorized by the Secretary of Defense, military service aid societies, military service organizations, and organizations composed primarily of

DoD members or their families when raising funds among their own members to benefit the welfare funds for their members or families after command consultation with the designated ethics officer. Commercial sponsorship arrangements are not considered fundraising events.

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MCCS ORGANIZATIONAL TEMPLATE

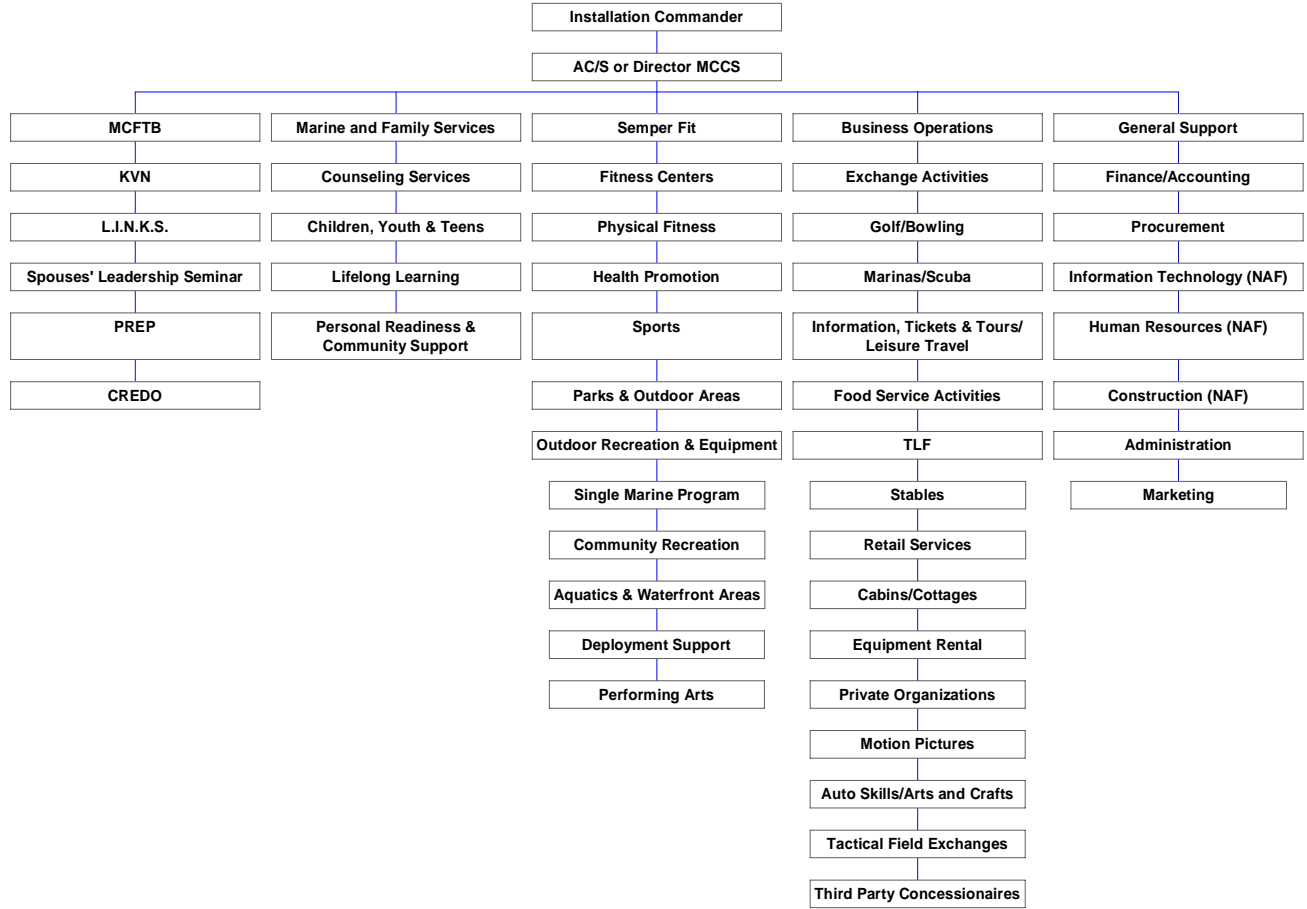


Figure 1-6.--MCCS Organizational Template

MCCS POLICY MANUAL

CHAPTER 2

MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM OPERATIONS

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MCCS POLICY MANUAL

CHAPTER 2

MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM OPERATIONS

2000. GENERAL POLICY

1. To accomplish the MCCS mission, commanders must provide programs of sufficient diversity to meet the needs of the majority of military personnel and their families. All MCCS activities are authorized, but not limited, to conduct the programs listed within this Order unless specifically prohibited in other policies. These programs may be provided either directly or indirectly through contract by the command or may be available in the local community.
2. All MCCS category C activities are classified as revenue generators. All revenue generating activities must generate an operating profit. An operating profit is defined as the profit after all direct expenses, direct overhead and other income directly attributable to the activity is considered.
3. When an installation operates an MCCS program with an approved MWR nonappropriated fund instrumentality (NAFI), MCCS shall be responsible for providing all related activities which are required or desired by the installation on a continuing basis. Other NAF instrumentalities authorized to operate on a Marine Corps installation and private organizations shall not engage in ongoing resale activities, or MCCS related activities in direct competition with the MCCS operation. This policy does not prohibit any members of the installation or any Service member's family member from making personal arrangements for any commercial firm to visit the installation in order to perform a specific service the member may desire. Further, this policy does not prohibit individual members from conducting business enterprises within the confines of Government installations, if approved by the Installation Commander per appropriate policies.

2001. BASELINE STANDARDS. The MCCS Board of Directors (BOD) shall set standards for Marine Corps MCCS activities. At a minimum these standards shall include the following areas:

1. Program. Ensure the MCCS programs meet mission requirements and are customer driven. Installation MCCS activities shall periodically (at least annually) measure customer demand, usage, and satisfaction, and act on the findings.
2. Financial. Ensure MCCS programs are adequately and equitably resourced with APF and NAF according to category. Ensure that installation MCCS NAFls are financially sustainable and support program equity.
3. Construction. Ensure MCCS facilities adequately support programs and services that meet the needs of authorized patrons. MCCS NAF construction programs shall be supported by feasibility studies and should seek solutions that provide long-term economies of scale and efficiencies, such as multi-use facilities.
4. Training. MCCS activities shall provide training programs that stress both stewardship, ensuring that commanders and MCCS managers understand their fiduciary accountability and program responsibilities, and customer orientation.

2002. OPERATIONAL AND FINANCIAL PLANNING

1. Operational Program Planning. While establishing required plans, commanders and their MCCS staffs shall inventory and review all MCCS activities on an installation and within a 100-mile radius for those units geographically separated using the factors below.

- a. Authorized patron MCCS needs and interests.
- b. Physical and natural resources both on and off base.
- c. Programs and facilities available at adjacent military bases and in the local community.
- d. Available or projected manpower and available fiscal resources necessary for effective program operation and management.

2. An annual program plan shall be developed for each MCCS program by the Assistant Chief of Staff (AC/S) or Director MCCS and the individual program managers. These plans shall encompass all ongoing activities within the MCCS program and planned future ones. Plans shall also tie in with the overall MCCS Strategic Plan. All plans shall include:

- a. Goals. The goal statement shall encompass the elements of the mission statement. Goals recognize long-range achievements which are difficult to measure.
- b. Objectives. Objectives are measurable means of achieving goals.
- c. Action Plans. They shall state the specific milestones necessary to complete the objective and identify dates and necessary resources.

3. Financial Planning. Financial plans establish specific future goals and must periodically compare actual results to planned objectives to meet the required performance measures. Financial plans are formal statements of management plans for the future expressed in financial terms. They must include projected sales and net profit forecast for MCCS revenue generating activities as well as formalized budgets for both APF and NAF expenditures planned for the MCCS nonrevenue generating activities.

4. Financial managers shall prepare a monthly profit and loss statement including expenditures against planned budget and prior period performance for activities.

5. The AC/S or Director MCCS shall prepare a NAFI financial plan for approval by the Commander not later than the date specified in October each year by DC M&RA (MR) in the annual Budget Guidance. The financial plan shall include projected sales and other revenues, projected net profits and a preliminary budget for expenditures of both APF and NAF for nonrevenue generators for the next accounting year. The plan must include capital expenditures planned for the coming year. The plan must also highlight any changes in conditions that impacted the projections, such as changes in troop strength, opening of a new facility or activity, operational changes and inflation.

2003. HOURS OF OPERATION. MCCS operations must provide service and convenience to the greatest number of authorized patrons within financial considerations. The AC/S or Director MCCS shall determine the hours of operation of each MCCS facility. Approved hours of operation shall be prominently displayed at each facility.

2004. DIRECT VERSUS INDIRECT OPERATION

1. Commanders may provide services directly, indirectly (contract or a public/private venture (PPV), see definition appendix A), or a combination thereof. MCCS shall consider using PPV agreements to meet the capital requirements for MCCS programs and use such agreements when it makes good business sense to do so.

a. Direct Operation. All phases are under the direct control of the MCCS activity and all work performed or services rendered are by MCCS activity personnel.

b. Indirect Operation

(1) Contract. MCCS may contract with an individual or firm for the purpose of performing specific services or providing specific goods to MCCS patrons. Any element of MCCS activity operations may be considered for contract. Contracts shall be awarded by competitive negotiation, and shall clearly establish performance standards, services or items to be provided, equipment requirements, and method of pricing. Personnel performing the services are employed and managed by the contractor.

(2) PPVs. PPVs shall be considered for category C MCCS MWR proposed capital requirements in excess of \$1,000,000 and may be considered for capital requirements in Categories A and B. The assessment on whether or not to do a PPV must also ensure that the benefit and the mission are not compromised. The assessment shall consider the effect of a PPV on authorized patrons, the MCCS program, the DoD mission, and the local community.

(a) If a PPV alternative is suitable, the NAFI shall perform an economic analysis to determine whether a NAF capital expenditure or a PPV provides the best value. Capital budgeting techniques, such as net present value analysis, shall be used to ensure that the NAF capital expenditure and the PPV alternative(s) are reasonably compared.

(b) If the PPV option appears economically advantageous, the NAFI shall conduct a commercial viability analysis. The commercial viability analysis determines the PPV parameters and approach that are feasible in the commercial marketplace. The NAFI shall solicit information from potential offerors and provide opportunities for comment by the local community.

(c) All PPV projects must be submitted and approved by higher headquarters and Congress.

(d) All fees, commissions, or other payments required by a NAFI contract (other than real property rental payments) will be deposited into NAF accounts.

c. Combination Operation. Elements of direct and indirect functionalities are defined as combined operations. These are often referred to as "agency contracts" because MCCS acts for or represents the contractor in the transaction with the customer. The contractor is the principal, and MCCS is the agent. MCCS accepts customer orders for services or items on behalf of the contractor who fills the order. For accounting purposes these are considered indirect operations.

2005. CONTRACTS WITH GOVERNMENT AGENCIES. MCCS may enter into contracts or other agreements with other elements of DoD or other Federal agencies to provide or obtain goods and services when beneficial to the efficient management and operation of the NAFI system. Contracts or agreements between NAFIs and other DoD or Federal agencies shall be limited to NAFIs supporting the exchange, MWR, and lodging. These contracts or agreements shall only be made to provide goods or services specifically authorized for these organizations per applicable Marine Corps and higher headquarters directives or that are inherent to their internal operations. These NAFIs shall not enter into contracts or agreements that will result in the loss of jobs pursuant to the Randolph-Sheppard Act and the Javits-Wagner-O'Day Act or small business program. Prior to entering any contract or agreement per 10 U.S.C. 2492, the MCCS Director shall ensure that the NAFI will financially benefit from it. All sales to other Federal agencies will be at full price.

MCCS POLICY MANUAL

CHAPTER 3:

MARINE CORPS FAMILY TEAM BUILDING (MCFTB)

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MCCS POLICY MANUAL

CHAPTER 3

MARINE CORPS FAMILY TEAM BUILDING (MCFTB)

3000. PURPOSE. To provide a comprehensive Marine Corps Family Team Building Program to enhance family readiness for Marine Corps families and to prepare our families to successfully meet the challenges of the military lifestyle and enhance mission readiness.

3001. BACKGROUND. MCFTB is the point of main effort in enhancing family readiness. MCFTB synchronizes five distinct, yet complementary, family readiness programs (Key Volunteer Network (KVN), Lifestyle Insights, Networking, Knowledge, Skills (L.I.N.K.S.), Spouses' Learning Series (SLS), Prevention and Relationship Enhancement Program (PREP), and Chaplains Religious Enrichment Development Operations (CREDO)) to ensure commanders, program managers and volunteers receive necessary resources and support to facilitate family readiness.

3002. SCOPE. MCFTB includes five distinct programs. Individually, each program provides valuable training to Marines and their families resulting in better educated Marines and their spouses. The KVN is a Commanders program in which each commander shall maintain an effective network. One L.I.N.K.S. team will be established at all major Marine Corps bases and stations and at U.S. Marine Forces, Reserve (MARFORRES). Smaller installations, and Marine detachments at other service installations, will be supported through the L.I.N.K.S. online material. Spouses Leadership Series workshop segments shall occur as scheduled at Marine Corps installations or at locations as determined by DC, M%RA (MRZ). PREP and CREDO are both Chaplain sponsored programs and are under the tutelage of each installation Command Chaplain. It is intended that all installations sponsor PREP. All five programs directly enhance an individual's and family's quality of life.

3003. POLICY. MCFTB is essential and must have the support of every leader in our Corps. To be effective, MCFTB must be interconnected through all the functions within MCCS. The five programs under the MCFTB umbrella shall be delivered at Marine Corps installations and will include support for those on independent duty as well. The desired outcome of MCFTB is family readiness. Family readiness is defined as families who are prepared and equipped with the skills and tools to successfully meet the challenges of the military lifestyle. Family readiness directly affects the fundamental purpose of the Marine Corps to make Marines and win battles by building commitment, raising morale, and increasing Marine Corps readiness. MCFTB programs will be administered in accordance with MCO 1754.6A (reference (k)). Specific duties and responsibilities for headquarters and installation personnel are contained in this policy. The AC/S or Director MCCS and their subordinate staff are responsible for the following functions:

1. Implementing and operating the MCFTB Program.
2. Continually analyzing population needs, and resource and facility requirements.
3. Developing a MCFTB program plan with stated objectives as well as a long term plan. Plan must be consistent with overall MCCS plan.

4. Working with the local organizations to supplement on base programs as required.

3004. CAPABILITIES

1. KVN

a. 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.

b. The KVN is the commanders' program. Volunteer spouses of active duty members of a command comprise the KVN for that particular command. Key volunteers are the primary accomplishers of the duties listed above. The MCFTB Director at each installation shall coordinate training to potential Key Volunteers.

2. L.I.N.K.S.

a. L.I.N.K.S. is a mentoring program that presents accurate information to spouses in order to provide realistic expectations and a fundamental understanding of the Marine Corps lifestyle. The L.I.N.K.S. curriculum (Script Guide) 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.

b. L.I.N.K.S. fosters personal growth that enables participants to understand and successfully meet the challenges of the Marine Corps lifestyle that enhances the readiness of the Marine Corps. To function effectively as a member of the Marine Corps society, one needs a basic understanding about the Marine Corps. L.I.N.K.S. sessions provide an orientation to Marine Corps life and help develop a sense of membership in the larger Marine Corps community. L.I.N.K.S. is spouse-to-spouse education; each session is comprised of educational presentations and discussions typically presented over several days or evenings. L.I.N.K.S. discussions focus on providing answers to the question, "How did you do it?" One L.I.N.K.S. team shall serve the entire installation community; it is not unit organized. L.I.N.K.S. has specific program content and organizational guidelines, but teams experience a large amount of implementation flexibility to meet the needs of their community. Spouses are partnered with the Chaplains (MOU 5000, 30 May 1997) to implement and sustain L.I.N.K.S. sessions Marine Corps-wide.

3. SLS

a. The Spouses' Learning Series has been developed to address the needs of volunteers and to provide volunteers the opportunity to further their personal and professional growth. The SLS is presented in three parts consisting of a full-day motivational workshop, multiple half-day leadership/communication workshops, and online courseware. The multifaceted approach offers volunteers many opportunities to develop skills vital to performing their volunteer roles.

b. The full-day motivational workshop is contracted by DC, M&RA (MRZ). The motivational workshop is intended to serve as an interactive, rewarding day for volunteers and covers the following topics: goal setting, stress reduction,

communication, leadership, and military resourcing. The half-day Leadership Skills Workshops are provided by installation personnel and offer an additional interactive, educational workshop to further interpersonal and communication skills, team building, leadership and dealing with various personality types. The SLS Online Courseware is professionally produced, self-paced, and targeted to meet the needs of SLS. SLS Online Courseware is designed to provide volunteers with short, effective online learning opportunities to expand their base of business management and leadership skills knowledge in their personal and professional lives. Courses are available 24-7 via Marine Net

4. PREP. PREP is a research-based approach to teaching couples how to communicate effectively, work 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. PREP workshops may be taught in faith or secular formats.

5. CREDO. CREDO is a multi-faceted retreat program located worldwide. Retreats are weekend getaways held at retreat centers and available to all authorized patrons. The goals of CREDO are to help people grow toward increased functional ability, spiritual maturity and acceptance of responsibility. Transportation, meals and lodging shall be provided without cost to participants. Marine Corps sponsored CREDO retreats (under Spiritual Fitness Centers) are located at Camp Lejeune, Camp Pendleton, and Twentynine Palms. U.S. Navy sponsored CREDO retreats are located in Camp Butler, and MCB Hawaii.

MCCS POLICY MANUAL

CHAPTER 4

MARINE AND FAMILY SERVICES (MFS)

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MCCS POLICY MANUAL

CHAPTER 4

MARINE AND FAMILY SERVICES

4000. PURPOSE. To provide a comprehensive Marine and Family Services (MFS) Program. The Marine and Family Services Program supports commanders' efforts in the prevention and resolution of problems that detract from mission readiness and enhances the quality of life for the military community.

4001. BACKGROUND. Marine and Family Services continues the tradition of "taking care of our own" through the use of various services and programs to help promote self-reliance and self-sufficiency. Satisfaction with the military lifestyle and integration of the service member's family into the military community has a positive effect on morale which in turn impacts recruiting and retaining quality Marines. Marine and Family Services consist of four separate but complimentary program areas: Counseling Services; Children, Youth, and Teen Programs; Lifelong Learning; and Personal Readiness and Community Support. The unique demographics of the Marine Corps, constant deployments, and independent duty separations demand that we improve the quality of life of individual service members, their families, and better support Commanders in the accomplishing the mission.

4002. SCOPE. Marine and Family Services are provided through services and activities that form a variety of programs. The target population includes single and married Marines, parents, dual-service couples, and special needs families. MFS enhances an individual's quality of life by providing: information to help people make sound life skills decisions; assistance to parents in balancing the competing needs of parenting and mission accomplishment; educational opportunities through lifelong learning and voluntary education; preventive education on unhealthy lifestyles; and assistance through intervention/treatment. Additionally, these services assist with the mobile military lifestyle by providing assistance during relocation, transition to civilian life, career decision-making, job seeking, and adjustments of service members and their families to life in the military.

4003. POLICY. Marine and Family Services are essential activities. The programs, services, and activities under the MFS umbrella shall be delivered primarily at Marine Corps installations, and will include support for those on independent duty within their catchment area (i.e. the geographic area served by installation MFS programs, usually defined as a 100 mile radius or in cases of installations with overlapping boundaries, as mutually decided among them). Specific additional guidance is contained in the following directives: MCO P1700.24B (reference (d)) (Marine Corps Personal Services Order), MCO P1710.30E (reference (t)) (Marine Corps Children, Youth, and Teen Programs), MCO P1560.25C (reference (s)) (Marine Corps Lifelong Learning Program), and MCO P1754.4A (reference (r)) (Marine Corps Exceptional Family Member Program). The AC/S or Director MCCS and their subordinate staff are responsible for the following functions:

1. Implementing and operating the MFS Program.

2. Continually analyzing population needs, and resource and facility requirements.
3. Developing an MFS program plan with stated objectives as well as a long term plan. Plan must be consistent with overall MCCS plan.
4. Working with the local organizations to supplement on base programs as required.

4004. CAPABILITIES. Marine and Family Services includes programs, services and activities that support command readiness and the communities well being. Programs, services and activities within these capabilities include:

1. Counseling Services

- a. Individual, Marriage and Family Counseling. Family support programs that provide short-term solution focused clinical counseling for individuals, couples, families, and groups to monitor or treat adjustment related issues or situational stresses, including sexual assault. Such services include assessment, and treatment planning, as well as the initiation, alteration, or termination of a course of clinical care. During intake or delivery of counseling services, if it is determined a customer has an organic impairment, a diagnosable mental illness or psychological dysfunction, or long-term counseling needs, appropriate referrals shall be made.

- b. Family Advocacy Program. A program designed to address prevention, identification, evaluation, treatment, follow-up, and reporting of domestic abuse or child abuse. Programs consist of coordinated community efforts designed to prevent and intervene in cases of family distress, and to promote healthy family life.

- c. New Parent Support Program. The New Parent Support staff provides a program of prenatal and postpartum support and assistance to expectant parents, adoptive parents and parents of children 0-5 years of age. Home visitation for at-risk families, educational classes, and support groups help parents develop skills and cope with the demands of parenthood.

- d. Substance Abuse Prevention and Intervention. Efforts designed to prevent, assess, and if needed, treat substance abuse problems. Alcohol abuse and the distribution, possession, or use of illegal drugs is contrary to the effective performance of Marines and to the Marine Corps' mission, and will not be tolerated in the Marine Corps.

- e. Victim Advocacy Program. Victim Advocates are specially trained personnel who provide immediate assistance to victims of domestic violence and sexual assault. Advocates are available 24 hours per day, 7 days per week at all major installations. Victim Advocates protect the best interests of a victim by providing a support system, which can include, but is not limited to, crisis intervention, information (including interpretation of judicial proceedings), guidance, safety planning, and civilian and military resource assistance.

2. Children, Youth, and Teen Program. The Marine Corps Children, Youth, and Teen programs provide assistance to families in locating quality, affordable childcare,

youth, and teen service options for full-day, part-day, and hourly needs. These services may be provided in a variety of settings on and off the installation. Resource and referral services shall be included to expand the availability of childcare, youth and teen services and provide referrals to quality, affordable childcare and youth programs, both on and off base. Activities and services include:

a. Child Development Activities. Childcare services for children, aged birth through 12 years, of DoD personnel provided in child development facilities, to include contract operations, family childcare home, and alternative locations. Care may be provided on a full-day, part-day, or hourly basis. Care is designated to protect the health and safety of children and to promote their physical, social, emotional, and cognitive development and to enhance children's readiness for later school experiences.

b. Youth and Teen Activities. A full range of community-based educational, social, cultural, recreational, and physical activities that promote the healthy development and transition to adulthood for those ages 13-18. The Youth Center serves as the "hub" for most activities.

c. Family Childcare. Home-based childcare services that are provided for members of the Armed Forces and DoD civilian personnel by an individual who is certified by the Secretary of the military department concerned or Defense Agency Director and/or commander concerned to provide those services, and provides those services for 10 hours or more per week on a regular basis for compensation. Also referred to as Family Home Day Care, Family Home Care, and Family Day Care.

d. School Age Care. Either facility-based or FCC-based care for children ages 6-12, or attending kindergarten, who require supervision before and after school, during duty hours, school holidays, and during school closures.

e. Resource and Referral. A service that provides information about accredited and certified childcare services on and off the installation to meet patrons' childcare, youth, and teen needs and maximize use of available sources of childcare.

3. Lifelong Learning

a. Voluntary Education. Lifelong Learning provides a diverse array of education programs to Marines and their family members. Lifelong Learning education centers provide guidance, support and briefs in the areas of tuition assistance, Military Academic Skills Program, Service members Opportunity Colleges Marine Corps, United Services Military Apprenticeship Program, Montgomery GI Bill, and testing, as well as vocational and academic counseling.

b. Library Programs and Information Services. Programs that provide the Marine Corps community with current, retrospective, and authoritative multi-media materials (e.g., books, magazines, newspapers, microforms, tapes, electronic data bases, etc.) in all subject fields. They also include literary, musical, artistic, and basic reference for recreation and personal education. Generally, they do not include those libraries whose primary purpose is to provide technical reference and information related to training centers, military occupational specialty education, or DoD reference facilities.

