



POLICY HANDBOOK

**A Reference Guide for
Installation Commanders**

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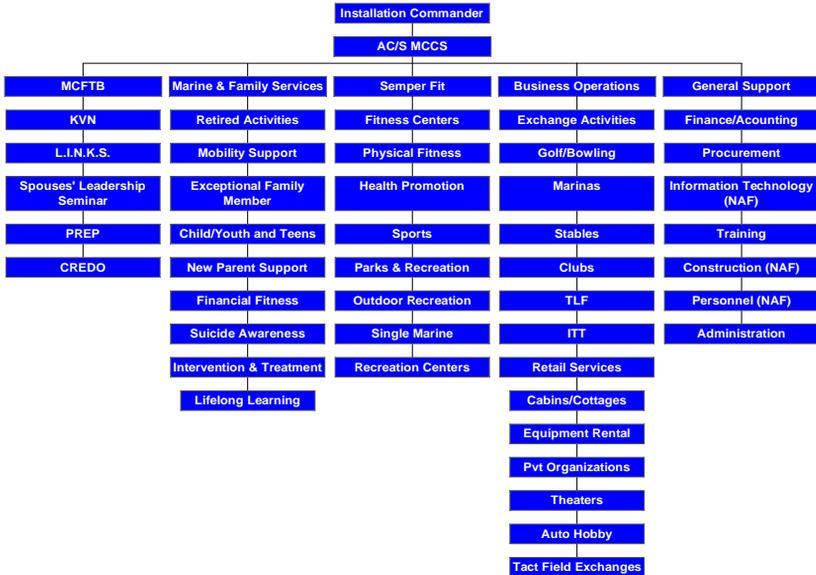
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Introduction

Marine Corps Community Services (MCCS) was established in 1999 at major Marine Corps installations. MCCS is the single point of contact and service provider for over 80 programs and services available in garrison, deployed, or independent duty environments. Installation Commanders are responsible for the management and execution of MCCS programs on installations. The policies in this handbook are intended to assist Installation Commanders in overseeing the MCCS programs under their control. This handbook is not intended to take the place of Marine Corps Policy Directives, Instructions, or Manuals. For day-to-day management, refer to www.usmc-mccs.org. This is a very detailed web site, with important links to other Marine Corps sites, higher headquarters, and public/private organizations that contribute to successful MCCS program delivery.

Chapter 1: Organization

The template for MCCS organization is in accordance with MCO P1700.27A.



The template is provided as a gauge for the Commander. Alignment variations are allowed, but program and naming conventions (i.e., Semper Fit, Youth Activities) should remain constant across the Marine Corps. Marines and their families will not care how you organize for management purposes, but do expect consistency in program identity and availability.

Point of Contact: HQMC (MR) DSN: 278-9501

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Overview

MCCS is manned Marine Corps-wide with approximately 11,000 non-appropriated fund (NAF), 900 appropriated fund (APF), and 200 military personnel. Personal service contractors may also be utilized and currently are serving in the education centers and as clinical counselors, to describe a few. In addition, MCCS has local national employees at MCAS Iwakuni, Japan and MCB Camp Butler, Okinawa per the Indirect Hire Agreement (IHA).

Each of these categories of personnel are governed and managed by separate policies and procedures. Compensation, benefits, and other personnel management practices should be determined independently (in accordance with regulations), but a level of consistency and fairness will need to be achieved with your direct involvement and ability to look at the comparability of MCCS functioning and responsibilities to other installation personnel.

Applicable personnel policies are at:

APF/MIL: www.usmc.mil/directiv.nsf

NAF: <http://www.usmc-mccs.org/aboutmccs/NAFPersonnelManual.cfm>

Point of Contact: HQMC (MRG), DSN: 278-0433

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Recognition

Periodic recognition of notable achievements inspires quality staff action. HQMC (MR) conducts the following award programs:

Food and Hospitality: Awards are given each year for food and hospitality activities meeting certain excellence standards. This is not a "best of" award. To be eligible, the activity must be profitable before depreciation and make significant contributions in four categories: customer service, financial performance, human resources, and operations.

Retail: The Marine Corps Exchange's (MCX) Spirit and Pride campaign was developed to encourage and promote excellence and pride within our associates in service to our Marines and their families. The Spirit and Pride Award is based on the following criteria per exchange with points being awarded for each category: (1) Financial: Exchanges must have met goals. (2) Customer Satisfaction Index (CSI) & Associate Satisfaction Index (ASI): Exchanges must have increases for both CSI/ASI surveys. (3) Mystery Shopper Evaluations. The Spirit and Pride campaign affords MCX the opportunity to tie in all aspects of our business to include training, merchandising, recognition, World Class Customer Service, and MCX pride.