4. Personal Readiness and Community Support

a. Exceptional Family Member Program. Provides assistance to service and family members with a special needs family member(s). Family support program services include, but are not limited to, program information and registration assistance; liaison with appropriate military and civilian community support services that provide early intervention; and medical, medically related and special educational services and referral to such providers.

b. Family Member Employment Assistance Program. A professional career counseling program staffed by trained specialists who assist military spouses and other family members identify and define short and long term career goals. The FMEAP includes, but is not limited to, public and private sector job seeker services, workshops, career coaching, job referrals, and guidance on self-employment.

c. Personal Financial Management Programs. Programs conducted by specialists, credentialed as Accredited Financial Counselors, who provide personal and family financial education, information, and counseling with the objective of facilitating mission readiness through improved personal readiness. Life cycle financial education required by DoDI 1342.27 (reference (bm)) includes, but is not limited to, consumer education, education and assistance on budgeting, credit management and debt liquidation, retirement planning, and savings and investing education and strategies.

d. Information and Referral. The active linkage of individuals with unresolved information needs with the source(s) and/or resources) that are best capable of addressing those needs. Information and referral embodies a continuum of assistance that includes answering questions, simple referrals, complex referrals that involve identifying needs and locating resources, and client and case advocacy. Examples include, but are not limited to, social services, schools, childcare, eldercare, adoption, volunteerism, and community resources.

e. Life Skills Management Programs. Includes prevention and education programs designed for individuals, couples, and families. Prevention and education programs provide knowledge, social and relationship skills, and support throughout the family life cycle by enhancing self-esteem, strengthening interpersonal competencies, and offering instructional activities to individuals and families for their respective roles, tasks, and responsibilities. Family support programs shall ensure the availability of educational programs designed to assist individuals and families in meeting the special challenges of military family life. These programs shall assist attendees in developing skills in such areas as communication, parenting, relationships, stress management, conflict resolution, anger management, and suicide prevention. This category of services includes programs that promote personal, family and community wellness. Family support programs shall also provide prevention education programs and information and referrals to appropriate community support services.

f. Mobility and/or Deployment Assistance. Programs and support activities designed to help single and married DoD personnel and their families to manage successfully the challenges of mobilization and deployments before, during, and after they occur. Deployment support programs help reduce personal and family emergencies and stress during deployments and assist members and families in dealing with separation. The goal is to increase individual and family morale,

unit cohesion, and operational readiness by keeping Military Service family members on station and functioning well during deployments and as appropriate during activation of Reserve personnel. Marine and Family Services also support deployment readiness by providing information and counseling to assist members responsible for developing family care plans.

g. Personal Financial Management Program (PFMP). Program conducted by trained counselors who provide personal and family financial education, planning, counseling, and information services. PFMP education and counseling services, include, but are not limited to, consumer education, advice and assistance on budgeting and debt liquidation, retirement planning, and savings and investment education.

h. Relocation Assistance Program (RAP). Provides support, information, preparation, and education for service members and their families during frequent PCS relocations, thereby managing the demands of the mobile military lifestyle. The program provides continued support throughout the entire assignment process. Essential components of RAP include, but are not limited to, providing briefings, workshops, and support for the USMC Personnel Sponsorship Program by training assigned sponsors, Cultural Adaptation training when applicable, maintenance of Standardized Installation Topic Exchange System (SITES) files, and one-on-one assistance when needed throughout the moving process.

i. Retired Activities Offices (RAO). Serves as a focal point aboard Marine Corps installations for conducting official retired activities services and assistance to retired Marines and their family members. RAO activities and services may include, but are not limited to, assisting retirees in solving problems related to their military service; providing information and referral services regarding retiree benefits and entitlements; and casualty assistance, and planning and conducting an annual seminar, appreciation day, and/or luncheon.

j. Suicide Prevention. Program elements include awareness education, health promotion (through Semper Fit), life skills training, leadership training, crisis intervention and risk management, treatment, postvention services (i.e., services targeted toward surviving family members, co-workers and units), and casualty reporting and trend analysis.

k. Transition Assistance Management Program (TAMP). Provides resources and assistance to enable all separating service members and their families to make a successful transition from military to civilian life. TAMP provides accurate and relevant information and assistance on career, employment, education and training benefits, determining health and life insurance requirements, financial planning, benefits of affiliating with USMC Reserves, and Veteran's Benefits and entitlements.

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CHAPTER 5

SEMPER FIT

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MCCS POLICY MANUAL

CHAPTER 5

SEMPER FIT

5000. PURPOSE. To provide a Marine Corps Semper Fit Program, a comprehensive fitness, recreation, sports, and health promotion program. This program provides commanders with the combined arms team of fitness experts, health educators, and sports and recreation professionals that encourage and support healthy lifestyles which result in increased productivity, reduced medical costs, and greater military readiness. These existing programs should be used as resources in the establishment and coordination of local Semper Fit Programs.

5001. BACKGROUND. The main initiative behind Semper Fit is the Department of Health and Human Services Healthy People 2010 Program, to improve the health of our nation. The DoD has incorporated objectives from these efforts into DoD policy, been tailored to the Marine Corps, and included in this Order.

5002. SCOPE. Semper Fit activities are programs and recreation facilities intended for the use of all authorized patrons. In those instances where a requirement exists for physically separated facilities, based upon grade or sex, commanders must ensure that an equal quality and proportional quantity of these facilities are provided to all personnel.

5003. POLICY. The Semper Fit program is the point of main effort for healthy lifestyles through which a variety of programs will be provided to our Marines (active, reserve and retired), Civilian Marines and their families. The Semper Fit Program will be built around the following standard programs: health promotion, fitness, sports and athletics, parks and outdoor recreation, recreation aquatics, basic social recreation (Single Marine Program (SMP) and recreation centers/recreation rooms) and Semper Fit deployment support, which encourage and support healthy lifestyles resulting in increased productivity and greater military readiness. Additional guidance concerning operating and administering these activities is contained in MCO P1700.29 (reference (u)). The AC/S or Director MCCS and their subordinate staff are responsible for the following functions:

1. Implementing and operating the Semper Fit Program.
2. Continually analyzing patron interests, resources, and facilities availability.
3. Developing an annual Semper Fit Program plan with stated objectives as well as a long term plan. The plan should include the measurement of outcomes/benefits derived by customer's participation in Semper Fit programs. Plan must be consistent with overall MCCS plan and support the link to Semper Fit.
4. Working with the local civic and recreation organizations to supplement the on base programs through the use of off base programs and facilities.
5. Advising higher authority on requirements for facilities.
6. Applying Operational Risk Management (ORM) fundamentals in all activities.

5004. CAPABILITIES. The Semper Fit Program will include the following capabilities:

1. Health Promotion. The Marine Corps has a responsibility to its military (active, reserve, and retired) and civilian personnel, and family members to maintain and encourage a high state of health and military readiness. The health promotion elements will include education that promotes positive lifestyle and behavioral changes that should result in optimal health, an enhanced quality of life (QOL), and improved combat readiness.

2. Fitness Programs. Fitness centers will serve as our center of gravity for executing the Fitness and Wellness Program. Fitness centers shall at a minimum provide the following types of programs on a regularly scheduled basis: pre-activity screening, fitness assessments and exercise prescriptions, exercise orientation, personal training, strength and muscular conditioning programs, group exercise opportunities, and instructional skill development programs. These programs assist in developing cardiovascular fitness, strength conditioning, and flexibility of military personnel.

3. Sports Program. The Marine Corps Sports Program shall provide active duty Marines and other authorized patrons an opportunity to take part in competitive sports programs regardless of skill or experience. Commanders shall coordinate, initiate, and support the sports program as part of their Semper Fit Program. The Marine Corps Sports Program helps promote combat readiness, physical fitness, esprit de corps, leadership, and healthy lifestyles as part of the overall improvement of QOL. Programs include the following:

a. Sports and Athletics (Self-Directed, Unit Level, Intramural). Support for individuals and teams, to enhance individual fitness, and unit teamwork and readiness.

b. Sports Programs Above The Intramural Level. Competition by individuals or teams representing the installation or higher level. Inter-Service sport competition events sanctioned by the Armed Forces Sports Council as well as participation in national and international sporting events such as the Pan American Games, *Conseil International du Sport Militaire* (CISM), and the Olympics.

4. Recreation. Semper Fit Recreation Programs are designed to meet the needs and desires of the maximum number of authorized participants. Recreational programs and services provide participants with opportunities in social recreation activities, parks and playgrounds, boating and swimming, and the availability of recreational equipment to meet a variety of leisure pursuits. Recreation programs promote the benefits of social interaction, stress relief, outdoor awareness, and skills development. Commanders will consider public and commercial recreation resources in the nearby civilian community when evaluating recreational needs before establishing new or continuing to operate existing recreation activities. Programs include but are not limited to:

a. On-Installation Parks and Picnic Areas. Provide on-installation picnic areas, barbecues, pavilions, game fields, fitness trails, nature centers, playgrounds, etc. for self-directed use.

b. Basic Social Recreation Activities. Provide self-directed individual and self-directed and/or directed group activities that promote stress relief, such as video games, entertainment videos, board games, social events, etc.

c. Shipboard, Company, and/or Unit Level Activities. Support and activities that maintain mission readiness, improve unit teamwork, and create esprit de corps.

d. Swimming. Includes Category A swimming programs associated with Service member training. It also includes Category B swimming programs in a recreational environment but does not include Category C swimming programs associated with membership club programs.

e. Directed Outdoor Activities. Programs that provide instruction and structured outdoor recreational activities (archery, hunting, fishing, rappelling, hiking, backpacking, bicycling, mountain biking, boating, canoeing, camping jamborees, water and snow skiing, etc.).

f. Outdoor Recreation Equipment Checkout. Supports self-directed and directed participation in outdoor programs. Equipment is purchased with APFs and NAFs for the purpose of being checked out to participants in MWR programs. Fees may be charged to recover all or part of any NAF costs associated with providing this service. Checkout includes tents, coolers, sleeping bags, stoves, skis, canoes, boats, bicycles, and other equipment that support the program. Sale of incidental items such as lantern fuel, mantels, and similar accoutrements is authorized.

g. Camping (Primitive and/or Tents). Small campgrounds operated to provide camping as the primary recreation activity or to support participation in adjacent outdoor recreation activities. The operation of a snack bar, restaurant, or resale outlet is authorized only as a Category C program.

h. Performing Arts (Music, Drama, and Theater). Programs that provide for participation in, or attendance at, the following events: theater centers, dinner theaters, music centers, performing arts centers, pageants, special entertainment events, and community activities. Programs are intended to increase awareness of and participation in fine arts and related culture activities.

5005. RECREATIONAL/OFF-DUTY SAFETY. With the integration of fitness centers, health promotions, sports and recreation under the Semper Fit Program, injury prevention is integral to the day-to-day operations. Mishaps that occur during the off duty and recreational activities adversely impact a command's mission capability. Significant medical expenses, loss of duty time, and loss of specialized skills may be attributed to these mishaps. The use of ORM as part of the off-duty safety and recreational practices applies to all Marines, DoD workers, and family members. The program covers all Marine Corps activities, including NAF funded activities, and operations that are under the sponsorship of the installation MCCS representatives. Marine Corps commands shall establish and maintain an effective and comprehensive ORM and off-duty safety program in accordance with MCO 5100.29A (reference (ah)).

1. The installation Semper Fit Program Director will ensure adequate Semper Fit participation on the installation Safety Council for each meeting (e.g. from sourcing representatives from Fitness, Health promotion, Recreation, Sports and Single Marine programs as necessary to best serve the meeting agenda).

2. Each recreation facility or activity will provide written guidance regarding operational safety and health to patrons and employees. Guidance should incorporate the ORM process; e.g., identify hazards, assess hazards, develop risk

controls and make decisions, implement controls, and supervise. If the overall command policy and program do not address specifics of a high-risk activity, a separate written safety procedure will be developed for that activity.

5006. SINGLE MARINE PROGRAM (SMP). Single Marines represent the largest demographic group of active duty Marines. SMP is a conduit to address single Marine QOL issues and initiatives. SMP supports the Command by providing the forum through which single Marine QOL concerns are identified and recommendations for improvement are made. Additionally, this forum is the means to assess the interest and needs of single Marines. QOL for single Marines includes all those concerns that can directly or indirectly influence morale, living environment, personal growth and development. For specific guidance refer to MCO 1700.36 (reference (aa)).

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CHAPTER 6

BUSINESS OPERATIONS

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CHAPTER 6

BUSINESS OPERATIONS

6000. PURPOSE. To provide authorized patrons with goods and services necessary for their health, comfort and convenience, good morale and general well-being.

6001. BACKGROUND. Business Operations provide commercial-type services at a fair price that represents a savings and also generates dividends for use by MCCS morale, welfare, and recreation (MWR) activities.

6002. SCOPE. The AC/S or Director MCCS and their subordinate staffs are responsible for implementing and operating Business Operations. Business Operations programs shall be provided through either direct operations, indirect operations (contract or public private venture (PPV)), or community resources.

6003. POLICY. MCCS Business Operations will provide goods and services at a fair price, with quality service, while providing a supplemental source of funding for other MCCS MWR programs.

1. Special Pricing: Pricing, with the exception of centrally procured retail merchandise, is the responsibility of each AC/S or Director MCCS. Pricing shall be the same for all patrons of retail, services, food and beverage, or temporary lodging activities. No authorized patron shall receive special prices or privileges not available to other patrons. This does not prohibit tailoring unique promotions to major target groups (families, single personnel, independent duty personnel and retirees, etc.) as a means of increasing sales or participation. Special prices and privileges shall not be given to food and beverage functions designated as "Commander Sponsored." Recreational business and recreational lodging pricing may be differentiated by rank.

2. Minimum Pricing: Bowling, golf, marinas, and stables programs shall be market priced per installation to provide authorized customers with a 25 percent fee/price savings goal compared to commercial and municipal sources and generate a 4 percent net operating profit. Theater operations must be run as Category C revenue generating activities and admission fees must be charged. The price of theater admission shall be determined by the installation commander (not less than \$1.00) to ensure a net operating profit for the program (including concessions) of at least 4 percent.

3. Alcoholic Beverages. The following shall apply to the sale and consumption of alcoholic beverages (see appendix A for definition, also see MCO 1700.22E (reference (q))).

a. Drinking Age

(1) The minimum drinking age on a USMC installation located in any installation in the United States is 21 years. The minimum drinking age overseas will be based on the host nation's drinking age, international treaties and

agreements, and on the local situation as determined by the local installation commander but in no case shall it be below the age of 18. Minimum drinking age means the minimum age established for persons who may purchase, possess, or consume alcoholic beverages.

(2) The commander of a USMC installation may waive the requirement of subparagraph (1) above; if such commander determines that the exemption is justified by special circumstances. Special circumstances are those infrequent, non-routine military occasions when an entire unit, as a group, marks at a military installation a uniquely military occasion such as the conclusion of arduous military duty or the anniversary of the establishment of a military service or organization. The event must be held on a military installation. The commander shall ensure that appropriate controls are in place to prevent endangering Military Service members or the surrounding community.

b. Serving Alcoholic Beverages.

(1) In the United States, no person under 21 years of age will be employed to dispense, handle, or serve alcoholic beverages unless permitted by laws of the State in which the installation is located. In such cases, the State minimum age laws may be followed.

(2) Outside the United States, no person under 18 years of age shall be employed to dispense, handle, or serve alcoholic beverages. A higher serving age shall be based on international treaties and agreements and on the local situation as determined by the local installation commander.

c. Nonalcoholic beer is authorized for sale. Due to the disparity in state laws, however, it shall only be sold to those patrons authorized to purchase alcoholic beverages.

d. Alcoholic beverages containing distilled spirits intended for resale in CONUS shall be purchased from the most competitive source. Purchases of alcoholic beverages containing distilled spirits for resale at an installation in Alaska or Hawaii shall be made from, and delivery accepted from, a source within the respective state in which the installation is located. Purchases of malt beverages and wine for resale in CONUS shall be made from, and delivery accepted from, a source within the respective state in which the installation is located.

e. Pricing of Distilled Spirits. Prices of distilled spirits sold in the U.S. and the District of Columbia may be discounted no more than 10 percent less than the best local shelf price in alcohol beverage control (ABC) States and 5 percent less than the best local shelf price in non-ABC States. Distilled spirits sold outside the United States shall be priced within the range of prices established for Armed Services exchange stores located in the U.S. unless the same alcoholic beverages are sold locally for less. Those alcoholic beverages may be sold for 10 percent less than the best local shelf price.

f. Each installation NAFI is a separate business enterprise and, in the case of alcoholic beverages, shall pay only one wholesale dealer tax (if it sells only at wholesale) or one retail dealer tax (if it sells only at retail) regardless of the number of annexes it operates.

4. Tobacco. Prices of tobacco products sold in military resale outlets in the U.S., its territories and possessions, shall be no higher than the most competitive commercial price in the local community and no lower than 5 percent below the most competitive commercial price in the local community. Tobacco shall not be priced below the cost to the exchange. Prices of tobacco products sold in overseas military retail outlets shall be within the range of prices established for military retail system stores located in the U.S.

5. Smoke-Free Facilities. MCCS Facilities shall be smoke free in accordance with SECNAVINST 5100.13D (reference (bk)).

6. Ephedrine. MCCS activities shall not sell any dietary supplements containing ephedrine alkaloids (a.k.a. Ephedra) because of the inherent dangers associated with this substance.

7. Marine Corps Exchanges operate Military Clothing Sales Stores (MCSS) as a fee for service operation for the Marine Corps logistics system and shall be fully reimbursed with APF per the applicable policy.

6004. CAPABILITIES

1. Authorized Business Operations. Business Operations are authorized, but not limited, to operate or provide the following activities:

a. Marine Corps Exchange (MCX) Retail Operations: Main retail stores including branch stores; convenience/7-day Stores; service stations including fuel, and auto repair, and merchandise; catalog sales; grocery stores, when specifically authorized; commercial military clothing (exchange purchased clothing, not MCSS activities); packaged alcoholic beverage stores; retail concessionaires; tactical field exchanges.

b. Services Operations: Auto detailing; barber shops and beauty shops; auto, truck, and trailer rental; bicycle rentals/repairs; cable television service; car wash; car stereo installation; contractor operated car maintenance and repair facilities; engraving and plastic laminating; equipment rental; flower shops including flowers by wire; income tax preparation; laundry, dry cleaning, laundromats; medical and dental services including pharmacies; network game centers; package and gift wrapping service; new and factory certified cars and motorcycles (outside the U.S. only); personal telecommunications services; imprinting, photo processing; photographic studios; picture framing services; postal stores; satellite TV; self-storage facilities (upon approval by DC, M&RA (MR)); shoe repair; tailor shops; telephone centers; watch repair; Western Union type service; windshield repairs; vending machines, both product and amusement; video rentals and video production services; and yearbooks, annuals, and other pictorials; and other services as approved by DC, M&RA (MR). The above list is not all-inclusive.

c. Food and Beverage (F&B) Operations: May include but is not limited to activities listed below as well as other food and hospitality related operations as approved by the DC, M&RA (MR).

(1) Membership Club Program. Includes the following categories of membership services as well as hospitality support for official functions.

(a) Full Service. Regular club service with wait staff to include dining, beverage and bar service, on and off premises catering on military installations, entertainment, social events, and other services normally associated with a membership organization.

(b) Limited Service. Snack Bar or grill service.

(c) Lounge. Bar service only.

(2) Non-membership Program. Open to all authorized patrons. No membership or dues requirement. Includes all services listed above as well as restaurants, bakeries, fast food activities, mobile canteens, and other services associated with a restaurant and entertainment center, and hospitality support for official functions.

(3) Snack bars Incidental to Operation of Other Activities. Food and/or limited menu operations providing service in support of other MWR programs.

d. Unofficial Lodging Program. Facilities built, leased, acquired, maintained, managed, and operated primarily with MCCS NAFs (or contracted or acquired through NAF contracting process) for patrons who are in a leave or off-duty status. May also be used by individuals and families who are in a permanent change of station (PCS) or temporary additional duty status if non-MWR housing facilities or temporary housing is not available.

(1) Recreational Lodging (Cabins, Cottages, Trailers, Trailer and/or Recreational Vehicle (RV) Parks with Hook-Ups). Lodging for recreational use on the installation and at off-installation recreation sites.

(2) PCS Lodging Facilities. MWR programs may provide lodging needs for PCS personnel and their families. When these PCS needs are met by MWR operating facilities or the facilities are built and maintained by MWR NAFs, they shall be a part of the single MWR NAFI and shall operate as a Category C Revenue Generating activity. When such facilities are built and maintained or operated by other than the MWR program or exchange service, they shall be a separate fund, designated as a lodging or billeting fund, independent of the single MWR fund. These facilities are provided to meet the traveling needs of active duty members and their families who are in a PCS status and normally provide some type of kitchen facilities. Facilities may also be used by individuals who are in a temporary additional duty (TAD) status and other authorized patrons; however, PCS personnel have priority use. Official travel quarters are the primary source of quarters for TAD personnel and must be used if available.

e. Recreational Business Operations. Includes but is not limited to the following activities as well as special events.

(1) Arts and Crafts Skill Development. Programs that emphasize learning by "doing" through formal and informal instruction in fine arts, crafts, and industrial and vocational arts.

(2) Automotive Skill Development. Automotive and electro-mechanical skill development programs that promote learning by "doing" through formal and informal instruction.

(3) Boating without Resale or Private Berthing. Program may include operation of a marina without resale or private boat berthing. Boats and equipment are MWR owned and operated. The operation of a snack bar, restaurant, or resale outlet is authorized only as a Category C program.

(4) Bowling. Includes bowling programs at centers for both Category B (12 lanes or less) and Category C (over 12 lanes), offering services such as bowling resale, bowling instruction, open play bowling and league bowling.

(5) Equipment Rental. Equipment purchased with NAFs for the purpose of being rented out to customers to support their special interests. Includes rental of equipment such as lawn mowers, roto-tillers, chain saws, large boats, and trailers designed for overnight issue. Includes all resale activities and retail outlets that sell specialized outdoor recreation equipment, clothing, gear, and supplies.

(6) Flying Activities. Flying (Aero) operations such as rental of aircraft, storing aircraft owned by members, providing flying instruction, and other related services. Flying activities are operated as a separate NAFI. See MCO P1710.16E (reference (v)).

(7) Golf. Offering open play, tournaments, and services such as golf instruction, and golf resale.

(8) Marinas (With Resale or Private Boat Berthing). Includes Category C marina operations with private berthing or with resale activities.

(9) Motion Pictures. Includes Category A free motion picture entertainment provided to shipboard, isolated, or deployed military personnel and other civilians as well as Category C paid admission motion picture programs presented at locations other than deployed and shipboard sites (i.e. does not include sites providing the Navy Motion Picture Service 8MM movie program). These activities are revenue generators and fees shall be charged for admission.

(10) Riding Stables. Includes both Category B stables with Government-owned or leased horses used for recreational riding as well as Category C stables which provide services such as private boarding, organized events, competitions, etc.

(11) Recreational Shooting Activities. Includes programs such as skeet, trap, other shooting programs, instruction, and competitions.

(12) Recreation Information, Tickets, and Tours (ITT) Services. Typical services include information brochures and counseling concerning local and regional attractions; local or regional group tours, etc.; tickets to local movie theaters, concerts, plays, sports events, museums, etc.; admission to regional or national theme parks; and provisions for central registration and advance sales for most MWR facilities, services, and programs on the installation. ITT may also offer hotel reservations, cruises, and other leisure travel packages, providing these services do not conflict with Unofficial Travel Services.

(13) Scuba and Diving. Programs provided for groups or individuals having an interest in scuba and diving activities, such as instruction, organized dives, etc.

(14) Unofficial Commercial Travel Services. Economical commercial leisure travel services (e.g., air, rail and bus tickets, packaged tours, group tours, cruises, travel insurance, etc.) defined by high dollar volume, special licensing authority or certification. Services may be provided as a direct operation or contracted out and may also include remote or automated services to satisfy requirements of installations that lack sufficient volume to justify a manned office.

f. Public Private Ventures (upon approval by DC, M&RA (MR)): See paragraph 2004.

g. Special Activities: Special activities are authorized in MCCS activities including:

(1) Amusement and/or recreation machines, such as slot machines, and other machines that return money or tokens redeemable in money are authorized in overseas areas, unless prohibited by host country agreement.

(2) Bingo may be played on installations within the U.S. that are fully ceded to the U.S. Government and on those installations that are not fully ceded when it is allowed within the local civil jurisdiction. Activities outside the continental U.S. (OCONUS) may have bingo when allowed by host country laws or agreements.

(3) Raffles may be conducted on installations within CONUS and shall comply with applicable Federal law (installations located on ceded land must comply with applicable state law). OCONUS activities may conduct raffles when allowed by host country laws and agreements. Area counsels shall review all proposed raffles for legal sufficiency. Raffle promotions, ticket sales, and awarding prizes shall take place entirely on the sponsoring installation. Participation of local national personnel is prohibited. Raffles must cover all costs of conducting the raffle. Raffle tickets shall clearly state the maximum number of tickets offered for sale in the raffle. MCCS employees and their immediate families are not eligible to participate in MCCS sponsored raffles. This prohibition does not apply to vendor-sponsored raffles offered through MCCS activities over which MCCS has no control. Under no circumstances shall individuals directly involved in the sale of tickets or physical conduct of the raffle be given eligibility to participate. Every effort shall be made to prevent the perception of impropriety.

(4) Monte Carlo games and activities are authorized if they award non-monetary prizes. No reimbursement shall be made to patrons for unused or accumulated tickets, chips, etc. These events must be conducted entirely on the sponsoring installation. International agreements apply overseas.

2. Unauthorized Activities

a. MCCS activities shall not operate the following: lotteries or sell lottery tickets; pull-tab bingo; sell or redeem chit books related to the sale of alcoholic beverages; award coupons for reduced prices on alcoholic beverages or tobacco products; or sell State excise tax-free products through vending machines. Generally samples of alcohol and tobacco products may not be distributed through MCCS activities; however, Business Operations activities are authorized to sponsor alcoholic beverage tasting events as promotional opportunities to introduce customers to various products.

b. The operation of gaming devices on U.S. Government property or within the territorial jurisdiction of the United States is prohibited. Gaming devices are authorized at overseas activities where not in violation of U.S. laws, Status of Forces Agreements (SOFA), or local laws. Gaming devices may be operated only when specifically approved by the DC, M&RA (MR).

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CHAPTER 7

DEPLOYMENT SUPPORT

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CHAPTER 7

DEPLOYMENT SUPPORT

7000. PURPOSE. To define deployment support programs and requirements for deploying forces in the Marine Corps.

7001. BACKGROUND. The Marine Corps must have the capability to adequately support quality of life (QOL) needs during deployment of our Marines not only during routine Marine Expeditionary Unit deployments but during extended contingency operations as well. Commanders must adequately plan for providing these services to support the QOL needs of their commands when deployed. The following guidance is intended to assist commanders in this requirement.

7002. SCOPE. Each installation from which Marines deploy shall establish a Deployment Support Coordinator (DSC). The DSC will be designated by letter by the A/CS or Director MCCS and requires a secret security clearance at a minimum to serve in the subject billet. The DSC shall coordinate with the installations' senior operating force commander during the deliberate planning phase of any deployment, while working directly for the AC/S or Director MCCS and will serve as the liaison with deploying units. The DSC shall ensure that standard recreation equipment (appendix E), recreation programs, recreation funds, food and hospitality, and retail services are available to deploying units. The DSC shall coordinate with, at a minimum, MCX (AAFES/NEX), the KVN Program, the SMP, the MWR Specialists (MOS 4130/4133), Lifelong Learning, Marine and Family Services, Postal, AFPEO/USO, and the Semper Fit Program.

7003. POLICY. MCCS deployment support is a mission essential activity and is crucial to supporting Marines' personal and family readiness. It must be considered at all levels of deployment planning to include exercises, peacetime and real world contingencies, operations and mobilizations as well as routine deployments. The planning will include, but not be limited to: programs and activities, transportation, resourcing, staffing, sustainment and training. Planning considerations such as: size of force (MEF, MEB or MEU, etc.), the intensity and duration of deployment, security, other Services support, facility or host nation support availability, logistical and personnel support, and fiscal constraints will have an impact on the level of attainable deployment support. The senior command working with the installation Deployment Support Coordinator (DSC) shall be responsible for dictating or defining the level and quality of services to be provided.

7004. CAPABILITIES. Deployment support may include but not be limited to all MCCS program areas: Marine Corps Family Team Building, Marine and Family Services, Semper Fit, and Business Operations depending on the needs of the deployed force.

7005. EXECUTION. All operation orders and plans shall address MCCS support. Unit G/S-1 staffs in coordination with the G/S-4 (or Force Service Support Group (FSSG)) staffs and the Base MCCS DSC must plan and be prepared to execute all necessary

actions to ensure timely and effective support in the area of operation (AO) and to families and personnel left behind. In a joint operation, the joint force J-1 is responsible to organize component command support and identify external requirements to sustain and improve leisure/recreation and MCCS operations in the AO as outlined in Joint Publication JP-1. It must be kept in mind that at the MEB or MEF force size, logistics and facilities become the primary concerns and possible obstacles to success.

1. Pre-deployment support. Identifying MCCS requirements for both the deploying Marines, and the Marines and family members who remain behind is essential during this phase.

a. For the deploying Marines, consideration should be given to equipment, programs, transportation, funding, security, joint service support, and personnel requirements to establish and maintain MCCS activities throughout the deployment.

b. Marine and Family Services functions shall provide prevention services for Marines and families. Contact with the Key Volunteers and other MCFTB activities shall be made.

2. Initial Support. Units shall deploy with enough equipment and funds to support their planned deployment. For deployments longer than 30 days, individuals will deploy with a minimum 30-day supply.

a. Health and comfort packs (HCPs) (see appendix F) are designed to provide health and comfort items for deployed units when exchange facilities are not available. HCPs can also be requested via unit-funded requisitions and should be considered for routine training and deployments, in order for units to become acquainted with their contents and the requisition process. It should be noted that HCPs are not stocked in peacetime and the lead-time to requisition them can be up to 60-90 days, so requisitions should be included early in the deployment planning process. HCPs should be coordinated and requisitioned by the senior level combat service support element (CSSE) at the major subordinate command (MSC) level for distribution to deployed subordinate units based on mission priority, location, and other considerations. As an alternative to HCPs, deploying units can purchase basic health and comfort items or request custom-configured packs from the Marine Corps Exchange (MCX), the Army and Air Force Exchange Service (AAFES), or other vendor. HCPs are also intended for Marines and Sailors if personal hygiene items are destroyed or become disassociated during operations.

b. Unit Funds (or party and picnic funds) shall be available at the standard rate of \$10 per Marine per year (\$0.833 per Marine per month during the deployment), provided through the units' host installation AC/S or Director MCCS.

c. Standardized Recreation kits/blocks have been designed based on length of deployments and numbers of Marines. Recommended templates are provided in appendix E. Other items may be included if available. Camp Pendleton, Camp Lejeune, Camp Butler and MCB Hawaii will be the central supply points. Units not located at one of these installations will send their request for support via their local base or station AC/S or Director MCCS. The items need not be kept in stock but should be able to be delivered within 30 days of the request. Should the unit need to deploy before delivery of the requested items, the unit should take available assets from the installation. The assets will then be replaced from the delivery.

3. Follow on Support. Expanded support from MCCS will be based on the support provided by the Executive Agent (EA) in the region of deployment, and the scope and duration of the deployment. In many cases, the EA will be an Army command.

a. Additional HCPs must be requisitioned with a 90-day lead-time, plus transit time from Defense Supply Center Philadelphia (DSCP).

b. Tactical Field Exchanges (TFEs), mobile canteen service, unit recreation centers or tents and imprest fund activities in deployed areas will be established as the situation allows. The TFE Platoon, organic to the MEF FSSG, provides exchange services in a deployed environment and shall be included in the planning process. If AAFES is going partner with MCX in an operation, the AAFES Contingency Plans Officer at AAFES Headquarters in Dallas needs to be included in the deliberate planning process. Any agreements with AAFES need to be approved by DC, M&RA (MR), if a Memorandum of Understanding (MOU) or Memorandum of Agreement (MOA) is required.

c. Re-supply and retail support may also be requested from the nearest geographical AAFES. The general manager of each AAFES is authorized to set up support to all military personnel. This support includes mobile and vending services, bulk purchases for consumption or resale, and mail ordering. If the general manager cannot provide the requested support, forward requests (after coordination with DC, M&RA (MR)) to:

HQ AAFES, Attn: PL-S
P. O. Box 660202
Dallas, TX 75266

or via message: HQ AAFES DALLAS TX//PL-S//

d. Pre-planned follow on support such as telephone centers, cyber-cafes, additional athletic equipment, televisions, movies, popcorn machines, ice cream machines, music/audio equipment, money handling devices, etc. can be brought into the area of operation. Requests for MCX support are forwarded to the installation from which a preponderance of the forces are deployed or to:

CMC (MR)
3044 Catlin Avenue
Quantico, VA 22134-5099

or via message: CMC WASHINGTON DC//MR//

e. Units deployed aboard U.S. Navy ships are supported by shipboard retail activities, vending operations, laundry, and dry cleaning facilities. If required, Navy ships store operations may be established ashore in the operational area. For other than expeditionary forces, forward requests to:

Commander, Navy Exchange Service Command
Command Code (CP)
3280 Virginia Beach Blvd.
Virginia Beach, VA 23452

or via message: NEXCOM NORFOLK VA//C//

f. Support may also be contracted as host nation support. This may be in the form of goods, services, or recreational facilities (coordinated by EA, command element G-4 or FSSG element).

4. Sustained Support. During joint operations, the Joint Force J-1 has the responsibility to organize component command support and identify external requirements to sustain and improve MCCS operations on site.

a. Support may be obtained from the American Red Cross, the U.S. Army Community and Family Support Center, the Armed Forces Professional Entertainment Overseas (AFPEO), United Service Organizations (USO), and the Naval Motion Picture Service. All requests for this support will be coordinated with the J-1 (in a joint operation) and with DC, M&RA (MR) for a Marine Corps operation.

b. Expanded services may include telephone services, cyber cafés, special entertainment events, radio and newspaper services, television services, and recreation facilities or rest and recuperation areas.

c. Additionally, AAFES support can be available in a joint environment at the discretion of the unified commander in thirty days. Agreements with AAFES need to be approved by DC, M&RA (MR) if an MOU or MOA is required.

d. Unit commanders will insure processing of gifts and donations per appendix G and make equitable distribution.

7006. FUNDING. Both APF and NAF funds may be expended in support of MCCS programs during deployment. Appendix F details information for contracting products and services during peacetime exercises and wartime contingencies.

1. Support for contingency operations will be funded by Service component commands primarily through APF. If the deployed unit commander requires additional funds, the request for such funds will be submitted to the installation AC/S or Director MCCS from which the unit deployed. If funds are not available at that level, the request will go to the AC/S or Director MCCS at MARFORLANT or MARFORPAC. If the funds are not available at that level, the request will be forwarded to DC, M&RA (MR).

2. Navy MWR (BUPERS-65) provides fitness, library, and learning support for Marines embarked on ship. Additionally, Inter-Service Support Agreements (ISSAs) with the Navy discuss the distribution of ships stores profits and shall be reviewed periodically by DC, M&RA (MR) in conjunction with MARFORPAC and MARFORCOM.

7007. STAFFING. Deploying units may arrange for MWR Specialists and other personnel to deploy with the command.

1. Exchange officers/MWR specialists (MOS 4130 & 4133) are on the Table of Organization of the FSSG. Deploying units may arrange for MWR Specialists to deploy with the command. These specialists will support retail activities, clubs, and fitness/recreation programs.

2. In the event active duty MWR specialists are unavailable to deploy, this requirement may be filled by activated reservists, civilian personnel augmentees or as assigned collateral duties to deploying personnel.

7008. RESPONSIBILITIES1. COMMARCORBASESLANT and COMMARCORBASESPAC shall:

- a. Ensure responsible installation commanders establish DSCs.
- b. Ensure resources are programmed to meet recurring deployments, mobilization and contingency requirements.
- c. G/S-1 staffs in cooperation with G/S-4 or FSSG staffs shall incorporate personal and family readiness annexes into all operation orders and plans, contingency plans, and mobilization plans and ensure they address all phases of deployment and retrograde.
- d. During joint operations, coordinate with the other Services for personal and family readiness support. Refer to BUPERSINST 1710.16 if questions arise regarding distribution of ships stores profits.
- e. Establish central material supply points at Camp Pendleton, Camp Lejeune, Camp Butler and MCB Hawaii to control expendable and nonexpendable recreation equipment items that may be used by deploying units.
- f. Provide healthy alternatives to alcohol that will enhance the physical, morale and mental development of our Marines.
- g. Maintain proper accountability, security, maintenance, and retrograde of all MWR gear and equipment.
- h. Ensure coordination with Marine and Family Services as well as the KVN Program and other MCFTB activities, and the SMP.

2. Installation Commanders shall:

- a. In conjunction with MCCS Directors, establish the Deployment Support Coordinator (DSC).
- b. Ensure APF, NAF, and unit funds are properly budgeted, provided, and executed to meet recurring deployments, mobilization and contingency requirements which provide recreation equipment, supplies, goods, and funds to the deployed unit, including re-supply.
- c. Establish an SOP for Fleet Marine Force (FMF) unit commanders to facilitate obtaining personal and family readiness support from the installation during all phases of deployment.
- d. Ensure training is available to organize, operate, and maintain a comprehensive deployed unit personal and family readiness program. This includes training for financial procedures, funds handling, equipment maintenance, and accountability for MWR program management.
- e. Periodically survey troops to determine what equipment, supplies, and services they want while deployed.

3. Installation Deployment Support Coordinator (DSC) shall:

- a. Coordinate with installation senior operating force commander G/S-1 staff and G/S-4 or FSSG staff during the deployment planning process to include being responsible for the Operations Plan (OPLAN) annex and appendix.
- b. Ensure that MCCS support and recreational programs are provided to deployed Marines.
- c. Coordinate with Marine Corps Family Team Building, Marine and Family Services, and Semper Fit programs.

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CHAPTER 8

MCCS PROGRAM FOR THE MARINE CORPS RESERVE AND INDEPENDENT DUTY

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CHAPTER 8

MCCS PROGRAM FOR THE MARINE CORPS RESERVE AND INDEPENDENT DUTY

8000. PURPOSE. To issue policy to support MCCS activities for the Marine Corps Reserve.

8001. BACKGROUND. The mission of the MCCS program for the Marine Corps Reserve is similar to that of the regular establishment.

8002. SCOPE. Although not generally installation based, MCCS operations supporting reserve establishment, recruiting, security guards, and other independent duty Marines must consider all facets of MCCS operations and address needs of all Marines (reserve and active) and their families as much as possible when providing programs and services for them. Independent duty is defined as active duty Marines who are permanently assigned to units detached from command elements, are not tenant activities located aboard military installations [as defined by DoD as, a grouping of facilities, located in the same vicinity, which support particular functions, which may be elements of a base], or other DoD owned property, and are not required to be supported by separate DoD regulation or inter-service agreement.

8003. POLICY

1. MCCS activities shall be encouraged, arranged, and conducted not only to benefit reserve component inspector/instructor staffs and reservists and other independent duty Marines, but also to encourage interest and participation of their families and guests. Joint use of MCCS recreation equipment on charge to independent unit responsible officers is authorized for both Regular and Reserve personnel and their families and guests. Practice or participation in athletic or recreational activities is not a period of drill and shall not be creditable for drill attendance purposes. An exception is reservists participating as part of the Regional or All-Marine Sports Program who shall be under orders and shall be eligible for Government benefits in case of illness, injury or death.

2. Independent Duty Funding

a. DC, M&RA (MR) shall provide NAF Independent Duty funding to independent duty units and Family Day funding to Reserve units on a per capita basis. These funds shall not be commingled. Funds are to be expended annually. Unused funds, as of 31 January of each year, will revert back to DC, M&RA (MR) operating funds.

b. Independent Duty Funds. DC, M&RA (MR) shall provide Marines stationed at independent duty sites \$120 per Marine per year in MCCS NAF program funds to provide recreation enhancement. Active duty Marines who are permanently detached from a military installation but located within a 30-minute/30-mile vicinity of a DoD military installation, shall receive \$30 per Marine per year. Independent duty is defined as active duty Marines who are permanently assigned to units detached from command elements, are not tenant activities located aboard military installations, or other DoD owned property, and are not supported by separate DoD

regulation or inter-service agreement. These monies shall be spent per the guidance in paragraphs 1313 and 1314. The Marine Corps is prohibited from augmenting Marines stationed on the installations of other Services with funds. Their MWR requirements are the responsibility of the host Service command.

c. Family Day Funds. DC, M&RA (MR) shall provide \$7.50 per Selected Marine Corps Reserve Marine per year for funding Family Day events. These funds shall only be used for events relating to Family Day activities and only those not authorized APF support. Reserve units are responsible for budgeting for APF sufficient to cover all costs associated with Family Days not involving food, entertainment, or decorations that require NAFs.

d. Requesting Funds. Units may request their allocated independent duty or family day funds for individual events or other expenses by having the locally appointed Responsible Officer submit a request to DC, M&RA (MRF) via their Commanding Officer. Unused funds will be returned by check. Units shall maintain receipts for two years following the date of expenditure.

3. Marine Corps Reserve units on active duty training at Marine Corps installations which operate MCCS NAFI activities shall be provided 50 cents per member of the Reserve Unit attending reserve training. These monies may be used while the unit is on annual training at that command.

4. Marine Corps Reserve and other independent duty units shall not establish separate NAFIs. DC, M&RA (MR) shall provide funds to and account for the allocation of credit accounts maintained on behalf of independent duty Marines.

5. Independent Duty and Family Day funds are subject to audit by MCNAFAS.

6. Independent duty units are authorized issuance of books from the CMC Reading List.

7. Using Government-owned tools and equipment in the MCCS recreational programs is an exception to the general rule that Government property cannot be used for private purposes. Upon individual request, authority may be granted to use Government facilities, tools and equipment for the repair of privately owned vehicles during non-duty hours.

8. Vending machine operations are authorized in Marine Corps Reserve units to sell soft drinks, food, and candy. DC, M&RA (MR) shall assist in drafting contracts for vending services. All monies shall be received by check from the contractor made payable to the DC, M&RA (MR) Central Fund, HQMC. DC, M&RA (MR) shall allocate these profits for the use of the unit from which received.

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CHAPTER 9

MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM SUPPORT

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CHAPTER 9

MARINE CORPS COMMUNITY SERVICES (MCCS) GENERAL SUPPORT

INTRODUCTION

9000. PURPOSE. To publish policy on the organization and operation of Marine Corps Community Services (MCCS) general support to MCCS Programs.

9001. SCOPE. General Support functions may include the following predominantly NAF related areas: administration, construction, facilities, financial management and accounting, human resources, information technology, marketing, procurement and contracting, security and risk prevention, and training. The organization should remain flexible to respond to local operational needs.

9002. POLICY.

1. General Support provides support to all MCCS programs and services within their capability and applicable policy. All support shall be provided with the ultimate goal of providing the best possible service to our customers whether they are in our fitness centers, family activities or fast food activities. Regardless of the physical locations and organizational placement of persons performing support functions, the costs associated with each primary support function shall be captured by a functional cost center within the MCCS nonappropriated fund instrumentality (NAFI) or appropriated fund (APF) standard chart of accounts.

2. Use of APF for funding personnel, service, and equipment costs for General Support functions via the Uniform Funding and Management (UFM) Practice is authorized per Appendix C. For those billets, services, and equipment supporting both APF and NAF activities, APF reimbursement must be based on the percentage of support given those activities authorized APF support.

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MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM SUPPORT

SECTION 1: ADMINISTRATION

9100. PURPOSE. To publish policy regarding the administration of MCCS activities.

9101. SCOPE. Administrative functions include, but are not limited to, preparation and control of official correspondence, control and dissemination of incoming and outgoing mail, maintaining official files, directives control, reception, and message center operations to include facsimile transmission service and office records security.

9102. OFFICIAL CORRESPONDENCE

1. The Director, Personal and Family Readiness Division, HQMC and installation Assistant Chiefs of Staff (AC/S) and Directors MCCS are authorized to correspond directly regarding procedures and non-policy information. Correspondence regarding policy shall be official command correspondence addressed to DC, M&RA (MR) through appropriate command channels.

2. The AC/S or Director MCCS is authorized to exchange correspondence with suppliers, business firms, and individuals in all matters pertaining to MCCS operations that are not procurement sensitive or warrant command attention. All correspondence of the MCCS activity shall be signed by either the AC/S or Director MCCS, or person delegated this authority in writing by the AC/S or Director MCCS.

9103. MAIL

1. All incoming mail shall be opened by persons appointed in writing by the AC/S or Director MCCS. Procedures shall ensure that all checks or other funds received in the mail are logged in, accounted for, and safeguarded until they can be deposited. Checks or funds received will be deposited no later than the following day or the first business day.

2. MCCS MWR revenue generating activities shall use NAF to pay postage on commercial mail, such as correspondence with dealers, vendors, suppliers, contractors, and customers. NAF postage shall also be paid on all advertising materials, merchandise for customers, bill collection, and any cost related to the operation of the NAFI.

3. Use of appropriated funds (APF) for postage shall be in accordance with Appendix C. Generally APF are authorized for all official MCCS mail such as communication between Government agencies and correspondence to persons or commercial companies, except when it relates to procuring goods for resale or generating or collecting income.

9104. RECORDS. All records described herein, regardless of format, shall be maintained per references (a) through (c).

9105. STANDARD FORMS. All standard forms required for MCCS operations that are not available through the APF supply system or government printing office shall be specified and supplied by DC, M&RA (MR) or they may be reproduced locally.

9106. OFFICIAL TRAVEL. When personnel are traveling on official MCCS NAF related business on NAF funded orders, the rules of the Joint Travel Regulation (JTR) (reference (au)) shall be followed regarding authorized amounts for travel allowances. If it is in the best interest of the local NAFI to deviate from the JTR, the AC/S or Director MCCS may decide to allow the deviation as long as the authorized amounts are not exceeded. Any desired action which will cause these amounts to be exceeded shall be requested through the DC M&RA (MR) in advance. Any such application must specify the reason for the exception, employees or class of employees to be covered, benefits to be gained, and total cost of exception.

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MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM SUPPORT

SECTION 2: FACILITIES

9200. PURPOSE. To provide policy for the MCCS NAF facilities construction program.

9201. BACKGROUND. MCCS programs require a broad array of facilities to support the various programs required. MCCS NAF facilities shall always be maintained in an acceptable condition and presentable appearance.

9202. SCOPE. NAF construction functions include, but are not limited to, project planning, design contracting, project administration and control, and facility review. Maintenance functions include, but are not limited to, NAF facility maintenance and repair, property and equipment maintenance, grounds maintenance, control and monitoring of equipment maintenance, janitorial contracts, and supervision and control of in-house janitorial service. The maintenance unit may include carpentry, electrical, plumbing and other trades that support the MCCS NAF activity program operation effort. See Appendix A for definitions.

9203. FACILITIES. All construction projects, regardless of project approval level or type of funds involved, must be the end product of the Facilities Planning and Programming System (FPPS) as defined in MCO P11000.12C (reference (x)) and MCO P11000.5G (reference (ac)) and must be coordinated with the installation facilities and public works office.

1. The planning phase of the FPPS is a critical step in project development. Site approval is required for submissions to the Central Construction Fund (CCF) Program. Site approvals must meet the National Environmental Policy Act requirements as stated in MCO 5090.2A (reference (ad)), and the sites must be suitable for building a NAF facility. While site improvements and infrastructure upgrades are often a part of an APF military construction (MILCON) project, such is not the case with NAF. Any requirements to make the site adequate for NAF construction (site development costs, archeological and ammunition clearances, water purification, demolition, excessive utility connections and upgrades, road service etc.) should be identified as companion APF projects and submitted for approval. If the requirement exceeds local funding authority, it should be submitted to CMC (LF) for validation, prioritization and programming.

2. Programming is the second part of the FPPS for NAF projects. Installations submit projects 2 years in advance of the year of intended construction. While planning for NAF projects should be a year round process, submissions are normally done on 15 May of each year. Upon receipt of submissions at DC, M&RA (MR), projects are assigned points on various categories approved by the Construction Committee of the MCCS BOD. A financial review board verifies that the projected return on investment estimates on revenue generating activities are reasonable. The projects are then prioritized by program sponsors and a recommended program is

developed. This program is reviewed by MCCS Directors and presented to the Construction Committee. The Construction Committee develops the annual NAF Construction Program and submits it to the MCCS BOD for approval.

3. MCCS NAF construction programs shall support and be consistent with Marine Corps installation strategic plans. Accordingly, such programs shall be generated in collaboration with installation facilities planning staffs. MCCS facilities must also meet anti-terrorism and force protection standards.

9204. FUNDING OF MCCS MWR ACTIVITY FACILITIES. All MCCS MWR activity facilities are funded with APF, NAF, or third party funds (often referred to as private funds or a public/private venture (PPV)) or a combination thereof. All MCCS category A facilities, child development centers, youth facilities overseas, and exchange logistical facilities overseas must be constructed, maintained, and repaired with APF. Maintenance and repair of Category B and C facilities to maintain the structural integrity of the facility and anything considered a part of the building (i.e., roof, electrical, HVAC, plumbing, etc.) should be performed with APF. Anything which makes the facility uniquely configured as an MCCS category C facility must be done with NAF (i.e., bowling lanes, interior decor packages, lounges, bars, etc.). See appendix D in this Manual for the proper sources of construction funding.

1. For additional policy on use of APF for facilities, see MCO P11000.12C (reference (x)) for construction and MCO P11000.5G (reference (ac)) for maintenance and repair.

2. Sources of NAF for funding of construction projects are local funds, CCF, PPV funds, or borrowed (with approval of DC M&RA (MR)) funds. The CCF was specifically designed to provide NAF resources for capitalization of major MCCS MWR activity requirements that commands were unable to support. The purpose of the CCF is replacement of major facilities, construction of new facilities, and major renovations. The CCF is funded by assessments on sales.

3. Approval levels and funding thresholds for NAF Construction projects:

a. \$0-\$200,000 shall normally be funded/approved by the installation using local funds. (Note: In some cases amounts up to \$100,000 may be requested from the CCF and approved by the Director, DC, M&RA (MR).

b. \$0-\$499,999 may be funded/approved by the installation using local funds without higher level approval.

c. Projects \$500,000 or greater must be approved by the MCCS BOD regardless of the source of funding.

d. Projects using any CCF funding whatsoever and exceeding \$100,000 must be approved by the MCCS BOD.

e. Projects requiring approval by the MCCS BOD must be submitted as a part of the annual submission for the 5-year construction program. Out-of-cycle submissions shall be considered only in emergencies. Lack of planning shall not qualify a project as an emergency.

f. Projects \$200,000-\$750,000 must be reported to (and receive de facto approval from) Congress. Projects over \$750,000 must be approved by higher Headquarters and Congress.

g. If approved projects cannot commence construction within 2 years of their target fiscal year, they will be returned to the Construction Committee for resolution (i.e. cancellation, reprogramming, or made to re compete for funding).

9205. CONSTRUCTION PROJECTS

1. New construction, additions, expansions, conversions, alterations, or equipment installation projects are all eligible for CCF funding. For equipment installation projects, only the cost of installation is considered a construction cost; the cost of equipment is not.

2. Relocatable Facilities. Construction projects shall not include lease or procurement of relocatable facilities (e.g. trailers) or the cost of installation. Relocatable facilities are equipment, not real property and are not encouraged for more than short term use. Maintenance, repair and renovation of equipment is not an authorized use of CCF without specific MCCS BOD approval.

3. Collateral Equipment. Construction project collateral equipment is built in as a part of the facility, normally installed by the contractor. While often referred to as collateral equipment; loose items of furniture, fixtures, and equipment (FF&E) are not a part of the facility and are funded by the CCF only for new construction requirements, not replacement facilities. Any exceptions to this policy must be specifically identified and approved by the MCCS BOD during the funding approval phase.

4. Operating Supplies. Includes items such as floor buffers, vacuum cleaners, televisions, trash cans, games, computers, and cash registers. These shall not be funded as a part of a CCF project.

9206. CONSTRUCTION PROJECT MANAGEMENT

1. Locally Managed Projects. These projects are managed at the command and are usually locally funded. Some centrally funded (CCF) projects may be assigned to the command for management at the discretion of DC, M&RA (MR). The majority of these projects, both local and central, will normally be assigned to the resident officer in charge of construction (ROICC) for execution on a reimbursable basis. In the case of locally managed CCF projects, the CCF shall reimburse the command NAFI only upon receipt of paid invoices. The \$499,999 project approval authority when using local installation funds does not include APF or NAF construction contracting authority. NAF construction contracting authority may only be assigned to a specific individual on a case-by-case basis based on an approved warrant.

2. Centrally Managed Projects. These projects are primarily those funded by the CCF. Some locally funded projects may be managed by DC, M&RA (MR) at the request of the command. Centrally managed projects are assigned to an agent designated to contract for design and construction services, primarily the Naval Facilities Engineering Command, AAFES, or the Army Community and Family Support Center. All

funding issues shall be between the DC, M&RA(MR) and the designated agent, or the construction contractor.

9207. DESIGN OF CONSTRUCTION PROJECTS 1. DC, M&RA (MR) shall authorize design of all centrally funded and centrally managed construction projects. Designs shall normally be requested from the agent selected for design and construction services.

2. Design of locally funded and managed projects may be executed through the base Public Works Department or by MCCS facilities departments , if such capabilities exist. Consult Public Works for a list of firms on contract which may be used without going through the normal selection process for an Architectural & Engineering (A&E) firm.

3. Designs for NAF projects may be done using APF or NAF. NAF cannot be used for design of any APF projects regardless of the category of construction or source of APF funding.

4. Any NAF project for MWR facilities estimated to cost over one million dollars must have a project validation assessment (PVA) conducted prior to submitting the project to DoD for approval.

9208. OWNERSHIP AND USE OF MCCS MWR FACILITIES. MCCS MWR facilities constructed with NAF or third party (PPV) funds become the property of the U.S. Government once accepted by an authorized representative of the Government. Once the title conveys to the Government, installation commanders must maintain it to accepted standards for safety, sanitation, repair, and maintenance. No MCCS MWR facility constructed or improved with NAF shall be converted to non-NAFI use without prior approval of DC, M&RA (MR).