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Awards are given to large and small commands. A large command has services operation sales greater than \$2.0 million; small commands have sales less than \$2.0 million. The areas recognized are: Sales Increase, Net Operating Profit Increase, Efficiencies in Operations, and Overall Services Operation of the Year. The Services Operation of the Year is determined first, and the recipient is ineligible for additional awards.

Also, take advantage of appropriate recognition and award capabilities of the individual pay systems available for APF and NAF employees. For military personnel, use appropriate award processes.

Point of Contact: HQMC (MRG), DSN: 278-0433

Education and Training

Approximately 50 civilian training programs are available for NAF and APF personnel. HQMC (MRG) sponsors NAF training programs designed to enhance the technical skill or management competencies of MCCA employees. World-class customer service training is available for all personnel and is highly encouraged. Costs associated with the HQMC (MR) training programs are funded through the HQMC Operating Fund. A wide variety of training courses are available through MR Training Operations. General developmental courses in leadership, management, and

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customer service are offered as well as specific MCCS program related courses in retail, food and hospitality programs, children youth and teen programs, fitness/wellness, and Marine Corps Family Team Building. Local installations are required to offer several mandatory civilian training programs, such as Prevention of Sexual Harassment, EEO, Customer Service, and Standards of Conduct.

Tuition Assistance is authorized for NAF and APF personnel and funded by the installation's MCCS. Each command is responsible for determining the conditions for their own tuition assistance program. General conditions for eligibility include: full time employment, employed beyond the probationary period, employed a minimum of one year continuous service with MCCS, and committed to a one year employment obligation with the installation's MCCS after completion of the most recently attended course or program.

One of the goals of the Marine Corps Civilian Career and Leadership Development Program (CCLD) is to improve leadership skills and competencies of all Civilian Marines. This is done through offering training courses and opportunities for Civilian Marines to develop basic foundational competencies as well as skills in supervisory, managerial, and executive areas as an employee's career progresses. Local APF Human Resources offices also offer general development courses as well as occasional specialized courses in topics such as retirement planning. Military assigned to MCCS are eligible to receive NAF training and selected APF training.

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Employment Categories

NAF. Regular full-time (RFT) employees are those hired for continuing positions with a regularly scheduled workweek of 35 hours or more. Regular part-time (RPT) employees are those hired for continuing positions for a minimum of 20 hours per week, but fewer than 35 hours per week on a regularly scheduled basis. Flexible employees serve in either continuing or temporary positions up to 40 hours per week on either a scheduled or as-needed basis. Flexible employees are not eligible to participate in benefits programs, nor are they entitled to earn sick or annual leave unless such leave is negotiated as part of a bargaining unit agreement. (Do not keep employees in the flexible category merely to avoid paying benefits.)

APF. Most GS employees are full time. There are certain types of appointments that differentiate these employees. Most GS personnel have career appointments. They have met all probationary requirements and as a result have specific retention rights. Retention and pay will be primarily based on merit vice merit and longevity. Career conditional appointments are either employees who are in a probationary status or those who have not completed three continuous years of service. Probationary employees may be removed without formal procedures if their performance is not satisfactory. Temporary appointments are

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limited to a certain not to exceed date for a specific job or project and term appointments to a set amount of time (1-4 years). Temporary appointees do not receive benefits and may be terminated at any time upon written notice.

The implementation of the National Security Personnel System (NSPS) will modify this process for APF. At the time of press, NSPS has not been fully implemented.

IHA. Local national employees hired by MCCA at MCAS Iwakuni and MCB Camp Butler per the IHA with the Government of Japan (GOJ). MCCA provides timekeeping and administrative personnel functions in support of these employees and the GOJ.

Pay Systems

NAF

Pay Banding. The system is designed to establish competitive wages, strengthen the linkage between pay and performance, and provide an efficient classification and pay process. It specifies a pay range for each pay level and enables pay to be fixed within the range. The system covers all NAF employees, except Federal Wage System (FWS) and Child Development Center (CDC) employees. Employees in the pay band system are identified as NF,

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followed by the occupational series and a numerical pay level from 1 to 6.

Crafts and Trades. The Federal Wage System (FWS) includes all crafts, trades, and labor positions and uses the following pay plan codes: NA for non-supervisory positions; NL for leader positions, and NS for supervisory positions. The pay schedule for these employees is established in the law.

Child Development Center. These NAF employees' pay is set by law and DoD policy, according to child care pay banding criteria based on mandatory training, experience, and demonstrated ability.