9209. CAPITALIZATION AND DEPRECIATION. All NAF funded costs of construction, including renovations, refurbishments, alterations and improvements of structures/facilities shall be capitalized and depreciated over their useful life as prescribed by MCCS accounting procedures. All construction projects \$200K and above, regardless of funding source, shall be transferred to the CCF for depreciation. Locally funded construction projects under \$200K shall be depreciated by the local command. All projects approved for CCF construction or renovation, regardless of funding level, shall be depreciated at DC M&RA (MR). Any projects using "split" funding of local and CCF monies must be depreciated at DC M&RA (MR) regardless of the amount of local funds spent (\$200K minimum does not apply).

9210. POST OCCUPANCY EVALUATION OF FACILITIES. The installation MCCS activity receiving the facility shall submit a narrative report to DC, M&RA (MR) 6 months after the occupancy date describing exceptionally good or bad features which should be included, or avoided, in similar facilities in the future. An example: "Future plans should exclude the use of vinyl asbestos tile in retail selling areas. This product will not take a high shine and requires excessive amounts of maintenance to yield an average appearance. The areas which use a glazed ceramic tile, while more costly initially, are almost maintenance free and offer a much better appearance."

9211. POST OCCUPANCY EVALUATION OF FINANCIAL PERFORMANCE. DC, M&RA (MR) is required to perform an evaluation of actual financial performance as compared to projected performance for all revenue generating construction projects. This is done by comparing actual performance the last full year of operation prior to construction (in the case of renovations, additions, or replacement) to the performance after the first, third, and fifth full years of operation after completion. In the case of a new facility, the projected performance is compared to actual performance.

9212. BASE REALIGNMENT AND CLOSURE (BRAC). When Marine Corps installations are impacted by BRAC, the undepreciated value of MCCS NAF assets may be recovered when these assets are sold. These funds are deposited into a separate account held by the Office of the Secretary of Defense.

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MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM SUPPORT

SECTION 3: FINANCIAL MANAGEMENT

9300. PURPOSE. To provide a general overview of MCCS Financial Management Policy.

9301. SCOPE. The financial management policies contained in this Manual apply to all MCCS programs and those NAFIs under the cognizance of MCCS. Fiscal functions may include but are not limited to, accounting (general ledger, accounts payable, accounts receivable), budgeting (annual, capital, and cash flow), financial reporting (income statements, balance sheets), investment management (central fund management, portfolio balance and management), financial analysis (trend analysis, gross margin analysis), insurance (insuring cash availability for various insurance requirements), and risk analysis (financial forecasting).

9302. POLICY

1. DoD NAF financial policy and procedures are published in the DoD 7000.14-R (Volume 13) (reference (e)). Each installation will maintain a financial organization that controls the finance functions above in accordance with Generally Accepted Accounting Principles (GAAP). A secondary function is providing timely and accurate financial information for management to make sound business decisions.

2. Marine Corps policy and procedures shall reflect management requirements published by higher authority, incorporate an effective system of internal controls, use a uniform chart of accounts; collect data via bona fide primary source documents; and record, summarize, report financial information in a uniform manner, and comply with GAAP. GAAP conventions, rules, and procedures provide MCCS with a standard measure for both internal and external presentation of financial data and comply with statutory and regulatory financial reporting.

3. The MCCS financial management system shall be uniform and comparable in order to produce accurate and useful financial statements within MCCS and produce standard financial reporting within DoD. The DC M&RA (MR) shall prescribe the NAF accounting system used within MCCS activities and set annual budgeting and reporting requirements.

9303. INTERNAL CONTROLS

1. Management must control and protect the MCCS activity's resources. Policies and procedures to protect the assets are the internal controls of the organization. Additional Marine Corps policy is available in MCO 5200.24C (reference (ar)) on the Marine Corps Internal Management Control Program.

a. Financial, program and activity managers and supervisors are obligated to form and monitor internal controls. To assist management, a Management Analysis and Control section may be established as a support function.

b. The Marine Corps NAF Audit Service (MCNAFAS) conducts internal audits of NAFIs per MCO 7510.2E (reference (z)) at such times and under such conditions as prescribed.

c. Commanders may conduct a review of the local installation's MCCS NAF records to verify effective internal controls.

d. Inventories shall be conducted in accordance with the MCCS NAF Financial Management NAVMC and per DoD 7000.14-R (Volume 13) (reference (e)).

2. Other Audits

a. DoD Instruction 1330.9 (reference (ae)) and DoD Instruction 7600.6 (reference (h)) prescribe that an annual audit be conducted for all NAFIs with annual revenue or expenses that exceed \$5 million and those NAFIs with operations deemed to be highly sensitive. This audit is separate and distinct from audits performed by MCNAFAS and shall be conducted by independent public accountants contracted by the DC, M&RA (MR).

b. Representatives of the Naval Audit Service, DoD Inspector General and the Government Accountability Office may examine the accounts and records of MCCS NAFI activities. The commander shall be responsible for inspections made at irregular intervals.

9304. ESTABLISHMENT, OVERSIGHT, AND DISESTABLISHMENT OF NAFIS. DC, M&RA (MR) has organizational responsibility for NAFI administration, management, and control. DC M&RA (MR) also provides support to miscellaneous NAFIS (see definition in Appendix A) with Human Resources programs. MCCS NAF personnel, benefits, and composite insurance programs are applicable to miscellaneous NAFIS.

9305. FUNDING THE NAF COMPOSITE INSURANCE PROGRAM. This fund must be sufficient to pay incurred but still outstanding claims, current claims, claims incurred but not yet reported, and projected claims using historical data. The program cost includes reserve requirements, commercial insurance premiums and claims administration fees, which shall be prorated and passed back to the local NAFI. Funds of the Composite Insurance Program shall not be mingled with other DC, M&RA (MR) funds and all interest income earned by the insurance fund shall accrue to the insurance fund to ensure the fund balance meets reserve requirements as provided in the annual loss funding analysis report.

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MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM SUPPORT

SECTION 4: NAF HUMAN RESOURCES (HR)

9400. PURPOSE. To publish policy regarding MCCS NAF Human Resources.

9401. SCOPE. Human Resources (HR) functions include but are not limited to recruiting, staffing, employee benefits, composite insurance, wage classification service, maintaining and controlling unemployment compensation, and training. Applicable to all NAF employees both MCCS and miscellaneous NAF activities.

9402. POLICY. In addition to the policy below, specific HR guidance is published in MCO P12000.11A (reference (1)).

1. Equal Employment Opportunity. Applicants for employment shall be selected and employees shall be promoted, solely on the basis of their qualifications. There shall be no discrimination because of race, age, sex, marital status, color, religion, national origin, lawful political affiliation, or physical or mental disability. Personnel at all levels within NAFIs shall assure that personnel actions for which they are responsible, directly or indirectly, are made strictly on the basis of merit. Positive and affirmative steps shall be taken by personnel within NAFIs to promote and assure equal employment opportunities.

2. Employee Benefits. MCO P12000.11A (reference (1)) prescribes the comprehensive benefit program for MCCS NAF employees. The Marine Corps NAF employee benefit program includes a comprehensive DoD group medical plan with an alternative health care plan offered through health maintenance organizations, a dental care plan, life insurance, retirement and 401(k), and long term care insurance. Detailed information concerning employee benefit entitlements is contained in the NAFI Employee Benefits Handbook issued by DC, M&RA (MR).

9403. MCCS NAF COMPOSITE INSURANCE PROGRAM. The NAF Insurance Program is a centrally managed composite insurance program provided through a combination of self insurance and commercially procured coverage. The NAF Composite Insurance Program is a separate fund established at DC, M&RA (MR) for the exclusive payment of NAF general liability, auto liability, MCCS NAFI property insurance, workers compensation claims and other related costs of administering the Composite Insurance Program. The Composite Insurance Program is applicable to all MCCS NAF employee and authorized miscellaneous NAFI activities to include Billeting Funds, Chapel Funds and Civilian Welfare Funds may participate in the Composite Insurance Program if desired and as approved by DC, M&RA (MR). Application for coverage should be submitted to DC, M&RA (MR). No additional commercial insurance to cover any exposure resulting from NAFI operation shall be procured locally without prior approval of DC, M&RA (MR).

9404. MCCS NAF WORKERS' COMPENSATION. This self-insured program provides coverage for injury, disability, or death, occurring within or arising from employment to

the limits required by the Longshore and Harbor Workers' Compensation Act (reference (bb)) as extended by the NAFI Act. It applies to all NAF employees in the U.S., and all U.S. citizens and permanent residents of the U.S. or a territory who are employed by a NAFI outside the U.S.. Those who are not citizens or residents of the U.S. shall be provided compensation according to the regulations prescribed by the Secretary of the military department concerned and approved by the Secretary of Defense or regulations prescribed by the Secretary of the Treasury and the Secretary of Labor.

9405. MCCS NAF UNEMPLOYMENT COMPENSATION

1. MCCS NAF civilian employees in the U.S. or its possessions, American citizens overseas, and military personnel (in or outside the United States) are covered for Unemployment Compensation for Federal Employees (UCFE) purposes.
2. Base Period and Benefit Entitlement. Per Department of Labor (DOL) regulations, State unemployment insurance laws provide compensation for wage loss suffered by unemployed individuals who have had "substantial attachment" to the labor force. Attachment is measured by the extent which a person has worked in the period (usually 1 year). To be entitled to benefits a person must: be unemployed or working less than full-time; file a claim; be able to work and be available for full-time work; not be disqualified for reasons specified in the State law, such as for voluntarily leaving the job without good cause, for misconduct connected with work, or for refusal of a suitable job offer without good cause. The State unemployment insurance laws are not uniform and the eligibility and disqualification provisions vary considerably.
3. States withdraw monies from the U.S. Treasury Federal Employees Compensation (FEC) Account to pay UCFE claims. Regulations require Federal agencies, including NAFIs to reimburse the FEC Account when billed by DOL. For identification purposes, the DOL has assigned three-digit Federal Agency Code (FAC) numbers. The Marine Corps FAC number, activity title, and program manager respectively are: 809, MCCS Activities, and Director, DC, M&RA (MR), HQMC.

9406. TRAINING. The mission of MCCS Training is to provide continuous job skills training and professional development programs to enhance individual and organizational performance. Training includes formal and informal learning experiences aimed at acquiring knowledge, skills, and abilities to maintain or improve employee performance. Professional development includes, but is not limited to: leadership, management, functional training through formal and informal courses, seminars, tuition assistance, cross functional training, developmental assignments, career enhancement opportunities, and special projects. All installation MCCS activities shall establish a training function locally.

1. Performance Objectives. Performance objectives involve the critical elements of each position outlining the individual's objectives for the upcoming year in observable, measurable, and reasonable goals. These objectives shall be mutually developed between the supervisor and the employee to support accomplishment of USMC, MCCS, and program/division/office mission.

2. Individual Development Plans (IDP). Individual Development Plans (IDPs) shall be developed or updated at the beginning of each rating period and maintained with the performance objectives. The IDP is not a guarantee of training but a road map of opportunities to pursue that will enhance individual employee capabilities. An IDP is a training tool for both management and the employee to assess training needs based on business requirements. DC, M&RA (MR) will develop and provide a framework for IDPs.

3. Responsibilities

a. DC, M&RA (MR) shall: conduct an annual training needs assessment of all MCCS programs; plan and execute the centralized MCCS Training Program; have oversight responsibility of the training management function within MCCS; provide training resource information; support local training coordinators, and maintain a training records data base on each employee for all training attended. DC M&RA (MR) shall fund the costs associated with centralized MCCS training functions.

b. All installation MCCS activities shall: submit input to the annual MR training needs assessment; provide training and professional development opportunities for local employees not addressed by the centralized program as required by the local MCCS activity; determine means for providing feedback that measures the effectiveness of the training delivered; and establish standard operating procedures addressing the requirements above. Local installations shall fund their training programs within available resources, to include mandatory training, at an appropriate level to provide training opportunities to their employees.

4. Mandatory Civilian Training. All employees must attend Prevention of Sexual Harassment (POSH) training annually. All supervisors and managers must attend EEO training annually. Command specific directives determine local mandatory training requirements to include but are not limited to: EEO, Standard of Conduct/Ethics, Orientation, and Customer Service.

5. Tuition Assistance. A NAF Tuition Assistance program shall be established at each command and funded within available resources.

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MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM SUPPORT

SECTION 5: INFORMATION TECHNOLOGY (IT)

9500. PURPOSE. The purpose of IT is to provide solutions and services for MCCS NAF activities (and other specific MCCS programs determined to be outside the scope of Navy-Marine Corps Internet (NMCI) support) in accordance with the MCCS Strategic Plan, emerging business needs, requirements, and objectives. All solutions and services provided are based on industry standards and best business practices as they apply to the MCCS controlled networks (collectively referred to as MCCSNet).

9501. SCOPE

1. Automated data processing functions include, but are not limited to: deployment and maintenance of hardware, software, network and telecommunications solutions; support of computer operations, customer service, helpdesk and training; development, deployment and maintenance of DC, M&RA (MR) software applications, web-based solutions and services, and database administration; providing and maintaining solutions for electronic point-of-sale; providing, maintaining and administering e-mail and related electronic messaging solutions; providing, maintaining, and administering network and applications security solutions; and conducting activities for research, development and integrating technical solutions. DC, M&RA (MR) shall prescribe all MCCSNet computer systems, hardware, point of sale equipment, telecommunications equipment, related peripherals, software and procedures. DC, M&RA (MR) will coordinate with other HQMC divisions, where necessary, in support of APF funded MCCS programs. Equipment procured for MCCS automated systems shall not be used for other than official purposes, and only authorized software shall be used on these systems. These systems are separate and apart from the NMCI system.

2. DC, M&RA (MR) shall provide a standard IT system as it applies to the MCCSNet and other specific identified needs not provided by NMCI. A standard system reduces the cost of development, maintenance, and training while providing comparable data for analysis between cost centers within a command and between commands. If IT solutions are outsourced to the other services, DC, M&RA (MR) shall adopt and provide guidance governing system-wide policy changes.

3. Through the use of desktop computers, structured query language, report writers or other means, commands shall be able to access data in the standard IT system to produce models desired for specific applications.

4. DC, M&RA (MR) shall set standards for computer systems and workstations (PCs) and telecommunications equipment. The standards can be found at <http://www1.usmc-mccs.org/mri/standards>.

9502. COMPUTER POLICY

1. All DoD interest computer systems and related equipment are for communication, transmission, processing, and storage of official U. S. Government or other related authorized information only.

2. Hardware Standards. All workstations (PCs) must meet the standards published by DC, M&RA (MR).
 - a. Standards shall be published on the MCCS Intranet web site and updated on a regular basis.
 - b. Memory and peripherals may be added as needed.
 - c. Peripherals must be interchangeable between any PC.
 - d. For all PCs with hard disc drives, a streaming tape device, zip drive, read/write CD-ROM drive, or floppy disc shall be included for backup of data files local to the PC.
3. Desktop Software Standards. The MCCSNet shall use the Marine Corps standard integrated word processing, spreadsheet, database, graphics package, and enterprise anti-virus software.
 - a. Extra copies of software shall not be made unless allowed by software license agreements.
 - b. Software that violates license agreements shall not be used.
 - c. MCCSNet applications must be compatible with all operating systems required to run on workstations and validated by DC, M&RA (MR).
 - d. Users shall not download, install or run any software from the Internet or other sources without the prior approval of DC, M&RA (MR).
 - e. Users are prohibited from running security programs or utilities that may jeopardize the security of the MCCSNet network, such as password cracking or network scanning programs.
4. Backups. The original software distributed by a vendor shall be copied and the copy shall be used for installation. The original shall be stored off-site in a separate building that is not immediately adjacent to the building structure in which the computer facility is located.
 - a. Users are responsible for backup of data files local to the PC. This shall be done once a day for files changed that day.
 - b. Local management information system (MIS) operations personnel are responsible for the monitoring of nightly file server backup operations. Once a week, data file backups shall be taken to an off-site storage location. Critical files shall be moved off-site daily.
 - c. File server hard discs shall be backed up to network attached storage (NAS), streaming tape, zip drives, read/write CD-ROM drives, or floppy drives.
 - d. NAS shall be backed up to hard disk or streaming tape.
5. Security. MCCSNet users are responsible to protect software and data under their cognizance from unauthorized access.

- a. Users are responsible to insure that hardware is not mishandled or used by unauthorized personnel.
- b. Users are responsible to protect data from viruses. All floppy disks or downloaded files shall be scanned prior to loading on systems.
- c. DC, M&RA (MR) shall be responsible for ensuring a procedure is in place and coordinated with local MCCS MIS to conduct real-time virus scans on a weekly basis.
- d. DC, M&RA (MR) is responsible for ensuring anti-virus servers contain the latest anti-virus definitions.
- e. DC, M&RA (MR) shall ensure a mechanism is in place to update workstations with the latest anti-virus definition.
- f. Users are prohibited from removing the enterprise anti-virus software from their assigned workstation.
- g. DC, M&RA (MR) will periodically scan the network for, and disable, unauthorized devices.
- h. External connections, including modems, will not be allowed on any workstation connected to the MCCSNet wide-area network without obtaining a waiver from DC, M&RA (MR).
- i. DC, M&RA (MR) is the responsible agent for control and distribution of MCCSNet network Internet Protocol (IP) addresses. Under no circumstances may an external agent use MCCSNet public IP addresses. External agent access to MCCSNet private network drawings, IP topology, IP numbering schemes and routing information must be approved by DC, M&RA (MR).
- j. DC, M&RA (MR) will control contractors' access to MCCSNet systems by external vendors.
- k. Users of the MCCSNet are responsible for protecting passwords. Under no circumstances will MCCS accounts be shared or divulged.
- l. MCCSNet computer systems are unclassified systems. Under no circumstances shall classified information be entered, processed, or stored on the MCCSNet system. Information is "classified" if it is top secret, secret, or confidential in nature, or requires safeguarding in the interest of National security.
- m. Users shall not divulge dialup or dial back modem phone numbers to unauthorized personnel.

9503. MCCSNET NAF HARDWARE AND SOFTWARE FUNDING

1. Installations are responsible for funding local workstations, printers, computer and printer supplies, local area network (LAN) communication lines (fiber optic and copper cable between buildings and horizontal wiring in buildings), and any software not centrally procured or supported by DC, M&RA (MR).

2. Any software not centrally procured or supported by DC, M&RA (MR) shall require a waiver from DC, M&RA (MR) for use prior to local procurement.
3. DC, M&RA (MR) will centrally fund all hardware, software, wide-area network (WAN) communications lines and network devices (routers, switches and servers) for DC, M&RA (MR) sponsored MCCSNet system wide initiatives, except as stated above.
4. When DC, M&RA (MR) assistance is required to procure, replace and/or install hardware and software for installations that is not centrally funded, the command will be billed for all costs incurred.
5. Use of APF for funding IT related personnel and equipment costs for the MCCSNet via the UFM Practice is authorized per Appendix C. Generally, APF, if available, should be used for costs supporting category A and B MWR activities. NAF must be used to support category C functions. Use of APF is authorized to support ECECS (see definition in Appendix A) related expenses in Category C revenue generating MWR and exchange activities. Category C activities in remote and isolated locations may be funded with APF to the same level as Category B activities. For those billets, services, and equipment supporting both APF and NAF activities, APF reimbursement must be based on the percentage of support given those activities authorized APF support.
6. DC, M&RA (MR) shall approve all hardware connected to, and software or applications used on the MCCSNet network. A waiver must be obtained from DC, M&RA (MR) to use any locally procured hardware, software, or communications device not listed on the MCCS Intranet web site as being authorized for local purchase and use.

9504. HARDWARE AND SOFTWARE MAINTENANCE

1. DC, M&RA (MR) shall be responsible for negotiating and providing centralized maintenance contracts for all centrally procured hardware and software.
2. Local MCCS staff shall be responsible for negotiating and providing maintenance contracts for all locally procured hardware and software.
3. Requests for changes or additions to existing line of business software must be submitted through DC, M&RA (MR) using published change management procedures.
4. Requests for new software projects shall be submitted through DC, M&RA (MR) using procedures, published on the MCCS Intranet under MRI Branch Links for "IT Project Prioritization Process."
5. Requests for moves, adds, or changes to the MCCSNet network infrastructure shall be submitted through DC, M&RA (MR) using procedures published on the MCCS Intranet.
6. To ensure the integrity of the MCCSNet network, DC, M&RA (MR) shall ensure, through use of local MIS personnel resources that PC operating systems are kept up to date with the latest anti-virus definitions and software patches.

7. Local MIS personnel shall ensure, to the maximum extent practicable, that PCs remain in a powered-on state at all times. This is to allow centrally scheduled deployment of software, software patches and other software maintenance as required.
8. DC, M&RA (MR) shall be responsible for implementing a mechanism for testing of devices connected to the MCCSNet and ensure software is maintained at the highest state of readiness to prevent virus, worm, Trojan, spy-ware and other forms of malicious activity from being introduced to or propagated within, the MCCSNet.
9. Commands are responsible for lifecycle maintenance of PCs. In keeping with best practices a period of three years between replacements is recommended.
10. In no case shall a PC failing to meet minimum hardware requirements, as published on the MCCS Intranet web site by DC, M&RA (MR), be attached to the MCCSNet network without a waiver from DC, M&RA (MR).
11. DC, M&RA (MR) shall provide management and administration of all network devices attached to the MCCSNet to include but are not limited to: routers, switches, channel service unit/data service unit devices, firewalls, servers, and server applications. Installations are responsible for administration of local desktop computers (workstations and laptops). Desktop computers, which do not meet the minimum standards published by DC, M&RA (MR), must be upgraded or removed from the MCCSNet. DC, M&RA (MR) shall provide management and administration of all server applications centrally procured. Server applications not centrally procured by DC, M&RA (MR) must be approved by DC, M&RA (MR) prior to installation on an MCCSNet attached server and will be installed under guidance by DC, M&RA (MR) to ensure integrity and security of the MCCSNet.

9505. INTERNET ACCESS AND USE

1. Internet access is provided to MCCSNet users and users of the library systems via the MCCSNet local area and wide area network.
2. Use of this network service affirms consent to monitoring, as with any other DoD interest computer system.
3. Internet access is monitored daily for unauthorized access to sites considered repositories of sexual or pornographic materials, along with potential security violations.
4. All users should be aware that any information placed in the system is subject to monitoring and is not subject to any expectation of privacy.
5. Any misuse or evidence of violation of criminal statutes will be reported to the MCCS management information system (MIS) site administrator, AC/S or Director MCCS, and/or law enforcement officials.
6. Permissible activities
 - a. Obtain information to support DoD/DoN/Marine Corps Missions.

- b. Obtain information that enhances the professional skills of Marine Corps personnel.
- c. Improve professional or personal skills as part of a formal academic education or military/civilian professional development program (approved by the command).
- d. Personal Internet searches and brief communications as long as it;
 - (1) Does not adversely affect the performance of official duties by the Marine or employee.
 - (2) Serves a legitimate public interest.
 - (3) Is of minimal frequency and duration and occurs during the individual's personal time.
 - (4) Does not overburden Marine Corps MCCS computing resources or communication systems.

7. Prohibited Uses

- a. Illegal, fraudulent or malicious activities.
- b. Partisan political activity, political or religious lobbying or advocacy of activities on behalf of organizations having no affiliation with the Marine Corps or DoD.
- c. Activities whose purposes are for personal or commercial financial gain.
- d. Unauthorized fundraising.
- e. Accessing, storing, processing, displaying or distributing offensive or obscene material, such as, pornography and hate literature.
- f. Obtaining, installing or using software obtained in violation of the appropriate vendors patent, copyright, trade secret or license agreement.
- g. Sharing of Internet accounts.
- h. Access to or the providing streaming media resources or other network services outside the purpose of conducting business. This includes, but is not limited to Internet radio stations, streaming audio (MP3), unauthorized video streams, file transfer protocol (FTP), web and chat servers.
- i. Use of media/software sharing programs (e.g., Napster, Gnutella, etc.).
- j. Creation or forwarding of chain e-mail.

8. Commanders with MCCSNet users shall ensure that appropriate measures are instituted to:

- a. Control access of Internet services for those personnel required to use the Internet in performance of the their mission.

b. Monitor local network usage and take appropriate action when inappropriate use is suspected.

c. Educate personnel on appropriate Internet access.

9506. PERSONAL DIGITAL ASSISTANT (PDA)/WIRELESS DEVICES

1. PDAs purchased for use within the MCCSNet must be compatible with the provisions of NMCI PDA policy. Only NMCI certified and accredited software may be purchased and installed on MCCSNet supported PDA devices.

2. Only unclassified information not requiring protection may be entered, processed, stored, or transmitted on MCCS PDAs.

3. Passwords, combinations, pins and other forms of MCCS user identification, as well as any personal information of MCCS customers shall not be saved onto a PDA.

4. Data exchange via the infrared (IR) port shall be limited to other MCCSNet network and trusted government devices.

5. Hot docking between a home computer and a MCCSNet network computer is strictly prohibited.

6. Removable media will be handled according to existing policies and procedures for document handling, including marking and storage.

7. Only certified and accredited removable peripheral/expansion devices issued with the PDA, for MCCSNet network use, are authorized.

8. The use of commercial e-mail services for the storage or transfer of official e-mail or data files is prohibited in accordance with DoD policy. Auto forwarding of e-mail to or from a commercial Internet Service Provider (ISP) or account to an official Government or MCCS obtained wireless device is strictly prohibited.

9507. HELP DESKS

1. Local MCCS MIS staffs are responsible for providing 1st level technical support for MCCSNet systems, peripherals and software applications.

2. Local MCCS MIS staffs shall act as the primary point of contact and MR liaison for all local MCCS MIS issues.

3. Local MCCS MIS staffs are responsible for publishing and maintaining a current 24x7 escalation list consisting of a minimum of three contacts.

4. DC, M&RA (MR) is responsible for maintaining a 1st and 2nd level 24X7 help desk in support of MCCSNet headquarters and field activities users.

9508. SAFEGUARDING PERSONAL INFORMATION

1. The Privacy Act of 1974 (5 USC 552a) (reference (bj)) limits the collection of personal data to information that is relevant and necessary to accomplish an agency purpose that is mandated by statute or executive order and prohibits the dissemination of such information except with the consent of the individual.

2. DoDD 5400.11 (reference (bg)) and SECNAVINST 5211.5E (reference (bh)) require MCCS personnel to:

a. Take such actions, as considered appropriate, to ensure that personal information contained in systems of records, to which they have access or are using incident to the conduct of official business, shall be protected to preserve the security and confidentiality of the information.

b. Not disclose any personal information contained in any system of records, except as authorized by DoDD 5400.11 (reference (bg)) or other applicable law or regulation. Personnel willfully making such a disclosure when knowing that disclosure is prohibited are subject to possible criminal penalties and/or administrative sanctions.

c. Report any unauthorized disclosure of personal information from a system of records or the maintenance of any system of records that is not authorized by DoDD 5400.11 to the appropriate privacy act official.

3. Additional DoD guidance requires:

a. Systems managers for each system of records shall ensure that all personnel who either have access to the system of records or who develop or supervise procedures for handling records in the system of records shall be aware of their responsibilities for protecting personal information being collected and maintained under the DoD privacy program.

b. MCCS personnel, as well as MCCS contractors and their employees are stewards of the information. In that capacity, all personnel, whether military, civilian or contractor has an affirmative responsibility to ensure the information is collected, maintained, used and disseminated only as authorized by law and regulation and that the information is continually safeguarded. Personnel should treat and protect the information in the same manner as they would treat and protect their own personal information.

4. All MCCS personnel shall:

a. Immediately commence a thorough review of all directives, instructions and any other standard operating procedures to ensure procedures minimize the occurrences for loss or compromise of personal information.

b. Report any unauthorized disclosure of personal information to the appropriate privacy act official.

c. Comply with the prohibitions of posting privacy information as promulgated in SECNAVINST 5720.47B (reference (g)) if publishing a web site.

MCCS POLICY MANUAL

CHAPTER 9

MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM SUPPORT

SECTION 6: MARKETING

9600. PURPOSE. To issue policy for MCCS marketing functions.

9601. BACKGROUND. Marketing is integral to the function, operation, and success of MCCS activities. Marketing is the process of promoting and publicizing products and services to meet a demand or need, including packaging, pricing and promotion. MCCS marketing may cover a wide range of actions including: market analysis, program analysis, demographic and geographic analyses, operational assessments, forecasts, program objectives development, strategic planning, competitive analysis, promotion, advertising, publicity, public relations, visual merchandising, and the coordination and monitoring of these efforts.

9602. SCOPE. Each installation MCCS organization shall have the capability for conducting marketing activities and providing the AC/S or Director MCCS with the staff assistance necessary to ensure a sound marketing program.

9603. RESEARCH. Research is the systematic gathering, recording, and analyzing of data using statistical principles relating to the identification of needs, assessment of program performance, and the marketing of goods and services.

1. DC, M&RA (MR) shall conduct Marine Corps-wide customer research and program evaluations, to include:
 - a. Customer and Associate Satisfaction Surveys
 - b. Marine Corps Exchange (MCX) Price Comparison Survey
 - c. Benchmarking Studies
 - d. Program Evaluation Assessments
 - e. Topical, customer, and/or program specific research, as needed
2. Installations shall:
 - a. Support implementation of Marine Corps-wide research activities to include selecting valid samples and administering surveys.
 - b. Periodically conduct demographic and geographic analysis to aid in local planning and programming actions.
 - c. Ensure timely customer feedback is collected that provides valued information on program performance.
 - d. Execute topical, customer, and/or program specific research, as needed.

9604. MARKETING PLAN. The annual Marketing Plan is the basis from which all marketing activities are formulated, monitored, and evaluated. The Marketing Plan may contain: research data, market composition statistics, competitive analyses, current operational analyses, goals, objectives and tasks, promotional plans, and the APF/NAF budgets.

1. Installations shall establish an annual MCCS integrated marketing plan based on short and long range MCCS plans.

2. Additionally, the plan shall include the following major observance events for organizational-wide marketing action: (1) Key Volunteer Recognition Week (Feb); (2) Month of the Military Child (Apr); (3) Child Abuse Prevention Month (Apr); (4) Military Spouse Appreciation Week (May); (5) Volunteer Recognition Week (Jun); (6) National Physical Fitness and Sports Month (Jun); (7) Youth Suicide Prevention Month (Jun); (8) Drug Abuse Prevention Week "Red Ribbon Week" (Oct); (9) Domestic Violence Awareness Month (Oct); (10) Week of the Military Family (Nov); (11) Suicide Prevention (Nov) and (12) National Drunk and Drugged Driving (3D) Prevention Month (Dec).

9605. ADVERTISING AND PROMOTION. MCCS must aggressively and routinely communicate the availability of the goods, services, and programs offered through all available means. MCCS advertising must target eligible users. It shall not reflect unfavorably on MCCS, the Marine Corps, the Department of the Navy, the DoD, the Federal Government, or commercial enterprises offering similar goods and services. Advertising for the MCX is limited to only those products and services the exchanges are authorized to sell.

1. MCCSNet and other DoN owned Internet sites. Merchandise and services shall not be advertised or sold via MCCSNet or other DoN Internet sites. Advertising space on MCCSNet sites may not be sold to external vendors. This policy does not preclude including general information about merchandise, services, programs, and events being offered by MCCS. General information includes location of offices, hours of operation, and information about category A and B MWR programs, events, and activities available (may include user fees and charges), and category C related resale products and services available (not specific sales prices), and percent off sales.

2. Direct Mail

a. Mailings promoting the awareness of general MCCS information and offerings to eligible users shall be conducted by commands at least quarterly.

b. Mailings advertising specific commercial products, commodities, or services provided by or for any private individual, firm, or corporation are authorized only to those patrons who voluntarily have requested to receive such mailings. The cost of promotional mailings, including postage, shall be paid with NAF.

c. Use of exchange mailing lists provided to agents is restricted to specific exchange mailings.

3. Advertising Purchase

a. MCCS MWR activities may place and/or purchase advertising in DoD newspapers, on installation cable television, and in civilian enterprise publications produced primarily for distribution on a military reservation to authorized patrons. Information on sales of goods and services, including brand name items and prices, may be included in such paid advertising.

b. MCCS MWR activities may pay to advertise their services and events in non-DoD publications geared to an audience of authorized patrons (e.g. Navy Times, etc.). Advertising must be geared to military and DoD civilian audiences; and advertisements must have the following disclaimer: "This offer (or event) is open only to authorized patrons."

c. MCCS MWR activities may pay to advertise in appropriate civilian media (newspapers, radio, etc.) when events are open to the public and: (1) the events do not directly compete with local civilian community events; (2) the events are coordinated with the base Public Affairs Office and are scheduled infrequently (i.e. not weekly or monthly); and (3) event related merchandise may be sold but shall not be advertised.

4. Sale of MCCS Advertising Space. MCCS MWR activities may sell space for commercial advertising in any media (except web based) produced for or prepared by MCCS (i.e., print, signs, electronic signs, scorecards, interactive video kiosks, etc.) per the following:

a. The installation commander, or designee, makes the final decision on acceptance of the advertisements, to determine appropriateness of public perceptions, potential impact on the local economy, and the effect on local civilian enterprise newspapers.

b. Advertising shall not contain anything in it that might be illegal or contrary to Marine Corps regulations.

c. All advertisements shall comply with the same standards of propriety that apply to commercial enterprise publications.

d. Selling advertisements that undermine or conflict with any existing NAF contract or agreement is prohibited.

e. Accepting paid commercial advertising on the Armed Forces Radio Television System (AFRTS), local commander's channels, or APF media is prohibited.

f. Advertisements shall contain the following disclaimer: "No Defense Department or U.S. Marine Corps, or Marine Corps Community Services endorsement implied." Printed copies of the disclaimer should be available in the instance of electronic billboards.

g. Terms of the sale of advertisements must be in writing, reviewed by an attorney within the Office of Counsel for the Commandant or one of its field offices, and a copy of the agreement retained by MCCS. Ensure that all advertising sales agreements comply with the following:

(1) All terms are reduced to writing in the agreement. Verbal agreements are not permitted.

(2) Agreements do not exceed one-year. [Extensions may be renegotiated and terms incorporated into a new agreement or addendum to the original agreement. Extensions may not exceed a one-year period].

(3) Agreement terms include:

(a) MCCS right to terminate for convenience at any time without penalty. (Before refunding any portion of the advertising fee, MCCS Counsel will be consulted).

(b) Disputes resolution procedure.

h. Local NAF accounting records shall be maintained to support advertising income and expenses.

i. An annual report of MCCS advertisements sold shall be submitted to DC, M&RA (MR) by 30 April each year.

j. The installation must designate in writing an "advertising coordinator" and insure they are trained in advertising policy.

k. The media may not be distributed off the installation. Mailing to authorized patrons is permitted.

5. Vendor Cooperative Advertising

a. Marine Corps Exchange (MCX) activities may accept vendor cooperative advertising allowances if available. These allowances provide total or partial reimbursement for costs incurred in advertising. Costs may involve printed advertising material such as flyers, tabloids, and point-of-purchase signing.

b. Vendors must understand that they are not purchasing advertising space and will not control the advertising content of promotional materials.

c. A vendor's product shall not be advertised solely because vendor allowances are available, nor shall a vendor's product be excluded solely because advertising support is not available.

d. Vendors providing products or other types of support for in-store promotional drawings or other events intended strictly as retail promotions are vendor cooperative advertising and are not considered commercial sponsorship. Retail activities, however, may not solicit products or donations to support other MCCS MWR activities as this is considered to be commercial sponsorship.

6. Vendors and suppliers may purchase advertisements in installation newspapers and other publications aimed at a military audience in order to sell their products. If a vendor advertisement ties in to MCCS, it must contain a disclaimer stating that the MCCS did not sponsor or pay for the advertisement.

9606. PUBLIC RELATIONS (PR), PUBLIC AFFAIRS (PA), AND PUBLICITY. Installation MCCS activities must present news and information about MCCS ensuring public information is distributed in the most effective manner. PA includes both internal

information and external information functions. PR includes: press relations, program publicity, and organizational communications. Public information is considered releasable if the information requested is readily available, is not classified, and is otherwise releaseable under the Freedom Of Information Act (reference (bi)), as amended. Prior to release, however, all articles, photographs, or any information pertaining to operations and intended for publication or use outside the military establishment, shall be submitted to the command public affairs office (PAO) for review and approval. MCCS is encouraged to submit public information to organizations such as the Chamber of Commerce, local governments, and local media, etc. to assist MCCS relations with the local community. Hosting public meetings is also an effective tool for distributing public information to the community and gathering public feedback on MCCS programs and activities. (Also see SECNAVINST 5720.44B (reference (m))).

9607. INSTALLATION MCCS WEB PUBLISHING. Use of commercial web hosting facilities to host installation or unit MCCS web sites for official and unofficial information is prohibited. Approval for information release on the web is the responsibility of the AC/S or Director MCCS or designee in coordination with DC, M&RA (MR) as appropriate. MCCS shall ensure the credibility of official information is not adversely affected by association with sponsorships.

1. Web Site Establishment. Installation or unit MCCS activities may establish a Web site per the following:

a. All requirements for web site establishment must be coordinated through DC, M&RA (MR) as outlined on the MCCS Intranet site <http://www1.usmc-mccs.org/Mri/webstandards>.

b. The web site has a clearly defined purpose that supports the mission of the installation MCCS.

c. All information placed on the web site is appropriate for worldwide dissemination and does not place MCCS personnel and assets, mission effectiveness, or the privacy of individuals at an unacceptable level of risk. The web site shall not include the following;

(1) Biographical data, such as; SSN, date of birth, addresses, telephone number (except duty numbers), names and locations of family members, and operational unit organizational charts that include names with billets.

(2) Operations/exercise plans and lessons learned. References to unit location.

(3) All other data which if aggregated could produce classified or sensitive unclassified information (e.g., network configuration diagrams, topology, addresses, etc.).

d. Installation MCCS activities shall establish procedures for management oversight and regular functional review of their web site.

e. Installation MCCS activities shall ensure reasonable efforts are made to verify the accuracy, consistency, appropriateness, and timeliness of all information placed on the web site. Copyrighted material will be used only when

authorized in writing by the copyright owner or allowed by copyright laws. Copyrighted material may be used only in materials relating to the MCCS mission.

f. All Marine Corps home pages that can be accessed by the public must be registered with the Government Information Locator Service (GILS). DC, M&RA (MR) is responsible for MCCS public web page registration with the GILS.

g. All installation MCCS web sites not behind a Marine Corps Enterprise Network firewall shall be located behind a DC, M&RA (MR) managed firewall.

2. Privacy and Security Notice. The following privacy and security notice may be tailored in the bracketed [] areas by each installation MCCS activity sponsoring a publicly accessible Web site. The notice shall be approved by an attorney within the Office of Counsel for the Commandant or one of its field offices.

a. "[SITE NAME] is provided as a public service by the Marine Corps Community Services.

b. Information presented on [SITE NAME] is considered public information and may be distributed or copied. Use of appropriate byline/photo/image credits is requested.

c. For site management, information is collected for statistical purposes. This government computer system uses software programs to create summary statistics, which are used for such purposes as assessing what information is of most and least interest, determining technical design specifications, and identifying system performance or problem areas.

d. For site security purposes and to ensure that this service remains available to all users, this government computer system employs software programs to monitor network traffic to identify unauthorized attempts to upload or change information, or otherwise cause damage.

e. Except for authorized law enforcement investigations, no other attempts are made to identify individual users or their usage habits. Raw data logs are used for no other purposes and are scheduled for regular destruction in accordance with National Archives and Records Administration General Schedule 20.

f. Unauthorized attempts to upload information or change information on this service are strictly prohibited and may be punishable under the Computer Fraud and Abuse Act of 1986 (reference (bd)) and the National Information Infrastructure Protection Act (reference (ay)).

g. If you have any questions or comments about the information presented here, please forward them to us by using the [SITENAME Comment Form.]"

3. External Links. Links to other Web resources must support the organization's mission. External links must be reviewed periodically to ensure their continued suitability. A disclaimer must be displayed when linking to external sites. Links which should appear on MCCS Web sites are: USMC Home Page: www.usmc.mil, Navy MWR: www.mwr.navy.mil, SITES: www.dmdc.osd.mil/sites, Military Assistance Program: dticaw.dtic.mil/mapsite, DANTES (education benefits): www.dantes.doded.mil, TRICARE: www.tricare.osd.mil, Department of the Navy LIFELines QOL:

www.lifelines.navy.mil, and the MCCS Home Page: www.usmc-mccs.org.

4. Disclaimer. The following disclaimer shall be displayed when linking to external sites. The disclaimer may appear on the page or pages listing external sites, commercial advertisements, or sponsorships.

"The appearance of hyperlinks does not constitute endorsement by the U.S. Marine Corps of this web site or the information, products or services contained therein. For other than authorized activities such as military exchanges and MWR sites, the U.S. Marine Corps does not exercise any editorial control over the information you may find at these locations. Such links are provided consistent with the stated purpose of this DoD web site."

5. Collection of Information. To better serve the MCCS community, in certain instances it is necessary and appropriate to collect information from web site visitors. Collection of information must be kept within the scope of employment of MCCS employees performing their mission. The gathering of usage statistics is appropriate, as long as there is full disclosure as specified in the privacy and security notice. MCCS activities collecting such data shall establish a destruction disposition schedule for collected data. It is prohibited to use methods which collect user-identifying information such as extensible lists of previously visited sites, e-mail addresses, or other information to build profiles of individual visitors to publicly accessible Web sites. It is permissible to use "cookies" or other methods to collect or store non-user-identifying information; however, users shall always be notified of what information is collected or stored, why it is being done and how it is used. Cookies shall be encrypted using MD5 or other methods as appropriate to ensure the integrity of the data.

6. Electronic Mail. Installation MCCS activities are encouraged to include official information about NAF activities on official DoD web sites and electronic mail on the Command network as long as the information does not include commercial product advertisements.

9608. COMMERCIAL SPONSORSHIP. Commercial sponsorship is the act of providing assistance, funding, goods, equipment (including fixed assets), or services to MCCS MWR program(s) event(s) by an individual, agency, association, company or corporation, or other entity (sponsor) for a specific (limited) period of time in return for public recognition or advertising promotions. Commercial sponsorship revenues and goods are considered to be NAF. Sponsorship is either solicited or unsolicited as defined below.

1. Commercial sponsorship is authorized per the following:

a. Sponsorship shall not be solicited, or accepted outside of MCCS MWR activities. Unless a specific waiver to solicit commercial sponsorship exists, other installation service organizations (e.g. spouse clubs, YMCA), units, or unofficial activities that represent the DoD are not authorized to use commercial sponsorship to offset program or activity expenses while operating on Government property.

b. Any funds, products, services, or items resulting from the commercial sponsorship program are used only within the MCCS MWR activities.

c. Before sponsorship is accepted, the List of Parties Excluded from Federal Procurement Programs shall be consulted (may be completed by counsel). Also see "Lists of Parties Excluded from Federal Procurement or Nonprocurement Programs", (www.epls.gov).

d. Commercial sponsorship opportunities are coordinated with all pertinent installation parties to include business operations, recreation, and public affairs if necessary to avoid conflict of interest and to insure the proposal does not violate existing understandings or agreements.

e. MCCS MWR organizations shall decline commercial sponsorship offers that could reflect unfavorably on the Marine Corps or the Department of Defense.

2. Sponsorship Coordinators. A sponsorship coordinator shall be designated in writing by the command. DC M&RA (MR) will specify the education and training to be provided to those individuals authorized to conduct and work within the commercial sponsorship program.

a. A coordinator must ensure special considerations or favored treatment are not provided to sponsors, with the exception of the public recognition and advertising entitlements addressed in the agreement. In addition, individuals or entities not providing sponsorship shall not be treated with disfavor or suffer forms of reprisal. The principles and policies set out in DoD 5500.7-R, Joint Ethics Regulation (reference (n)), are applicable in commercial sponsorship.

b. Retail buyers and officials responsible for procurement or contracting are not authorized to solicit sponsorship. This does not preclude normal NAF contracting in support of commercially sponsored MCCS MWR activities and/or events.

c. The commercial sponsorship coordinator shall maintain a record of all MCCS MWR-sponsored events and activities; to include the sponsor's name and organization, the type and amount of the sponsor's assistance, funding, goods, equipment, or service provided, and the disposition and use of such assistance, funding, goods, equipment, or services provided within the MCCS MWR activities. An annual consolidated report containing information for solicited and unsolicited commercial sponsorship for revenue, merchandise, and in-kind services must be submitted to DC, M&RA (MR) by 30 April. Unsolicited alcohol and "other" will be annotated separately.

d. MCCS AC/S's or Directors, Commercial Sponsorship Coordinators, and other MCCS personnel directly involved in the solicitation and sponsorship award recommendation must have a current Confidential Financial Disclosure Report (SF 450) on file with appropriate officials.

3. Solicited Sponsorship. All sponsorships shall be competitively solicited from an adequate number of known U.S. sources. This notification may be conducted through direct mail solicitation and/or announcements in local or national publications. All interested companies must be sent a complete solicitation proposal package, if requested. Solicitation documentation must be kept for four years showing how the commercial sponsorship solicitation mailing list was determined. Alcohol and tobacco companies shall not be solicited.

a. Solicitations should generally be limited to firms and organizations involved with consumer products.

b. Normally, only sponsorship from U.S. firms will be solicited and accepted, however solicitation of foreign corporations having U.S. subsidiaries is authorized, such as Toyota of America, etc. In overseas areas, solicitation of non-U.S. firms is authorized with the commander's approval provided solicitation is not in violation of the Status of Forces Agreement (SOFA) or treaty agreements.

c. The MCCS commercial sponsorship coordinator may enter into sponsorship negotiations with multiple offerors. The sponsorship decision may be based on criteria other than price, such as brand recognition, consumer acceptance, and sponsorship experience.

4. Unsolicited Sponsorship. Unsolicited commercial sponsorship shall be treated the same as solicited commercial sponsorship except that it has been wholly and entirely initiated by the prospective sponsor without prior knowledge of the needs of the MCCS MWR program or installation. Unsolicited sponsorship shall not be accepted from tobacco companies.

5. Alcoholic Beverage Sponsorship. Alcoholic beverage company (including beer) sponsorship will not be solicited. Unsolicited sponsorships may be accepted from alcohol companies provided the alcohol company sponsors similar events in civilian communities. If offered, such sponsorships may be accepted only if unsolicited and not directed primarily or exclusively at the military. MCCS MWR activities may accept unsolicited promotions with the following guidance:

a. Product sales agreements must not include exclusivity for alcohol products.

b. If an unsolicited sponsorship offer is received prior to the selection and announcement of the alcoholic beverage vendor chosen for that event, you must:

(1) Return the proposal to the offeror by registered mail.

(2) Include a letter explaining that you may not review or accept their offer until an events alcohol vendor is selected.

c. In selecting the alcoholic beverage products to be sold, no consideration can be given to any information contained in such an unsolicited sponsorship offer.

d. Per MCO 1700.22E, product sampling, sales, and couponing in conjunction with the sponsorship agreement is not authorized. This does not preclude on-premise tasting events for alcoholic beverages where otherwise authorized by policy.

e. A responsible use campaign and Surgeon General's warning must be part of the sponsorship. Active promotion of a responsible drinking campaign must be an integral part of the event. This promotion may take the form of public address announcements and on-site distribution of responsible use brochures.

6. Agreements. Obligations and entitlements of both the sponsor and MCCS must be incorporated into a written agreement that shall be operative for a period of one year or less. Renewals for additional one-year periods are permissible; however, the period covered by the original agreement and any annual renewals will not exceed a total of five years. This does not prevent the award of a new agreement to the same sponsor after an initial five year period. All agreements shall

receive legal review from an attorney within the Office of Counsel for the Commandant of the Marine Corps or one of its field offices. Agreements will be signed by the commanding officer or the assigned commercial sponsorship coordinator, and the sponsoring company prior to the event.

a. Agreements concerning television and radio broadcast rights to MCCS MWR events and related pre-event publicity may only be entered into after coordination with the local Staff Judge Advocate (SJA) and PAO.

b. The commercial sponsor certifies in writing that its costs of the sponsorship shall not be charged in any part or portion to the Marine Corps.

c. Commercial sponsorship agreements may use either the contract or letter format. NAF procurement procedures are not applicable.

d. Subject to the requirements listed below, agreements shall be negotiated, with the goal of providing the most benefit to, and protection of, the MCCS program.

(1) Right to audit. If gross/net attendance, sales, or other similar information is required, the right to audit must be reserved in the sponsorship agreement.

(2) Product category exclusivity (except alcohol) may be offered to be included in MCCS MWR sponsorship proposals.

(3) Each sponsorship agreement must provide liability insurance coverage. If an outside organization is conducting the event, the commercial sponsor must carry a minimum general liability, product liability, and automobile liability coverage equal to the DC, M&RA (MR) self-insured retention in force at the time of the sponsorship agreement. This coverage may be provided in primary and secondary levels to obtain the required limits. If more than one policy is provided to meet this requirement, the sponsor must provide the applicable insurance certificates for each policy. This requirement may be waived with approval of counsel, in cases where liability is not a risk; such as in cash sponsorships.

(4) A certificate of insurance describing the required coverage must be provided by the sponsor. The local MCCS Program must keep on record a copy of the certificate for 4 years.

(a) The certificate of insurance must name the Government of the United States of America, the U.S. Marine Corps, the host command, the MCCS activity, and the Personal and Family Readiness Division (DC M&RA (MR)) as additional named insured.

(b) In the event of cancellation of coverage, the commercial sponsor must provide notice of such cancellation no less than 10 days prior to the cancellation.

(5) Each commercial sponsorship agreement must contain a hold harmless agreement whereby the commercial sponsor agrees to indemnify and hold harmless the U.S. Government, U.S. Marine Corps, the MCCS program, Personal and Family Readiness Division (DC M&RA (MR)), and their officers and employees, from liability to any person, arising from any injury or damage caused by the actions or failures to act

of the commercial sponsor, its officers, employees or agents, or any person who was or reasonably should have been, under the commercial sponsor's control. This requirement may be waived with approval of Counsel, in cases where liability is not a risk; such as in cash sponsorships.

(6) Cancellation of an event or series of events will be determined by the AC/S or Director MCCS or designee. Rescheduling an event equal or similar to the canceled event will be determined and controlled by MCCS and not by the sponsor.

7. Advertising And Promotions. MCCS MWR activities must communicate their presence and their events to as many potential patrons as possible. This communication, however, must be restricted as far as possible to authorized

patrons. Advertising for events which are open to the general public is permissible in publications that are distributed off base.

a. All advertisements, credits, and publicity must be in good taste and listed in the sponsorship agreement.

b. The sponsorship may be supported by promotions, including premiums and contests (i.e. drawings or raffles). Gambling activities, to include lotteries, pools, or other games of chance for money or property are prohibited.

(1) These events shall not be used by the sponsors to obtain personal contact information of the attendees of MWR programs or events without the express written permission of the individual. When personal information is gathered in relationship with a raffle or contest, the sponsorship agreement must clearly outline what the sponsor will do with the information gathered.

(2) The sponsor must provide a clear explanation of personal information use on the entry/giveaway form and on the entry/giveaway collection box(es).

c. Appropriate disclaimers are required in any public recognition or advertising media since the DoD and the Marine Corps neither endorse nor favor any commercial supplier, product, or service.

(1) The disclaimer must be posted at all sponsored events. The disclaimer must be included on flyers, posters, and all advertisements for the event, to include banners and promotional stands or tables, but excluding placemats, napkins, scoresheets, and similar minor items. The disclaimer must also be read to the audience at least once during any performance where the commercial sponsor is verbally identified.

(2) The contents of any public recognition and advertising media, to be used by or for the sponsor, that refers to any part or program of the U.S. Marine Corps, must be reviewed by an attorney within the Office of Counsel for the Commandant or one of its field offices.

(3) Local PA coverage of commercially sponsored MCCS MWR events is authorized. PA may carry unpaid non-commercial news stories, announcements, and listings of services offered by MCCS MWR activities to installation personnel.

(4) Armed Forces newspapers, civilian enterprise publications, and Armed Forces Radio and Television Service outlets are authorized to include the name of commercial sponsors with other story facts.

(5) When conducting drawings or raffles, MCCS will ensure that participation follows applicable regulations. MCCS employee participation will comply with the Joint Ethics Regulation, DoD 5500.7-R (reference (n)). MCCS employees directly involved with any aspect of a drawing or raffle will not be eligible for participation. Also see paragraph 6004.1g(3) on raffle policy.

(6) Unauthorized commercial sponsorship advertising activities include:

(a) The official endorsement of any company, their products, or services.

(b) "Official" product or service billing (i.e., "The official soft drink of the event.")

(c) Television, video, or audio rights. Requests for television and broadcast rights to major events shall be submitted to DC, M&RA (MR).

(d) Permanent signs or banners, with the exception of seasonal signs, scoreboards, and tee markers.

(e) Use of the insignia of the United States Marine Corps, to include the initials "USMC;" the official seal; the eagle, globe and anchor emblem; or the eagle as an incidental benefit to commercial sponsorship of an MCCS MWR event; is prohibited unless the sponsor has obtained the prior written approval for such use from CMC, AR (ARDE).

(f) Title recognition (name of event titled after the sponsor). The title of an individual act or segment in a show or the event itself may identify the commercial sponsor, its products, or services so long as the title does not contain a reference to any part of the DoD (i.e., Marine Corps is not authorized in any part of the title). Title recognition is authorized for MCCS MWR events at open houses, but is not permitted for any other part of the open house.

1 For example, "XYZ Corporation presents John Doe" is permissible.

2 An unauthorized title recognition example is: "The Marine Corps and XYZ Corporation present John Doe."

d. Accounting. The income derived from the sponsor, possible event fees, and event expenses must be recorded. All monetary transactions must be made by company check. The acceptance of cash is prohibited. Specific accounting procedures are detailed in the MCCS NAF Financial Management NAVMC.

(1) Responsible MCCS programs must maintain records which provide an audit trail for the receipt of all solicited and unsolicited sponsorships.

(2) Periodic audits will be conducted. All financial records, therefore, must be maintained for four years.

(3) Sponsorship resources or revenue generated as a result of sponsorship support of a specific event may be used for other similar events, as seed money for future sponsorship efforts, or for general and administrative expenses associated with MWR event management.

e. Open Houses. Commercial Sponsorship is authorized for MCCS MWR events at open houses only when specifically approved by the DC, M&RA (MR). Commercial sponsorship may not be used to fund any expense of the Open House payable from APF.

f. Marine Corps Birthday Balls. MCCS MWR is authorized to obtain sponsorship for the Marine Corps birthday balls conducted in MCCS MWR facilities. If MCCS MWR facilities are inadequate or unable to meet the need for supporting birthday ball celebrations, then MCCS MWR is authorized to obtain sponsorship for Marine Corps birthday balls conducted in off base facilities.

(1) Commercial sponsorship may not be utilized to defray any expenditures payable from APF.

(2) Sponsorship revenue generated from similar events may be used to support the Marine Corps Birthday Ball.

(3) Segregation of this event by rank does not preclude the use of commercial sponsorship for the entire event as long as sponsorship is negotiated in support of the entire event and no one group benefits unfairly.

MCCS POLICY MANUAL

CHAPTER 9

MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM SUPPORT

SECTION 7: NAF PROCUREMENT

9700. PURPOSE. To issue policy on MCCS NAF procurement.

9701. SCOPE. Procurement includes purchasing, renting, and leasing of real or personal property; construction (including third party financed projects), renovation and alteration of real property; and obtaining goods and services for either direct use of the NAFI or for resale to its authorized patrons. Procurement does not include the determination of requirements, which is the identification of goods, services, or property including quality or performance standards, quantity, and delivery schedule, or the certification of available funds.

9702. POLICY. All MCCS NAF procurement shall be accomplished according to the regulations in MCO P7010.20 (reference (y)) on approved forms by personnel who have been specifically delegated the authority to execute procurement actions which commit MCCS NAF funds. Refer to MCO P7010.20 (reference (y)) for additional specific policies and procedures, roles and responsibilities, governing the procurement of goods and services for resale or use by MCCS NAFIs. Appropriated fund (APF) procurement policy is contained in the Federal Acquisition Regulation (reference (ax)).

9703. PURCHASING BY NEGOTIATION. MCCS NAF procurement is accomplished by negotiation, not sealed bidding. Negotiation allows the contracting officer flexibility in arriving at fair and reasonable pricing and mutually agreed upon contract terms. Competitive negotiation is a method of procurement that involves soliciting proposals, receiving proposals by the date established for receipt of proposals, conducting discussions/ clarifications, and affording each offeror an opportunity to submit best and final offers, if warranted. Contract awards may be based on evaluation of initial proposals received without further negotiation, if stated within the request for proposals. In appropriate cases, single or sole source negotiation may be conducted.

9704. DELEGATION OF PROCUREMENT AUTHORITY

1. DC, M&RA (MR) establishes MCCS NAF procurement policy, procedures, training requirements, and delegates NAF procurement authority.

2. Procurement authority is delegated by position, appointment, or warrant.

a. Marine Corps Exchange retail buyers are delegated procurement authority by position title. Such buyers and associate buyers may obligate MCCS to the extent funds have been approved and made available in the retail "open to buy" budget.

b. Purchase cardholders are delegated procurement authority by Letter of Appointment. Cardholders may obligate MCCS to the single and monthly purchase limits designated in their Letter of Appointment, and to the extent funds have been approved and made available by the requiring activity.

c. Contracting officers and purchasing agents are delegated procurement authority by warrant. A warrant is the instrument by which individuals are granted the authority to enter the MCCS into legally binding contracts. Contracting officers and purchasing agents may obligate MCCS to the limits specified in their warrant, and to the extent funds have been approved and made available by the requiring activity.

3. NAF procurement personnel may not obligate appropriated funds unless separately authorized under appropriated fund acquisition regulations.

9705. SEPARATION OF FUNCTIONS

1. The integrity of the procurement process requires that several distinct functions be performed sequentially by different personnel. These are:

a. The preparation of the purchase request and certification of funding availability;

b. Approval of the procurement action (if required based upon dollar volume of the action);

c. The procurement action;

d. Receipt of goods or services;

e. Payment.

2. Small activities may not be able to assign separate personnel for each function; however, these duties must be separated to the maximum extent practicable to preserve checks and balances necessary to preclude fraud, waste, and abuse. In no event will the same individual perform all of the above functions.

3. A limited exception to the separation of functions requirement is granted to individuals making purchases by purchase card and individuals entering requisitions and orders into an electronic purchasing system.

4. Procurement personnel will not engage in receiving and/or invoice payment functions, or report to personnel responsible for those functions.

9706. PROCUREMENT FUNCTIONS. Procurement functions include: advance procurement planning; processing the purchase request; soliciting proposals; awarding and administering the contract; and contract close-out.

1. Contracting officers and purchasing agents must ensure specifications do not unduly restrict competition, determine method of procurement (single or multiple source, oral or written), and either select sources or develop a source list of eligible firms for competitive solicitation.

2. The contracting officer will also prepare and issue solicitations, receive and safeguard proposals, evaluate proposals, determine responsiveness of proposals and responsibility of proposed contractors, negotiate with prospective contractors, select the prospective contractor, secure necessary approvals, make awards, and administer contracts.

3. The contracting officer or purchasing agent does not personally have to perform all the functions described; however, the final evaluation of proposals, execution of contracts and modifications, and all final determinations, including selection of the successful offeror/contractor, must be performed by a warranted contracting officer or purchasing agent.

9707. RESPONSIBILITY OF THE REQUESTING ACTIVITY

1. Determining requirements is the responsibility of the requesting activity or user. It is not a function of procurement personnel. The requesting activity will clearly describe the types of supplies or services that most adequately meet its needs on the purchase request. Specifications, purchase descriptions, and statements of work will be as precise as possible without unduly restricting competition. Where technical specifications are required, assistance may be obtained from the procurement office.

2. The requesting activity will forward their requirements to the procurement office on a purchase request. The purchase request will describe the supplies or services required, identify recommended sources, indicate the amount budgeted for the procurement, the requesting activity's cost center, and the account number the purchase action will be charged to. It must certify that funds are available and that all required approvals have been obtained. Receipt of an accurate and complete purchase request in the procurement office begins the procurement process.

9708. MULTIPLE SOURCE SOLICITATION. The usual method of procurement is by oral or written multiple source solicitation of a reasonable number of eligible sources to obtain adequate competition so the purchase shall be to MCCS's best advantage. Determining a reasonable number of sources is the contracting officer's or purchasing agents's decision based on the dollar amount of the purchase, competitiveness of the market, and number of interested offerors. Requests for price quotations and requests for proposals will be issued to a minimum of three sources. A requirement for equipment, supplies, or services of \$5,000 or less may be solicited from only one offeror and award made to that offeror if the prices are fair and reasonable. This type of purchase shall be rotated among competitive sources unless a clear advantage is available from one source. Competitive negotiation shall be used for purchasing MCCS NAF requirements over \$5,000 unless an exception for single source negotiation is authorized. See MCO P7010.20 (reference (y))

9709. SYSTEM-WIDE REQUIREMENTS. DC, M&RA (MR) has procurement authority for system-wide requirements. These include but are not limited to: banking and audit services, insurance and health benefits programs, and system-wide IT hardware and software requirements. Where appropriate DC, M&RA (MR) may negotiate regional MCCS contracts. Installation MCCS NAFI participation in these regional or system-wide contracts is mandatory.

9710. CONTRACT ADMINISTRATION. Contract administration is the management of a contract from the time of award through its expiration or termination and final retirement of the contract file. The purpose of contract administration is to ensure that the contractor performs according to the contract terms and conditions and that MCCS receives the quantity and quality of the good and services for which it contracted. Contract administration includes modification of contract prices, terms, and renewal actions.

9711. CONTRACTING OFFICER'S REPRESENTATIVE. To aid in the contract administration function, especially where contract performance is remote from the contracting officer's location or program expertise is required, the contracting officer may appoint a Contracting Officer's Representative (COR). The COR is the liaison between the contractor and contracting officer on technical matters relating to the contract. COR's authority is limited to that which has been delegated by the contracting officer.

9712. NAF PURCHASE CARD. MCCS activities participate in a centralized purchase card program. No other purchase card/credit card may be used as a purchase tool without approval by DC, M&RA (MR). The NAF purchase card provides limited procurement authority to designated personnel throughout MCCS activities thus allowing requirements to be purchased quickly, usually at the point of sale. Use of the purchase card also streamlines the accounts payable process and has the potential to earn rebates for MCCS programs. DC, M&RA (MR) administers the purchase card program for MCCS NAFIs.

9713. LEGAL SUPPORT. Counsel for the Commandant, CMC (CL), and its field offices are responsible for providing legal advice and services in the areas of business and commercial law within the Marine Corps. All legal issues involving NAF business, procurement, and contracting matters shall be referred to regional MCCS Counsel. If no regional MCCS Counsel is available, inquiries should be made to DC, M&RA (MR).

9714. STANDARDS OF CONDUCT

1. Ethics Training and Financial Disclosure

a. Those in contracting and purchasing positions are required to have annual ethics training and to file annual Confidential Financial Disclosure Reports (OGE Form 450) with their designated Ethics Counselor. The purpose of this filing is to prevent possible conflicts of interest.

b. Purchase cardholders purchasing \$100,000 or less annually are not required to complete ethics training or file OGE Form 450.

c. Individual supervisors may require additional personnel to have annual ethics training and complete OGE Form 450 if, in the supervisor's judgement, this individual is in a position to influence the integrity of the procurement process.

2. Conflicts of Interest. Selection of contractors and award of contracts shall be free of any conflict of interest. A conflict of interest exists when the person

selecting items for purchase, selecting a contractor, placing an order, or awarding a contract has a financial interest in the business or firm receiving an order or contract, or is in a position to benefit because of a family interest. MCCS personnel are required to disqualify themselves from contract transactions involving actual or potential conflict of interest.

3. Gifts and Personal Purchases. MCCS personnel involved in procurement and related functions will not accept or solicit gifts from any offeror or contractor. MCCS personnel will not use their positions or influence to arrange for preferential treatment or the direct purchase from any MCCS supplier of items for their personal use, or use by their families, or other MCCS employees.

4. MCCS personnel will report the name, address, and circumstances of any request for personal preferential treatment to their designated Ethics Counselor.

9715. REPORTING VIOLATIONS OF STANDARDS OF CONDUCT RELATING TO PROCUREMENT. Knowing and willful failure of MCCS personnel to report criminal conduct and standards of conduct violations to their MCCS supervisor may be grounds for disciplinary action. The contracting officer will obtain guidance from MCCS Counsel as to appropriate action when a procurement action is affected.

9716. RELEASE OF ADVANCE PROCUREMENT INFORMATION. MCCS personnel will not provide potential contractors with advance information concerning proposed procurements. Such information will only be released by contracting officers acting within the scope of their authority.

9717. INELIGIBLE SOURCES. MCCS requirements will not be purchased from firms or individuals who:

1. Are on the GSA publication, "Lists of Parties Excluded from Federal Procurement or Nonprocurement Programs", (www.epls.gov), or similar lists of offshore suppliers published by installation commanders.

2. Are active duty military personnel or civilian employees of the Government, unless the contracting officer determines there is no potential for or apparent conflict of interest. The contracting officer will coordinate with MCCS Counsel prior to award. MCCS may not award contracts to MCCS or military personnel to perform the same work under contract as they perform for MCCS in their MCCS or military position.

3. Former military personnel and civilian employees may be prohibited from conducting noncompetitive procurement with MCCS. This policy does not prevent them from holding a position of responsibility in a company which sells to MCCS, but they cannot personally participate in noncompetitive sales to MCCS. Restrictions do not apply to former enlisted personnel. Questions concerning post employment restrictions and business transactions with former MCCS employees should be referred to MCCS Counsel.

MCCS POLICY MANUAL

CHAPTER 9

MARINE CORPS COMMUNITY SERVICES (MCCS) PROGRAM SUPPORT

SECTION 8: SECURITY

9800. PURPOSE. To issue policy for the MCCS activity security program.

9801. SCOPE. Security includes but is not limited to: safeguarding MCCS personnel, assets, property and facilities.

9802. POLICY. The commander is responsible for security of MCCS activity spaces and areas. Security for MCCS facilities, funds, merchandise, supplies and equipment shall be maintained by establishing individual responsibility. Individuals shall be held individually responsible for any loss due to fraud, negligence or failure to exercise duties in a prudent manner and with the skill expected of a reasonable person with similar training, experience, and while performing in a similar position. Detailed instructions concerning security and loss prevention, applicable to MCCS NAF activities is contained in MCO P4066.17 (reference (p)).

9803. INTERNAL SECURITY

1. In MCCS NAF activities as in most businesses, there are three types of losses: theft from without, theft from within, and inadequate or violated procedures. Enforcement of adequate security procedures is the most important factor in protecting MCCS activity assets.

2. Retail inventory losses; other than those caused by burglaries, holdups, arson damage and vandalism, and confessed employee dishonesty; are called shrinkage. Shrinkage is that amount of merchandise which is unaccounted for at the end of the year after physical inventory verification and necessary adjustments. Controlling shrinkage is an important managerial function.

3. An active, ongoing security program shall be established to ensure that adequate security measures and controls for safeguarding all MCCS NAF activity assets are initiated and maintained at all activities. This program shall emphasize loss prevention rather than after-loss detection.

4. Internal controls shall be established which shall ensure the separation of duties within a NAFI activity so that no one person or functional department shall handle any financial transaction from beginning to end. For example, changes to personnel records must be reviewed by persons other than those responsible for the original input. Computerized personnel payroll system security logs must be reviewed by the AC/S or Director MCCS or a designee. Also, all personnel involved in purchasing, inventory control, warehouse management, cash collecting, and other financial management functions must take vacation leave at least once each year for at least 5 consecutive working days.

9804. FIRE AND SAFETY. Policy for the various parts of the Marine Corps Safety Program are prescribed by MCO 5100.8 (reference (af)), MCO 5100.19E (reference (ag)), MCO 5100.29A (reference (ah)), MCO 5100.30A (reference (ai)), MCO P5102.1B (reference (aj)), MCO 6260.1E (reference (ak)), and MCO 6200.1E (reference (al)). MCCS military and civilian supervisors at all levels are responsible for personnel in their charge. They must instruct personnel thoroughly in the safety practices applicable to the operations which are being performed and enforce the observance of all regulations governing the activity. Supervisors, because they are capable of direct surveillance of unsafe acts and conditions, shall eliminate all potential accident hazards existing within activities for which they are responsible.

1. All personnel must understand and observe the safety standards and regulations which are established for the prevention of injury to themselves and other persons, or damage to property and equipment. MCCS management must also insure that personnel employed on the station by contractors operating MCCS activities are aware of and made to follow the same safety standards and regulations as DoD personnel.
2. All MCCS facilities and equipment shall be made available for inspection for fire and safety hazards periodically by the fire marshal or other designated representatives at times determined by the commander. Reports of such inspections and the corrective action taken shall be maintained on file by the activity.
3. MCCS activities are encouraged, when allowed by local base policy, to appoint an MCCS safety representative(s) to insure the MCCS activity's compliance with applicable safety standards and regulations. These programs may include both occupational and hazardous material (HAZMAT) safety programs.

9805. CRIMINAL ACTIVITY

1. Any employee, or person connected with the MCCS activity, shall report to the AC/S or Director MCCS, or higher authority, if appropriate, any known or suspected misappropriation, embezzlement, larceny, robbery, or any other criminal activity, connected with MCCS, for action according to applicable instructions. The AC/S or Director MCCS shall notify the commander of any such criminal activity, or suspicion thereof. Consult with an attorney within the Office of Counsel for the Commandant or one of its field offices for legal advice and assistance relating to such improprieties and criminal activities.
2. Commanders shall notify DC, M&RA (MR), in writing, of any significant (over \$5000 net loss) instances of improprieties occurring relative to the operation of MCCS activities. The initial notification shall include a short comprehensive narrative statement concerning the nature of the irregularity; the action taken to investigate and correct the irregularity; and the estimated target date for completion. The final wrap-up shall include a statement citing specific areas of improvement to prevent future occurrences. Notices shall be submitted upon disclosure or discovery of the irregularity, and subsequent ones shall be submitted periodically until the investigation of the irregularity and all corrective actions have been satisfactorily concluded.

9806. SERIOUS INCIDENT REPORTS (SIR) Commanders shall report to DC, M&RA (MR) in writing, all serious injuries, deaths, and major property damages occurring to MCCS personnel, MCCS patrons, equipment, or facilities per MCO 5740.2F (reference (b1)). The report shall be in addition to similar reports required by other directives, and shall contain the following information.

1. Name of reporting command.
2. Complete description of incident being reported: names of personnel involved, dates and times, estimated cost of losses, circumstances involved, identification of any vehicles, aircraft, boats, etc., involved.
3. Names and telephone numbers (commercial and DSN) of witnesses or police officials.
4. Identification of any pertinent adverse publicity.
5. POC for this SIR (Name and telephone numbers).
6. Identification of any types of investigations resulting from the incident.
7. Any other pertinent information.
8. Reports shall continue to be made until all information listed above is reported.

MCCS POLICY MANUAL

APPENDIX A

DEFINITIONS

1. Advertising. The medium providing conspicuous notice or information to the public through private and public media, such as newspapers, magazines, trade and professional journals, special printed matter, circulars, flyers, posters, signs, radio, television, and other promotional devices, such as decals, table tents, or activity calendars. Includes merchandise containing advertising that is free of charge as a bonus or as an inducement to buy. An example of a premium is a ball-point pen or a plastic ruler having a retail value of \$10 or less.
2. Agent. A person authorized in writing by the installation commander to shop for an authorized patron or an official organization/activity entitled to unlimited privileges. Agents are not authorized to shop for themselves.
3. Alcoholic Beverages. Beverages containing any alcohol including wines, malt beverages, and distilled spirits. This excludes nonalcoholic beer and wine products.
4. Appropriated Funds (APF). Funds appropriated by Congress.
5. Appropriated Fund Employee. A person employed by the Federal Government and compensated from APFs.
6. Au Pair. A young adult, 18-26 years of age, from another country, accepted by a U.S. Information Agency (USIA) approved *au pair* organization, and afforded the opportunity to learn and live with a military family within the U.S. while attending an accredited post-secondary institution of higher education for not less than six hours of academic credit or its equivalent. The host family assumes responsibility for the *au pair's* room and board, remuneration for childcare services provided, and other contractually agreed upon expenses for the duration of a period of 12 months as is required by USIA.
7. Architectural and Engineering Services. Applies to services that include the necessary consultations, preparation of preliminary studies, analysis, cost estimates, working drawings, specifications, interior design and decoration, and the inspection and supervision services required for the construction, alteration, or repair of real property facilities.
8. Auditing Services. Relates to the independent examination, review, and evaluation by MCNAFAS, see MCO 7510.2E (reference (z)), certified public accountants, and other Federal organizations of the records, controls, practices, and procedures in the area of financial and operational management of MCCS NAFFI activities.
9. Common Support. The direct support used to fund the management, administration, and operation of more than one MCCS program or category and that is not easily or readily identifiable to a specific MCCS Program. Examples of common support are central accounting office functions, civilian personnel office functions, executive control and essential command supervision (ECECS), common warehousing functions, and central procurement function.

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10. Communications. Applies to electronic communications (for example, telephone, teletype, television, fax, modem, Defense Switched Network, Automatic Data Information Network, on-base telecommunications cable); postage service (dispatch of official mail and rental of post office boxes, domestic, international, or military postal service); and printing and reproduction, including work done on printing presses, lithographing, and other duplicating related to binding operations, photography, microfilming, formats and forms development, editing, and graphics).

11. Commanders/Commander Supporting Establishment (also called Major Commanders). COMMARCORBASESLANT, COMMARCORBASESPAC, COMMARFORRES, MCCDC, MCRC, COMMARFORLOGCOM.

12. Contract. Includes purchase orders, delivery orders, contracts, and any modifications.

13. Contracting Officer. An employee of the MCCS activity, either military or civilian, who has been granted the authority to commit MCCS NAFI funds. Contracting Officers have authority to execute, administer, interpret, terminate, and make determinations related to the contract. This authority is conferred in writing by DC, M&RA (MR) in a Certificate of Appointment. MCCS activities may have several contracting officers, including the head of Business Operations and the head of the General Support who purchases equipment, supplies, food, and support services. Additional key people in these branches may also be appointed contracting officers as necessary. In no event will an AC/S or Director MCCS or fund custodian be appointed as contracting officer or purchasing agent.

14. Conversion. Work required to adjust interior arrangements or other physical characteristics of an existing facility, or part of a facility, so it may be used for a new purpose where the facility category code changes. This includes equipment installed in, and made a part of, the existing facility. Work required to adjust interior arrangements or other physical characteristics of an existing facility, that does not change the primary purpose of the MCCS activity and/or program being conducted within the facility is not a conversion and is not reported or reviewed as a new NAF construction project.

15. Custodian. A custodian is an individual given responsibility to care for MCCS NAFI funds or property. A fund custodian is responsible for the safekeeping, deposit, disbursement, and accountability for all funds entrusted to them. They occupy a position of special trust and owe a fundamental duty to safeguard and promote the interests of the NAFI. They must submit required budgets as well as ensure that accounting records are kept according to generally accepted accounting principals (GAAP). The custodian is also responsible for the safekeeping and preservation of MCCS records, stock and other equipment. Custodians will be held individually responsible for losses resulting from fraud or failure to exercise their duties prudently with the skill expected of a person with similar training and experience.

16. Custodial and Janitorial Service. Applies to the manpower, supplies, and equipment the installation engineer or contractor provides to maintain facilities in a clean and safe condition.

17. Customer Driven. Programs and services provided based on customer input.

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18. Data Automation. Applies to automated data processing system development or operation.
19. Equipment Maintenance and Repair. Applies to the maintenance, repair, and overhaul of equipment either belonging to, or on loan to MCCS.
20. Exchange Student. A student from another country, accepted by a school-sponsored exchange student program, afforded the opportunity to learn and live with a military family within the U.S. while attending school for one academic year or semester. The host family assumes responsibility for the student's room and board. The student's parents provide the student with an appropriate allowance. Payment for round trip airline tickets, issued to their final destinations, and medical coverage for the entire duration of the child's stay with the military family in the U.S. are determined by the school-sponsored program. Exchange students are considered family members for purposes of eligibility for MCCS MWR activities, except exchanges and child development centers.
21. Executive Control and Essential Command Supervision (ECECS). Those managerial staff functions and positions located above the direct program managerial and operational level of individual MCCS programs that support planning, organizing, directing, coordinating, and controlling the overall operations of MCCS programs. ECECS consists of program, fiscal, logistical, and other managerial functions that are required to ensure oversight.
22. Facilities Maintenance. Refers to day-to-day work required to preserve real property facilities and prevent premature failure or wearing out of system components (electrical, mechanical, heating and air conditioning, plumbing, roofing, foundations, doors, windows, etc.) or damage to the facility interior resulting from failure of a facility system or to meet health and safety requirements, etc. Work required to prevent or correct all safety deficiencies; ensure the structural and operational integrity of the building components (such as roofing, foundations, ceiling, floors, walls, windows, doors, etc.); and installed building equipment and systems (such as plumbing, heating, ventilating, cooling, air conditioning, electrical fire protection, and security, etc.); and preserve the existing exterior of a facility.
23. Facility Repair. Work that is required to restore a facility structure, components, and systems to its safe, effective, and economical support of assigned missions and organizations. If this repair work is done to support activities that are authorized to receive APF support, it may be funded with APF. For such projects, repair work costing up to \$5 million for an entire single purpose facility or one or more functional areas of a multipurpose facility can be funded from the operations and maintenance appropriation. Repairs costing more than \$5 million require Secretary of the Navy approval. As a general guideline, when it is estimated that repair costs would exceed 70 percent of replacement costs, replacement rather than repair is recommended.
24. Family Member. Individuals whose relationship to the sponsor leads to entitlements, benefits, or privileges administered by the Uniformed Services or are eligible for issuance of a family member ID card (DD form 1173). Included are dependent children (includes pre-adoptive children, adopted children, stepchildren, foster children and wards) under 21 years of age and unmarried who are dependent on the sponsor for half of their support. Also included are dependent children (includes adopted children, stepchildren and wards) 21 years of age old or older if

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they are unmarried and dependent for over half their support from a sponsor if they are either: (1) incapable of self-support because of mental or physical handicap or (2) have not passed their 23rd birthday and are enrolled in a full-time course of study at an institute of higher learning. Parents (father, mother, step-parent, parent by adoption, and parents-in-law dependent on the sponsor for over half of their support), surviving spouses, and unremarried former spouses (married 20 years during which the military member performed at least 20 years of creditable service in determining eligibility for retired pay) are also considered family members and are all authorized exchange privileges.

25. Foster Child. A child, other than a sponsor's biological or adopted child, who is residing in a sponsor's home, and whose care, comfort, education, and upbringing have been entrusted to the sponsor on a temporary or permanent basis by a court or civilian agency, or by a parent of the child.

26. Fundraising Events. A fundraising event is defined as any specially planned activity or event of limited duration sponsored by a MCCS or miscellaneous NAFI for the purpose of generating money to support the sponsoring NAFI. Charitable fundraising events are specifically excluded from this definition.

27. Grounds Maintenance. Scheduled routine maintenance conducted on installation grounds, lawn shrubbery, flowers, landscaping, and picnic and park areas (on and off installation recreation sites). Excludes golf course grounds except grounds surrounding the immediate area of the clubhouse.

28. Installation. Any DoD real property, area, or facility that is controlled, owned, leased, or funded by the DoD.

29. Market Analysis. Identification of the market and analysis of needs and desires of that market.

30. Major Commanders. See Definition 11.

31. MCCS MWR Activity Programs. Those military MCCS MWR activities (exclusive of private organizations) located on DoD installations or on property controlled (by lease or other means) by the DoD or furnished by a DoD contractor that provide for the mission sustainment, community support, and other revenue generating programs for authorized DoD personnel. They include programs listed in appendix B. MCO 12790.2 controls civilian employee NAFI activities.

32. MCCS MWR Activity Program Operations (Maintenance Support). Applies to work accomplished within a facility in support of an MCCS MWR activity such as repair and maintenance of bowling lanes, pin setting equipment, floor covering, (for example, carpet, hardwood, decorative tile), wall coverings, decorative light fixtures to include chandeliers, club bars, lounges, snack bars, kitchens (including grease traps, range hoods and ducts, etc.), golf clubhouse locker rooms, riding stables and fencing, marina docks, dredging, and repair of bulkheads. Also applies to equipment maintenance that is a direct function of the activity (for example, repair of stoves, cash registers, point of sale systems, dishwashers, liquor systems, and walk in coolers).

33. MCCS MWR NAFI Facilities. Buildings, structures, land area, or other real property improvement(s) primarily used for MCCS MWR activities.

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34. Military Community. Includes U.S. military and family members and DoD civilian population working and assigned to DoD installations. Also includes retired U.S. military and other authorized patrons.
35. Military Construction. Applies to the erection or installation of new buildings or systems, additions, and conversions, including major repair work. See 10 USC 2801 for APF projects.
36. Minor Construction. Applies to erecting, adding, expanding, altering, converting, replacing, or relocating an existing facility, provided the cost does not exceed certain dollar limits.
37. Miscellaneous NAFI. Certain activities are classified as miscellaneous NAFIs. These NAFIs consist of Program Group 1 MWR NAFIs (such as Aero Clubs) as well as billeting funds, dependent school lunch funds and supplemental mission funds that support programs operated as an adjunct to DoD mission activities. These activities are considered essential to provide a well-rounded quality of life program for the primary benefit of military personnel and their family members.
38. Nonappropriated Funds (NAF). Monies or other assets derived from sources other than Congressional appropriations and commissary surcharge funds, primarily from the sale of goods and services to Marine Corps personnel and their family members that are used by a nonappropriated fund instrumentality to support or provide authorized programs. Separate and apart from funds that are recorded on the books of the treasury of the United States, NAF are Government funds used for the collective benefit of those who generate them.
39. NAF Construction. Single undertaking that produces a complete and usable facility or a complete and usable conversion of an existing facility. (See "conversion" definition) Construction includes erection, installation, or assembly of a new facility; the addition, expansion, extension, relocation, or replacement of an existing facility; and site preparation, excavation, filling, landscaping, land improvements, utility connections, and installed equipment therein.
40. Nonappropriated Fund Instrumentality (NAFI). A Marine Corps organizational and fiscal entity that is supported in whole or in part by NAF. It acts in its own name to provide or assist the Marine Corps in providing programs for authorized patrons. It is not incorporated under the law of any State or the District of Columbia, but has the legal status of an instrumentality of the United States.
41. NAF Employee. A person employed by a NAFI program and compensated from NAFs. Does not include contractor personnel.
42. Overseas Location. Any installation located outside the 48 contiguous U.S.
43. Public/Private Venture (PPV). A PPV is a contractual agreement between a Marine Corps NAFI and a non-Federal entity that is entered into for the purpose of a non-Federal entity providing goods, services or facilities to authorized MCCS MWR activity patrons. A non-Federal entity may, through a PPV, provide a portion or all of the financing, design, construction, equipment, staffing and operation of a program, service or facility.
44. Purchasing Agent. A military or civilian employee of the MCCS NAFI activity who has been granted the authority to commit MCCS NAFI funds. Purchasing agents

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are authorized to sign purchase orders, delivery orders, and contracts to the dollar level designated in their Certificate of Appointment.

45. Premium. Coupons, product samples, and other similar items or media offered by merchandisers as enticements to purchase commercial products and merchandise.

46. Ready Reserve. Comprised of military members of the National Guard and Reserve, organized in units or as individuals, liable for recall to active duty in time of war or national emergency.

The Ready Reserve consists of three sub categories: the Selected Reserve, the Individual Ready Reserve, and the National Guard.

47. Remote and Isolated Locations. Includes certain locations/installations (with category C programs) which may not be capable of self-sufficiency due to extenuating circumstances. Those category C programs at locations designated as remote and isolated for MCCS MWR program purposes, are authorized, generally, the same type of funding as category B programs. The major factors in evaluating potential candidates for remote and isolated status are the installation's financial capability, performance, and degree of assistance provided by major commands and the military service. Other factors that may assist in evaluating the installation as a remote and isolated location include extenuating circumstances that may seriously hinder operation of the installations category C program. These may include:

a. Special security conditions, such as continued threat of civil disorder, political unrest, criminal activity, or terrorist attack that prevent authorized personnel from using on and off-base recreation facilities.

b. Significant currency fluctuation that greatly affect the cost of all goods and services purchased on the local economy, including MCCS MWR activities.

c. Extreme climatic or environmental conditions that routinely and for extended periods prevent the use of off-base recreational activities.

d. Locations where the mission requires a capability to provide MWR support as a result of a significant temporary increase or decrease in personnel who are not part of the regular manning complement of the base, but are assigned for training, for liberty, or for other temporary purposes.

e. Short Tour Location

(1) Assignment locations less than 36 months accompanied or 24 months unaccompanied.

(2) Short tour locations established in recognition of community support, family separation, environmental, cultural, minion, or other factors.

(3) Conditions at short tour locations that are judged to create enough of a hardship on the military member that a reduced tour length is appropriate.

f. Geographic Separation

(1) Installations or sites with less than 3,000 active duty military assigned that are at least 1-hour commuting time (during normal driving conditions)

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from a community (or other military installation) that has three or more different Category C type programs, with one or more of these activities being a bowling center, golf course, or marina.

(2) Significant cultural differences.

48. Rents. Applies to the use or possession of non-DoD lands, buildings, and other improvements and installed equipment for a specified period through contract, lease agreement, or other legal instrument when authority is granted through appropriate channels.

49. Resale Activities. The purchase and resale of goods and services conducted by the MCX as well as other MCCS MWR activities or concessionaires. Specifically excluded from this definition are user fees, interest, and other sources of income not directly related to the sale or resale of merchandise and services.

50. Retired Personnel

a. Uniformed Personnel

(1) All personnel carried on the official retired lists (Active and Reserve) of the Uniformed Services, who are retired with pay, granted retirement pay for physical disability, or entitled to retirement pay whether or not such pay is waived.

(2) Members of the Retired Reserve who have qualified for retired pay at age 60, but who have not yet reached age 60.

(3) Personnel of the emergency officers' retired list of the Army, Navy, Air Force, and Marine Corps who are retired.

(4) Retired officers and crews of vessels, and lighthouse keepers and depot keepers of the former Lighthouse Service.

(5) Retired officers of vessels of the National Oceanic and Atmospheric Administration (NOAA) and its predecessors, the Coast & Geodetic Survey, and the Environmental Sciences Services Administration.

b. Retired DoD Civilian Employees. Those retired NAF and APF civilian employees of the DoD and its components.

51. Supplies. Expendable items that are consumed or lose their identity when used, or whose low value do not require the same accountability required for equipment.

52. Surviving Family Members. Family members of a Service member who died while on active duty or while in a retired status, who are dependent on the surviving spouse for over half of their support.

53. Surviving Spouse. A widow or widower of a Service member who died while on active duty or while in a retired status, who has not remarried or who, if remarried, has reverted through divorce, annulment, or the demise of the spouse, to an unmarried status.

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54. Utilities. Includes the cost of water, gas, electricity, and other utility services (such as telephone, cable and local area network infrastructure requirements) used by MCCS MWR activities. Rates charged will not include incremental or prorated share of overhead, maintenance, and repair to utility systems, or capital investments in the installation's utility infrastructure systems unless otherwise specified by a memorandum of agreement (MOA) or Inter-Service Support Agreement (ISSA).

55. Victim Advocacy. A victim advocate is a representative for a victim who protects their best interests by providing a support system which can include, but is not limited to, crisis intervention, information, guidance (including interpretation of judicial proceedings), and resource assistance. All victims of child and domestic abuse, regardless of the offender's status as either intra- or extra-familial, and victims of sexual assault, shall be offered victim advocacy services through the Family Advocacy Program (Victim Advocacy is an element of the Family Advocacy Program, not a stand-alone program itself).

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APPENDIX B

MARINE CORPS COMMUNITY SERVICES (MCCS) ACTIVITIES

A. CATEGORY A - Mission Sustaining Activities. MCCS MWR activities within this category promote the physical and mental well-being of the military member, a requirement that supports accomplishment of the basic military mission.

1. Armed Forces Professional Entertainment Program Overseas
2. Free Admission Motion Pictures (shipboard or deployed)
3. Physical Fitness and Aquatic Training
4. Library Programs and Information Services
5. On-Installation Parks and Picnic Areas
6. Basic Social Recreation Activities
7. Shipboard, Company, and/or Unit Level Activities
8. Sports and Athletics (Self-Directed, Unit Level, Intramural)
9. Single Marine Program
10. Marine Corps Family Team Building Activities include:
 - a. Key Volunteer Network (KVN).
 - b. Lifestyle Insights, Networking, Knowledge and Skills (L.I.N.K.S.).
 - c. Spouses' Learning Series (SLS).

B. CATEGORY B - Basic Community Support Activities. These MCCS MWR activities satisfy the basic physiological and psychological needs of Service members and families, providing, to the extent possible, the community support systems that make DoD installations temporary home towns for a mobile military population.

1. Childcare and Youth Activities
 - a. Child Development Activities
 - b. Youth and Teen Activities
 - c. Family Childcare
 - d. School Age Care
 - e. Resource and Referral
2. Community Activities
 - a. Cable and/or Community Television (TV)
 - b. Recreation Information, Tickets, and Tours Services
 - c. Recreational Swimming
3. Outdoor Recreation Activities
 - a. Directed Outdoor Activities
 - b. Outdoor Recreation Equipment Checkout
 - c. Boating without Resale or Private Berthing
 - d. Camping (Primitive and/or Tents)
 - e. Riding Stables, Government Owned or Leased Horses

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4. Individual Recreation Skill Activities

- a. Amateur Radio
- b. Performing Arts (Music, Drama, and Theater)
- c. Arts and Crafts Skill Development
- d. Automotive Crafts Skill Development
- e. Bowling (12 Lanes or Less)
- f. Other

5. Sports Programs above the Intramural Level

C. CATEGORY C - Revenue Generating. These MCCS MWR activities are highly desirable as a means of providing recreational activity, with the attendant morale benefit.

1. Food & Hospitality

- a. Joint Service Facilities and/or Armed Forces Recreation Centers.
- b. Food, Beverage, and Entertainment Activities
 - (1) Membership Club Program
 - (2) Non-membership Program
 - (3) Snack bars Incidental to Operation of Other Activities
- c. Unofficial Lodging Program
 - (1) Recreational Lodging (Cabins, Cottages, Trailers, Trailer and/or Recreational Vehicle (RV) Parks with Hook-Ups)
 - (2) PCS Lodging Facilities

2. Marine Corps Exchange (MCX) Retail Stores

3. Services Activities

4. Other Special Interest Activities.

- a. Flying Activities
- b. Parachute and Sky Diving Activities
- c. Rod and Gun Activities
- d. Scuba and Diving Activities
- e. Horseback Riding
- f. Video Activities
- g. Other

5. Other Revenue-Generating Activities.

- a. Resale (Other Than Exchanges)
- b. Amusement and Recreation Machines and/or Gaming
- c. Bowling (Over 12 Lanes)
- d. Golf
- e. Boating (With Resale or Private Boat Berthing)
- f. Equipment Rental
- g. Unofficial Commercial Travel Services
- h. Paid Admission Motion Pictures (Theaters)
- i. Other

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D. Other MCCS Activities. Marine and Family Services and Marine Corps Family Team Building. These are not MWR activities.

1. Marine and Family Services

a. Counseling Services

- (1) Individual, Marriage and Family Counseling
- (2) Clinical Counseling
- (3) Family Advocacy Program (FAP)
- (4) Substance Abuse Prevention and Intervention
- (5) Victim Advocacy Program

b. Personal Readiness and Community Support

- (1) Exceptional Family Member Program (EFMP)
- (2) Family Member Employment Assistance Program (FMEAP)
- (3) Information and Referral
- (4) Life Skills Management Programs
- (5) New Parent Support Program
- (6) Personal Financial Management Program (PFMP)
- (7) Relocation Assistance Program (RAP)
- (8) Retired Activities Offices (RAO)
- (9) Suicide Prevention
- (10) Transition Assistance Management Program (TAMP)

c. Lifelong Learning

- (1) Voluntary Education (VOLED)

2. Marine Corps Family Team Building

- a. Prevention Relationship and Enhancement Program (PREP)
- b. Chaplains Religious Enrichment Development Operations (CREDO)

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APPENDIX C

APPROPRIATED FUND (APF) AND NONAPPROPRIATED FUND (NAF) AUTHORIZATIONS

General Funding Authorizations for all Categories of NAFI Activities

Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
<u>A. Military Personnel</u>				
1. Executive control and essential command supervision (ECECS).	Authorized	Authorized	Authorized	Not applicable
2. All other personnel.	Authorized	Authorized	Not authorized ³	Not applicable ⁴
<u>B. Civilian Personnel</u>				
1. Permanent Assignment Utilization:				
a. ECECS	Authorized	Authorized	Authorized except Exchanges. See footnote ⁵	Authorized
b. Personnel performing managerial functions or requiring technical and/or professional qualifications. Also personnel accountable for APF resources and the protection of the interest of the Federal Government.	Authorized	Authorized	Not authorized ⁵	Authorized
c. Personnel directly and primarily involved in resale.	Not authorized	Not authorized	Not authorized	Authorized
d. All other personnel.	Authorized	Authorized	Not authorized	Authorized
2. Additional and Collateral Duties: Applies to APF employees who are assigned duties on an additional or collateral duty basis. These duties shall be in addition to the civilian employee's primary duty assignment and may be of an ECECS or operational nature.	Authorized	Authorized	Authorized ⁵	Not applicable
3. Temporary Duty: Participants in athletic, recreation and entertainment events conducted as part of the MWR program. International and national sports competitions authorized by statute and other DoD issuances to include command supervision.	Authorized	Authorized	Not authorized	Not applicable

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
<p>4. Human Resources Office (HRO) Assistance or Administration: Relates to HR support for:</p> <p>a. Technical advice and counsel that may be provided by the HRO to assist in the personnel management of employees paid with NAF.</p>	Authorized	Authorized	Authorized	Not authorized
<p>b. Day-to-day personnel administration of employees paid with NAF to include, but not limited to, recruitment placement, position classification, salary and wage administration, training, personnel records maintenance, employee relations, and personnel matters.</p>	Authorized when no additional incremental APF costs are incurred	Authorized when no additional incremental APF costs are incurred	Authorized when no additional incremental APF costs are incurred	Authorized
<p>5. <u>Family Housing Overseas</u>: Applies to those employees authorized housing or a housing allowance in overseas areas</p> <p>a. APF Personnel</p>	Authorized	Authorized	Authorized	Not authorized
<p>b. NAF Personnel</p>	Authorized for APF-authorized positions	Authorized for APF-authorized positions	Authorized for APF-authorized positions	Authorized
<p>C. <u>Travel Of Personnel</u>:</p> <p>1. Permanent Change of Station (PCS): Applies to relocation of APF and NAF personnel assigned on a full-time permanent basis to NAFI programs and activities for:</p> <p>a. APF Personnel.</p>	Authorized	Authorized	Authorized	Not authorized
<p>b. NAF Personnel.</p>	Not authorized except for APF authorized NAF positions	Not authorized except for APF authorized NAF positions	Not authorized except for APF authorized NAF positions	Authorized

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
<p>2. Temporary Duty (TAD) Travel:</p> <p>a. Applies to TAD for personnel employed by or assigned or detailed to NAFI programs and activities.</p> <p>(1) APF Personnel</p>	Authorized	Authorized	Authorized	Authorized for personnel engaged in internal NAFI operations
(2) NAF Personnel	When travel is directed by an authorized DoD official and relates to APF business	When travel is directed by an authorized DoD official and relates to APF business	When travel is directed by an authorized DoD official and relates to APF business	Authorized
b. Applies to TAD travel of participants engaged in international and national sports competitions authorized by statute and other DoD issuances to include command supervision. Does not preclude space available travel by participants in MWR programs.	Authorized	Authorized	Not authorized	Authorized
3. Use of Government-Owned Vehicles: Relates to use of government-owned, motor pool-controlled passenger vehicles by a NAFI program or activity.	Authorized	Authorized	Authorized to assist in performing ECECS	Authorized to reimburse APF for use of government-owned vehicles for other than ECECS in Category C
<u>D. Transportation Of Things</u>				
1. Goods purchased with APF.	Authorized	Authorized	Authorized	Not authorized
2. Goods purchased with NAF.	Authorized	Authorized	Authorized Must be used for Exchanges ⁶	Authorized when APFs are not available. Not authorized Exchange per FN 6
a. Transoceanic movement of goods to and from CONUS sea and aerial ports of debarkation to first OCONUS.				

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
b. Movement of U.S. and foreign goods within foreign areas when commercial transportation is not available or in combat zones.	Authorized	Authorized	Authorized	Authorized when APFs are not available
c. Movement of U.S. goods between DoD installations because of base closures, or to safeguard goods under emergency conditions, e.g. threat of hostile force or natural disaster.	Authorized	Authorized	Authorized	Authorized when APFs are not available
d. All other transportation of NAF goods.	Not authorized except when reimbursed. Initial APF funding permitted only when NAF shall reimburse APF	Not authorized except when reimbursed. Initial APF funding permitted only when NAF shall reimburse APF	Not authorized except when reimbursed. Initial APF funding permitted only when NAF shall reimburse APF ⁶	Authorized
3. Household Goods: Applies to the authorized transportation of household goods for either:				
a. APF personnel.	Authorized	Authorized	Authorized	Not authorized
b. NAF personnel	Authorized for APF authorized NAF positions. Initial APF funding is permitted for other NAF positions only when NAF shall reimburse APF (except at BRAC locations that are authorized APF)	Authorized for APF authorized NAF positions. Initial APF funding is permitted for other NAF positions only when NAF shall reimburse APF (except at BRAC locations that are authorized APF)	Authorized for APF authorized NAF positions. Initial APF funding is permitted for other NAF positions only when NAF shall reimburse APF (except at BRAC locations that are authorized APF)	Authorized

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
<p><u>E. Utilities And Rents:</u></p> <p>1. Utilities: Applies to heat, steam, water, gas, electricity, air conditioning, and other utility services for facilities used primarily by NAFI programs and activities.</p>	Authorized	Authorized	Authorized except for golf courses and structures ⁷	Authorized for Category C costs in CONUS when APF are not available ⁸
<p>2. Rents: Applies to the use and possession of non-DoD lands, buildings, and other improvements and installed equipment for a specified period through contract, lease agreement, or other legal instrument when authority is granted through appropriate channels.</p>	Not authorized except upon specific approval by the Head of the DoD Component concerned	Not authorized except upon specific approval by the Head of the DoD Component concerned	Not authorized except upon specific approval by the Head of the DoD Component concerned	Not authorized except upon specific approval by the Head of the DoD Component concerned
<p><u>F. Communications:</u></p> <p>1. Electronic Communications: Applies to electronic communications (telephone, teletype, television, DSN, fax, public address systems, and other electronic media) provided to NAFIs.</p>	Authorized in support of command management functions, statistical data gathering, communications with other DoD and government agencies, and OCONUS. Authorized for Internet Cafes in deployed areas.	Authorized in support of command management functions, statistical data gathering, communications with other DoD and government agencies, and OCONUS	Authorized in support of command management functions, statistical data gathering, communications with other DoD and government agencies, and OCONUS	Authorized when supporting operational functions of the activity, such as procurement of items for resale and collection of income for merchandise or services sold in CONUS

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
2. Postal Service, Mail Indicia, and Postage: Official communications within and between government agencies, persons and private commercial agencies not related to the sale of goods and services.	Authorized	Authorized	Authorized	Authorized for all other correspondence related to the operation of the NAFI
G. <u>Equipment Maintenance</u> :				
1. Government Owned Equipment: Applies to maintenance, repair, overhaul, or rework of equipment.	Authorized	Authorized	Authorized except for surplus/excess government equipment	Authorized
2. Equipment Acquired with NAF: Applies to maintenance, repair, overhaul, or rework of equipment acquired with nonappropriated funds.	Authorized for equipment acquired with NAF but authorized for purchase with APF where title transfers to the government	Authorized for equipment acquired with NAF but authorized for purchase with APF where title transfers to the government	Authorized for equipment acquired with NAF but authorized for purchase with APF where title transfers to the government	Authorized
H. <u>Printing And Reproduction</u> : Applies to printing and reproduction such as work done on printing presses, lithographing and other duplicating, related binding operations, photography, microfilming, formats and forms, editing, and graphics.	Authorized for all costs except those related to the sale of merchandise or services and the internal operation of NAFIs	Authorized for all costs except those related to the sale of merchandise or services and the internal operation of NAFIs	Authorized for all costs except those related to the sale of merchandise or services and the internal operation of NAFIs	Authorized

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
<p>I. <u>Other Services:</u> Applies to the following categories of expenses incurred in the day-to-day operation of the NAFI:</p> <p>1. Education and Training: Pertains to the advancement of job knowledge, development of skills, and improvement of abilities of NAFI personnel.</p>	Authorized for APF positions and APF authorized NAF positions and for DoD component approved training that is not job unique such as management and/or leadership development courses, quality training, health and safety, sexual harassment, etc.	Authorized for APF positions and APF authorized NAF positions and for DoD component approved training that is not job unique such as management and/or leadership development courses, quality training, health and safety, sexual harassment, etc.	Authorized for APF positions and APF authorized NAF positions and for DoD component approved training that is not job unique such as management and/or leadership development courses, quality training, health and safety, sexual harassment, etc.	Authorized for NAF personnel
<p>2. Auditing Services: Relates to the independent examination, review, and evaluation of the records, controls, practices, and procedures in the area of financial and operational management of the NAFI by DoD components' audit organizations or independent public accountants.</p>	Authorized per DoDI 7600.6	Authorized per DoDI 7600.6	Authorized per DoDI 7600.6	Authorized per DoDI 7600.6
<p>3. Data Automation: Applies to automatic data processing system development or operation (personnel, equipment, supplies) needed for either ECECS or internal operation of the NAFI.</p>	Authorized for services required for command supervision and to discharge a commander's supervisory responsibility for management review and analysis	Authorized for services required for command supervision and to discharge a commander's supervisory responsibility for management review and analysis	Authorized for services required for command supervision and to discharge a commander's supervisory responsibility for management review and analysis	Authorized for costs related to internal management of NAF resources of NAFIs

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
<p>4. Financial Management Services: Relates to those services that reflect the preparation of APF and NAF budgets; provide accounting for financial management data; facilitate the preparation of financial reports; and provide for management review and analysis to ensure proper control over all the resources that support NAFIs.</p>	<p>Authorized to provide technical guidance and assistance in preparing budgets, financial and analytical data required for command supervision. Not authorized for NAF accounting and analytical functions</p>	<p>Authorized to provide technical guidance and assistance in preparing budgets, financial and analytical data required for command supervision. Not authorized for NAF accounting and analytical functions</p>	<p>Authorized to provide technical guidance and assistance in preparing budgets, financial and analytical data required for command supervision. Not authorized for NAF accounting and analytical functions</p>	<p>Authorized for all costs related to NAF accounting and analytical functions required for the operation of NAFIs</p>
<p>5. Legal Services: Applies to that service and assistance provided by or through the Judge Advocates General (JAGs) or General Counsel.</p>	<p>Authorized</p>	<p>Authorized</p>	<p>Authorized</p>	<p>Authorized for NAFI internal legal staffing</p>
<p>6. Procurement Office Assistance and Administration:</p> <p>a. Assistance: Applies to technical advice and assistance that may be provided by the procurement office to assist NAFI management in the procurement of goods and services with NAF.</p>	<p>Authorized</p>	<p>Authorized</p>	<p>Authorized</p>	<p>Not applicable</p>
<p>b. Administration: Applies to the functions of procurement (source development, preparation of procurement documents, negotiation of prices, contract administration and audit, and related procurement functions) being performed by the Procurement Office in the procurement of goods and services with NAF.</p>	<p>Authorized when no additional incremental APF costs are incurred</p>	<p>Authorized when no additional incremental APF costs are incurred</p>	<p>Authorized when no additional incremental APF costs are incurred⁹</p>	<p>Authorized</p>

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
7. Custodial and Janitorial Service: Applies to the manpower, supplies, and equipment provided by the installation engineer, the public works department, or by contract.	Authorized	Authorized	Not authorized	Authorized when APFs are not available or sufficient
8. Other Services: Relates to those services of a protective or sanitary nature normally supplied as a command function. Such services include, but are not limited to: fire protection (including acquisition and installation of extinguishers and sprinkler and alarm systems); security protection (including physical security of buildings (such as alarm systems and security bars)), personnel background investigations under the provisions of DoD 5200.2-R and protection of funds; pest control; sewage disposal; environmental compliance and remediation; trash and garbage removal; snow removal; safety; medical, veterinary and sanitary inspections; and rescue operations.	Authorized for all costs associated with protecting the health and safety of participants and employees, and with protecting NAFI resources	Authorized for all costs associated with protecting the health and safety of participants and employees and with protecting NAFI resources	Authorized for all costs associated with protecting the health and safety of participants and employees and with protecting NAFI resources ¹⁰	Authorized only when APFs are not available or sufficient

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
<p>9. Minor Construction and Modernization: Includes associated architectural and engineering services and applies to the erection, addition, expansion, alteration, conversion, or replacement of an existing facility, the relocation of a facility from one place to another, provided that the cost does not exceed the limits for APF minor construction as outlined in 5 USC 5757 or NAF minor construction outlined in DoD Instruction 7700.18.¹¹</p>	<p>Authorized See appendix D</p>	<p>Authorized for Child Development Centers, Youth Centers/ Courts/ Playing Fields OCONUS and as noted in footnote 11. See appendix D</p>	<p>Authorized per footnote 11 and for Armed Services Exchange facilities per footnote 12. See appendix D</p>	<p>Authorized except for Category A and Child Development Centers</p>
<p>10. Sustainment and Restoration: Applies to both sustainment (the recurrent, day-to-day, periodic, or scheduled work required to preserve a government-owned facility, its installed equipment, and its premises in such a condition that it may be used for its designated purpose) and restoration (the repair or replacement work to restore facilities damaged by inadequate sustainment, excessive age, natural disaster, fire, accident or other causes.) Includes routine grounds maintenance (except for golf courses); facility maintenance necessary to maintain structural integrity, external appearance, interior appearance and facility systems (HVAC, electrical, and plumbing) to standard required of all facilities on the installation; and correction of fire and safety, Americans With Disabilities Act, and force protection deficiencies.</p>	<p>Authorized</p>	<p>Authorized</p>	<p>Authorized</p>	<p>Authorized when APFs are not available or sufficient</p>

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
<p>J. <u>Aircraft Petroleum, Oil, And Lubricants (POL):</u></p> <p>Applies to POL (including fuel additives) consumed by aircraft operated in conjunction with a NAFI activity (does not include cost for travel of personnel (Section C., above) or for transportation of things (Section D., above)).</p>	Not authorized	Not authorized	Not authorized	Authorized for MWR flying activities only
<p>K. <u>Ship POL:</u></p> <p>Applies to POL consumed by ships and other vessels operated in conjunction with Military MWR activities (does not include cost for travel of personnel (Section C., above) or for transportation of things (Section D., above)).</p>	Authorized	Authorized	Not authorized	Authorized
<p>L. <u>Supplies:</u></p> <p>Applies to supply items (expendables) that are consumed or lose their identity when used, or whose low value does not require the same accountability required for equipment. Included in this group are clothing, tentage, organizational tools, administrative and housekeeping supplies (other than in paragraph I.8, above), petroleum fuels, lubricants, preservatives, coolants, oil derivatives (other than aircraft and ship POL)</p>	Authorized except for expendables related to the sale of merchandise or services	Authorized except for expendables related to the sale of merchandise or services	Authorized for supplies required for ECECS	Authorized
<p>M. <u>Equipment:</u></p> <p>Includes the acquisition cost of any item of equipment, furniture, or furnishing that does not meet the criteria of an investment cost as defined in DoD 7000.14-R (Volumes 2A and 2B).</p>	Authorized except for equipment related to sale of merchandise or services ¹³	Authorized except for equipment related to sale of merchandise or services ¹³	Authorized for equipment required for ECECS and surplus/excess government equipment ¹³	Authorized

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
<p>N. <u>Other Operating Expenses:</u></p> <p>Includes the cost of types of resources not otherwise provided for, such as investments and loans, grants, subsidies and contributions, insurance claims and indemnities, interest and dividends, and payments instead of taxes, if such resources are included in operations appropriations.</p>	<p>Authorized for costs incurred incident to performance of functions related to ECECS or as authorized by statute or DoD publication</p>	<p>Authorized for costs incurred incident to performance of functions related to ECECS or as authorized by statute or DoD publication</p>	<p>Authorized for costs incurred incident to performance of functions related to ECECS or as authorized by statute or DoD publication</p>	<p>Authorized</p>
<p>O. <u>Non-Operating Expenses:</u></p> <p>Relates to the following categories of services or expenses provided to a NAFI.</p> <p>1. A&E Services: Applies to professional services that include the necessary consultations, preparation of preliminary studies, analyses, cost estimates, working drawings, specifications, interior design and decoration, and the inspection and supervision services required for the construction, alteration, or restoration of real property facilities.</p>	<p>Authorized for APF and NAF construction, when no additional manpower authorizations are required</p>	<p>Authorized for APF and NAF construction, when no additional manpower authorizations are required</p>	<p>Authorized for APF and NAF construction, when no additional manpower authorizations are required</p>	<p>Authorized for NAF construction except for inspection and supervision services required for government acceptance of the facility</p>

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Element of Resource	APF			NAF
	Category A	Category B	Category C ^{1,2}	
<p>2. Major Construction: Applies to both new footprint and recapitalization (erection, addition, expansion, extension, alteration, conversion or replacement of an existing facility, and the relocation of a facility from one place to another) when the cost of such construction exceeds the limits for minor construction as outlined in DoD 7000.14-R for MILCON and DoD 7950.1-M for NAF Major Construction (except non-remote and isolated golf courses). Construction includes equipment installed in, and made a part of such facilities and related site preparation, excavation, filling, and landscaping or other land improvements.</p>	<p>Authorized. See appendix D</p>	<p>Authorized for Child Development Centers, Youth Centers/ Courts/ Playing Fields OCONUS and per footnote 11. See appendix D</p>	<p>Authorized per footnote 11 and for Armed Services Exchange facilities per footnote 12. See appendix D</p>	<p>Authorized except for Category A and Child Development Centers¹¹</p>
<p>3. Purchase of Real Property: Relates to the acquisition cost of land, buildings, and other fixed improvements.</p>	<p>Purchase of real property authorized only to the extent approved by Congress</p>	<p>Purchase of real property authorized only to the extent approved by Congress</p>	<p>Purchase of real property authorized only to the extent approved by Congress</p>	<p>Not authorized except for the purchase of commercially owned buildings located on government property</p>
<p>4. Investment Equipment: Relates to the acquisition and use of equipment that meets the criteria of investment items, as defined in DoD 7000.14-R (Volumes 2A and 2B).</p>	<p>Authorized except for equipment related to sale of merchandise or services Also see footnote 13</p>	<p>Authorized except for equipment related to sale of merchandise or services Also see footnote 13</p>	<p>Not authorized except for use of surplus/ excess Government equipment Also see footnote 13</p>	<p>Authorized</p>
<p><u>P. Merchandise, Service, and Equipment for Resale or Rent:</u> Pertains to merchandise, services, and equipment procured by a NAFI for resale or rent to authorized persons.</p>	<p>Not authorized Also see footnote 13</p>	<p>Not authorized Also see footnote 13</p>	<p>Not authorized Also see footnotes 13 and 14</p>	<p>Authorized</p>

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Notes:
<p>1. Military MWR and Armed Services Exchange Category C activities at designated remote and isolated locations are authorized funding under Category B rules, except for golf course grounds maintenance.</p>
<p>2. On an installation designated under force protection condition Charlie or Delta by the Combatant Commander, Military Service Chief, or equivalent DoD civilian, Military MWR Category C activities, excluding golf courses, golf course structures, cart storage buildings, maintenance sheds, and pro shops, are authorized APF support for civilian personnel with installation management and supervisory functions (excluding personnel directly and primarily involved in resale), utilities and rents, and custodial and janitorial services. Prior to implementation, each Military Service shall ensure that accounting mechanisms are in place to account and report the support, by element of expense as APF support to the MWR program. The APF authority is discontinued at the end of the same fiscal year quarter during which the designated force protection condition is disestablished or downgraded. APF support to Category A and B activities shall not be diverted for this purpose.</p>
<p>3. Active duty military personnel performing ECECS are authorized in sufficient numbers for Armed Services Exchange programs to provide a trained cadre to meet wartime and deployment requirements and to perform managerial functions.</p>
<p>4. Enlisted personnel may be employed during non-duty hours by NAFIs as part-time or flexible NAF paid employees.</p>
<p>5. Authorized for Armed Services Exchange programs for funding of civilian personnel in sufficient numbers to perform ECECS and managerial functions to meet exchange wartime deployment requirements in support of contingency, humanitarian, and peacekeeping operations. Where NAF civilian positions are used, APF support is authorized for NAF expenditures incurred for compensation and benefits, travel of personnel, transportation of household goods, and education and training.</p>
<p>6. Appropriated funds shall be used to cover the expenses of transporting Armed Services Exchange supplies and products to destinations outside CONUS in accordance with 10 U.S.C. 2643 (reference (bf)).</p>
<p>7. Not authorized for golf courses or golf course structures other than golf club houses inside the United States except those designated by the Secretary of Defense as a remote and isolated location in accordance with 10 U.S.C. 2491a (reference (bc)). Not authorized for cart storage buildings, maintenance sheds and pro shops inside the United States, even if part of golf club house.</p>
<p>8. Rates charged shall not include incremental or prorated share of overhead, maintenance, and repair to utility systems, or capital investments in the installation's utility infrastructure systems unless otherwise specified by a Memorandum of Agreement (MOA) or Inter-Service Support Agreement (ISSA).</p>
<p>9. Authorized for Armed Services Exchanges when existing APF contracts may be used to purchase the item or services.</p>
<p>10. Trash and garbage removal services are not authorized for Armed Services Exchange activities in the CONUS.</p>

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¹¹. APF may be used for all community facility construction related to the establishment, activation, or expansion of a military installation or relocation of facilities for convenience of the Government; replacement of facilities denied by country-to-country agreements; restoration of facilities destroyed by acts of God, fire or terrorism; antiterrorism/force protection measures required under DoD Instruction 2000.16), and to correct life safety and Americans with Disabilities Act and force protection deficiencies. In the case of installation "expansion", a major increase in authorized and assigned personnel strength over a short period of time is necessary before appropriated fund construction can be programmed. Such expansion must be the result of a mission change or influx of new units or systems. For example, a 25 percent increase in a 2-year time span satisfies these criteria. In contrast, personnel increases resulting from an evolutionary expansion occurring over several years do not satisfy these criteria. Appropriated funds shall be used for site development costs, archeological and ammunition clearances, environmental assessment and remediation, water purification, demolition, excessive utility connections, and road services.

12. APF authorized for Armed Services Exchange facilities in areas of military conflict, or in air terminals, hospitals, housing, or other construction projects. APF authorized for Armed Services Exchange logistical facilities outside the United States including: administration, storage and maintenance, laundry and dry cleaning plants, bakeries, dairies or similar facilities in support of the military mission.

13. Authorized for losses caused by acts of God, during wartime deployments, and in support of contingency, humanitarian, and peacekeeping operations.

14. Appropriated funds are authorized for military clothing and other appropriated funded items sold in military exchanges on a cost-reimbursable basis.

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APPENDIX D

FUNDING POLICY FOR MCCS MORALE WELFARE AND RECREATION (MWR) ACTIVITY FACILITY
CONSTRUCTION

1. The following chart prescribes policy for the construction of MCCS MWR activity facilities.

<u>Type Of Facility By Category</u>	<u>APF/MILCON</u>	<u>NAF/OTHER</u>
<u>Category A</u>		
MCCS Administrative Office/Supply Center	X	
Aquatic Training Facility/Bathhouse (For military training, physical fitness, combat training and/or therapy)	X	
Auditorium/Theater Multipurpose	X	
Gymnasium/Fieldhouse/Physical Fitness Activity Complex	X	
Library	X	
Park/Picnic Area	X	
Playing Courts and Fields (Associated with physical conditioning)	X	
Recreation Center/Day Room/Multi-purpose Recreational Facility	X	
Temporary Lodging Facility (In support of official travel)	X	
<u>Category B</u>		
Arts and Crafts/Skill Development Center		X
Automotive Skill Development Center		X
Bowling Center (12 lanes or less)		X
Campground		X
Child Development Center	X	
Marina (without resale or private boat berthing)		X
Music Theater/Entertainment		X
Outdoor Recreation Pavilion		X
Playing Courts and Fields		X
Recreation Equipment Issue Facility		X
Recreation Swimming Pool/Bathhouse		X
Youth Center/Courts/Playing Fields		X
Overseas	X	
CONUS		X
<u>Category C</u>		
Aero Club		X
Bandstand		X
Bathhouse		X
Bowling Center (13 lanes and more)		X
Cabin/Cottage/Recreation Housing/Lodge/Guest House		X
Exchange Facilities, military conflict, air terminal, hospital, housing or other construction project	X	

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<u>Type Of Facility By Category</u>	<u>APF/MILCON</u>	<u>NAF/OTHER</u>
Exchange Logistical Facilities, outside the U.S., administration, storage and maintenance, laundry and dry cleaning plants, bakeries, dairies	X	
Exchange Facility (All other)		X
Golf Course/Facility		X
Marina		X
Military Club		X
Non-Exchange Resale Outlet		X
Outdoor Theater		X
Package Store		X
Recreational Shooting Range		X
Rod and Gun Club		X
Skating Rink		X
Stable		X
Temporary Lodging Facility (PCS Lodging)		X

2. APFs shall be used for all site development costs, archeological and ammunition clearances, water purification, demolition, excessive utility connections, and road service.

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APPENDIX E

QUALITY OF LIFE RECOMMENDED DEPLOYMENT SUPPORT RECREATION KIT/BLOCKS

Recommended Fitness Kit (Level One) - designed to support company (approx 150 Marines). (Note: Where brands are specified, these are simply mentioned as recommendations regarding an items' suitability and quality level. Equivalent equipment from other manufacturers may be substituted)

<u>DESCRIPTION</u>	<u>QUANTITY</u>
Concept II Rowers (non-electric)	4
Spinning Bikes (LeMond Revmaster, non-electric)	4
Hammer Strength (HS) Deluxe Weight Tree	2
7' Olympic Bar (Iron Grip)	6
HS Squat Rack	1
5' EZ Curl Bar, Iron Grip)	4
Plates - Iron 5lb	12
Plates - Iron 10lb	12
Plates - Iron 25lb	12
Plates - Iron 35lb	20
Plates - Iron 45lb	20
Plates - Iron 100lb	2
HS Flat Utility bench	2
HS 75" Utility bench	2
HS Adjustable Bench	2
HS Olympic Flat Bench w/racks	2
HS Olympic Incline Bench w/racks	1
HS Olympic Decline Bench w/racks	1
HS Olympic Bench Weight Storage	4
Chin Dip - Leg raise	2
Quick Collars (Pair)	10
HS Dumbbell Rack	2
Dumbbell set - Steel 5-50	1
Dumbbell Set - Steel 55-100	1
Dumbbell Solid 15 lb	2
Dumbbell Solid 20 lb	2
Dumbbell Solid 25 lb	2
Dumbbell Solid 30 lb	2
Dumbbell Solid 35 lb	2
Dumbbell Solid 40 lb	2
Dumbbell Solid 45 lb	2
Dumbbell Solid 50 lb	2
Dumbbell Solid 55 lb	2
Dumbbell Solid 60 lb	2
Weight Lifting Belt (S)	2

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<u>DESCRIPTION</u>	<u>QUANTITY</u>
Weight Lifting Belt (M)	2
Weight Lifting Belt (L)	2
Weight Lifting Belt (XL)	2

Recommended Recreation/Sports Kit - kit designed for 1 per every 50 Marines

<u>DESCRIPTION</u>	<u>QUANTITY</u>
Economy Backgammon	1
Risk Games	2
Monopoly Games	2
Chess N' Checkers Set	3
Double Six Dominoes	6
Playing Cards - Poker	2 dozen
Playing Cards - Pinochle	1 dozen
Scrabble Game	1
Uno Card Game	2
Synthetic Leather Basketballs	3
Hand Sewn Soccer Balls - Size 5	2
Softballs	6
Rubber Footballs	3
Softball Bat 34", 26 oz.	1
Softball Bat 34", 28 oz.	1
Softball Bat 34", 30 oz.	1
Flag Football Belts - Adult Large - Yellow	10
Flag Football Belts - Adult X-Large - Yellow	3
Flag Football Belts - Adult Large - Red	10
Flag Football Belts - Adult X-Large - Red	3
Frisbees - 140G	4
Steel Hand Inflator	1
Air Pump Needles, 6-pack	2
Volleyball Net	1
CV4 Soft Shot Rubber Volleyballs	2
150 qt Igloo Cooler	1

The above equipment is designed to fit into the cooler. Each cooler is 9.7 cubic feet and weighs 72 lbs, 120 coolers can be shipped in a 20 ft container. Equipment may be substituted depending on the requirements and preferences of the unit.

Recommended Theater-in-a-Box - self-contained theater system designed to support a battalion

<u>DESCRIPTION</u>	<u>QUANTITY</u>
8 mm Videotape Player	2
Video Projector	1
Replacement Bulbs	2
Speakers & Wiring	2
Speaker Stands	2
Screen	1
Wiring, Extension Cords, Surge Protector, Plugs (Should accommodate 100V-240V)	1
Tapes & Replacement (16 tapes a month)	400-500
Container is 23 cubic feet and weighs 310 lbs. System is available through the Navy Motion Picture Service Program.	

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Library Paperback Book Kits

Kit includes 25 books, designed to accommodate 1 book per 2-3 Marines

Recommended Fitness Kit (Level Two) - designed to support a regiment (3,000-5,000) in a fixed facility in an area of approximately 4-5,000 sq.ft.

<u>DESCRIPTION</u>	<u>QUANTITY</u>
Spinning Bikes (LeMond Revmaster)	15
Concept II Rowers	10
Smith Machine	1
Squat Rack	1
Hammer Strength (HS) Deluxe Weight Tree	3
HS Flat Bench	8
HS Incline Bench - 30	2
HS Incline Bench - 55	2
HS Incline Bench - 75	2
HS Body Weight Back Extension	2
HS Body Weight Abdominal Workstation	2
HS Seated Arm Curl Bench	1
HS Dumbbell Rack - Double Tier	4
HS Olympic Flat Bench w/rack	3
HS Olympic Incline Bench w/rack	1
HS Olympic Decline Bench w/rack	1
HS Olympic Military Bench w/rack	1
HS Iso-lateral Horizontal Bench Press	1
HS Iso-lateral Super Incline Press	1
HS Iso-lateral Decline Press	1
HS Iso-lateral Shoulder Press	1
HS Iso-lateral High Row	1
HS Iso-lateral Rowing	1
HS Seated Bicep	1
HS Seated Dip	1
HS Linear Leg Press	1
HS Iso-lateral Leg Extension	1
HS Iso-lateral Leg Curl	1
HS Iso-lateral Leg Press	1
HS Super Horizontal Calf	1
Quick Collars (Pair)	20
7' Olympic Bar	10
5; Olympic Bar	4
5' EZ Curl Bar	4
Plates - Iron 2.5 lb	24
Plates - Iron 5 lb	24
Plates - Iron 10 lb	40
Plates - Iron 25 lb	50
Plates - Iron 35 lb	50
Plates - Iron 45 lb	50
Plates - Iron 100 lb	6
Dumbbell set - Steel 5-50	2
Dumbbell set - Steel 55-100	2
Dumbbell Solid 15 lb	2
Dumbbell Solid 20 lb	2
Dumbbell Solid 25 lb	2
Dumbbell Solid 30 lb	2

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<u>DESCRIPTION</u>	<u>QUANTITY</u>
Dumbbell Solid 35 lb	2
Dumbbell Solid 40 lb	2
Dumbbell Solid 45 lb	2
Dumbbell Solid 50 lb	2
Dumbbell Solid 55 lb	2
Dumbbell Solid 60 lb	2
Weight Lifting Belt (S)	2
Weight Lifting Belt (M)	2
Weight Lifting Belt (L)	2
Weight Lifting Belt (XL)	2
Life Cycle Elliptical Machine (may require electricity)	2
Life Cycle Upright Bike (may require electricity)	2

Expanded and Sustainment Support - items to consider for continued support

Recreation/Sports

Playing Cards - Poker	Bingo Set - for 50
Trivial Pursuit	Pictionary
Scrabble	Who Wants to be a Millionaire Game
Connect Four	Battleship
Stratego	Yahtzee
Horseshoe Set	Tug-of-War Rope
Portable Soccer Net w/frame	Soccer Shin Guards
Softball Gloves	Jerseys
Basketball Standards w/Net	Basketballs
Soccer Goals w/net	Soccer Balls
Volleyball Standards w/net	Volleyballs
Softballs	Throw Down Base Sets
Softball, Gloves (LH)	Softball, Gloves (RH)
Mesh Equipment Bags	Horseshoe Sets
Scorebooks, Volleyball	Scorebooks, Basketball
Scorebooks, Softball	Scorebooks, Soccer
Referee Whistles	Whistle Lanyards
Ping Pong Tables w/net and posts	Ping Pong Paddles
Ping Pong Balls (set of six)	Foosball Tables
Pool Tables w/balls, cue sticks, and rack	

Cardiovascular Equipment

Life Cycle Elliptical Machines
Life Cycle Upright Bikes

Electrical Equipment

Televisions	Video Cameras
Speakers	Speaker Cords
Playstation 2	Playstation 2 Games
AFRTS Satellite Television Sets	Big Screen Televisions
DVD Players	DVD Movies
Karaoke System (w/discs)	AM/FM Stereo Systems

Recreation Center Facility

Tables	Folding Chairs
Refrigerator	Popcorn Machine
Money Handling Device	Storage Shelving

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Sound System	Microphone, Hand Held
AV Cart, Adjustable	Stand, Speaker, Heavy Duty
Slip Cover, Vinyl	Bag, Speaker Stand
Microphone Stand w/Extension Boom	Cable, Extension, Microphone
Cable, Extension, Speaker	

Library Services - Expanded

Coordinate for a monthly distribution of Paperback Book Kits through Army MIPR Support Agreement

Small Camps of 800 Marines - recommend 500 paperback books, basic equipment, 90 CDs with 20 or more books on each CD, 2 Marine Corps Magazines, and 300 music CDs

Large Camps of 6,000 Marines - recommend 3,000 paperback books

Recommended Library Support Materials

Paperback Books (sustainment/replacement)
Leisure Reading Books on CDs (Abridged Audio Best Sellers)
Magazines
U.S. Marine Corps Reading List Books/Tapes/CDs
Cassette Tape Player/CD Player
Audio Cassettes
Music CDs
Audio Cassette Walkmans
Newspapers
Computers
DVD/TVs
Laptops
Databases Online w/Home Access Availability
PROQUEST
- Periodicals
- 5 Major Newspapers
- Genealogy
- Health Modules
- E-Library (Periodical and Reference Materials)
E-mail Access
DVD Videos

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APPENDIX F

HEALTH AND COMFORT PACKS (HCPs)

1. HCPs are Class I items with the same priority of requisition as Meals Ready to Eat (MREs). HCPs are not maintained in stock during peacetime. Instead, HCPs are planned for deliberately and registered as war reserve requirements, per MCO P4400.39 (War Reserve Materiel Policy Manual). When a war reserve release is requested and approved, COMMARCORLOGCOM passes the request to Defense Supply Center Philadelphia (DSCP) to procure the HCPs. The entire process can require up to a 60-90 day lead-time. When requesting war reserve withdrawal of HCPs, senior level combat service support elements (CSSEs) should plan on submitting requisitions every 30 days, until exchange services are established in theater. Additionally, operating forces and major subordinate command (MSC) CSSEs should consider purchasing, at a minimum, 30-days of basic health and comfort items from the Marine Corps Exchange (MCX), the Army and Air Force Exchange Service (AAFES) or other vendor prior to deployment, while simultaneously placing orders for HCPs. Individuals should also be directed to pack 30-days worth of essential health and comfort items with their personal items for deployment.

2. The U.S. Army has the lead on determining the contents of HCPs. CMC (I&L) will work with the Army to affect changes, as required. Recommendations for changes to HCPs will be accepted on an as-required basis and should be submitted to CMC (LPC) via the respective COMMARFOR, AC/S G-4 (Supply).

3. HCPs come in three types:

Type 1 Packs - Designed for a 30-day supply for 10 individuals (male or female). Each shipping container contains 10 prepackaged polyethylene bags with a drawstring closure containing a designated quantity of 14 items for issue to 10 individuals and other items intended as general supply for replacement or issue as needed.

NSN 8970-01-368-9154 - Cost approximately \$230.00.

Individual Bags

Bag, plastic
Deodorant, stick
Floss, dental
Foot powder
Hygiene Body Wipes
Lip Balm
Lotion, Sunscreen
Razor, shaving,
double blade, (5)
Sewing kit
Shampoo
Shave cream

General Supply

Band-aids
Boot laces
Boot/shoe polish
Comb, Hair
Detergent, laundry
Mirror
Sewing kit
Shoe Brush

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Type 2 Packs - Female supplement. Designed to supply 10 females for 30 days, packed in bulk.

NSN 8970-01-368-9155 - Cost approximately \$80.00

Bag, plastic, 1 gallon (20)	Napkins, sanitary, regular (48)
Bag, plastic, 10 gallon (10)	Napkins, sanitary, super (72)
Bobby pins (50)	Panty shields (200)
Brush, hair (1)	Ponytail holders (10)
Comb, plastic (2)	Tampons, regular (60)
Disposal Bag, 3x7 (150)	Tampons, super (84)
Hygiene Body Wipe (10)	

Type 3 Packs - Washcloth-sized personal hygiene body wipe intended for use by 10 individuals (male or female).

NSN 8970-01-487-7488 - Cost approximately \$85.00.

Personal Hygiene Body Wipe, 8-10 pack (49)

A listing of HCP contents and current prices is located on the DSCP website at:
<http://www.dscp.dla.mil/subs/rations/meals/hcp.htm>.

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APPENDIX G

ACCEPTANCE OF GIFTS/DONATIONS

<u>Acceptance Authorities</u>	<u>Up to \$3,000</u>	<u>Up to \$10,000</u>	<u>Up to \$50,000</u>	<u>Over \$50,000</u>
Special Court Martial Convening Authority Up to \$1500				
Local MCCS Director	X			
CG	X	X		
Director, MR (HQMC)	X	X		
SJA to CMC	X	X		
CMC	X	X	X (1)	
Secretary of the Navy	X	X	X	X

All gifts of money must first be "accepted" by the appropriate Acceptance Authority and then forwarded to AAUSN via CMC (RFO), HQMC, for deposit in the Navy General Gift Fund for redistribution to the Marine Corps and the intended recipient.

For non-monetary gifts to the installation MCCS that must be sent to DC, M&RA (MR), HQMC, for acceptance due to value, the installation MCCS Director prepares a letter to MR, that includes their MCCS Counsel's review and opinion that the gift may be accepted in accordance with MCO P5800.16A (reference (o)) and SECNAVINST 4001.2H, (reference (az)).

Notes:

(1) - Per SECNAVINST 4001.2H, paragraph 10(c) (reference (az)), CMC, may delegate acceptance authority for gifts valued \$12,000 or less.