Limits on pay adjustments. Minimum/maximum rates for Bands NF-1 and 2 and minimum for Band NF-3 are determined by a DoD wage survey of employees in a representative number of retail, wholesale, recreation, finance, and insurance establishments in the immediate locality, who are engaged in activities similar to those in Nonappropriated Fund Instrumentalities (NAFIs). Minimum rates for NF-4 through NF-6 are adjusted by a percentage equal to any "national" Employment Cost Index (ECI) percentage increase for GS employees, rounded down to the nearest \$500. The maximum rate for NF-5 is adjusted to equate to the highest GS-15, step 10, and locality pay rate. The maximum rates for NF-3 and NF-4 will be adjusted to equal 40% and 63%, respectively, of the NF-5 maximum rate, rounded up to the nearest \$500.

Performance Period. Performance for employees is reviewed on an annual cycle with a requirement for a mid-year review. The

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standard probationary period for all NAF regular employees is one year for each new position.

Business-Based Actions. A business-based action (BBA) is a non-disciplinary action used to adjust resources in response to changes in business revenue, budget, workload, organization, or mission. It is not used to address a performance or conduct deficiency.

APF

National Security Personnel System (NSPS). Enacted by the National Defense Authorization Act (NDAA) for FY 2004 (Public Law 108-136, November 24, 2003), 5 U.S.C. 9902 gives DoD the authority to establish a more flexible civilian personnel management system. NSPS will allow DoD to be a more competitive and progressive employer at a time when the country's national security demands a highly responsive system of civilian personnel management. NSPS, once the design is finalized, will likely include changes in the way civilian jobs are graded and classified (a shift to Pay Bands); in the way the employee and manager performance objectives are set, managed and rewarded (Pay for Performance); in the way DoD works with its unions (Labor Relations); in the way the Department hires, promotes and adjusts its workforce size (Staffing Flexibilities); and in the way DoD addresses personnel issues, discipline, and appeals. The specifics of each of the above are not yet determined. They will result from a DoD-wide effort currently underway.

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Limits on Pay Adjustments. Annual performance increases are limited to amounts contained in a departmental pool of funds. GS employees are also authorized meritorious step increases as performance awards.

Performance Period. Employee performance is reviewed on an annual cycle with a requirement for a mid-year review.

Rights. APF employees have specific rights regarding job protection under the Merit Systems Protection Board, return rights after overseas assignments, and protection during reductions in force.

IHA

IHA employees represent a major workforce at MCAS Iwakuni and MCB Camp Butler and the GOJ pays the majority of a predetermined IHA staff level salary. Any amount above that level

Employee Appeals and Grievances

NAF

Negotiated Grievance Procedure. Where a labor organization has exclusive recognition, any negotiated grievance procedure shall be governed by the provisions of 5 U.S.C. 7101 et seq., as implemented by DOD Directive 1426.1, DOD 1400.25-M, and CPI 711.

Administrative Grievance Procedure. Employees not covered by a negotiated grievance procedure have the right to present their

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complaints and grievances to management. Any employee may exercise this right in person or through a representative of his or her own choosing. A grievance can only be initiated by the aggrieved employee and not by an unauthorized third party. A copy of the grievance procedure must be posted on official bulletin boards. An employee may not grieve any of the following: any matter over which the Installation Commander does not have control or the authority to change, the content of published policy, non-selection for promotion, an action terminating a temporary promotion or detail, an action terminating a flexible or probationary employee, or non-adoption of a suggestion or disapproval of any type of discretionary award. Normally grievances are settled within MCCS. If the MCCS Director is involved in the first step of the grievance, the Installation Commander may be the decision maker. Grievance decisions on adverse actions (such as reduction in pay or separation) may be appealed to the next higher decision level.

APF

Grievance Procedure. Employees have 15 days from the date of the act or occurrence giving rise to the grievance, or from the date the employee became aware of the act or occurrence, to file a written grievance with the Director of Administration and Resource Management (DirAR (ARCB)). The DirAR (ARCB) will refer the grievance to the appropriate deciding official. Grievances must be submitted in writing, contain sufficient factual detail to clearly

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identify the issues, and specify the personal relief requested. The resolution of grievances is encouraged to occur at the lowest level of management possible. The deciding official will determine whether to accept, reject, or remand, in whole or in part, any grievance presented. Grievants' have the right to be accompanied, represented, and advised by a representative of their own choice in processing a grievance.

Workers' Compensation

NAF. NAF employees within the U.S. or U.S. citizens employed by NAFIs outside the U.S., shall be provided workers' compensation benefits for work-related injuries and illnesses per the Longshore and Harbor Workers Compensation Act. Off-duty enlisted personnel employed by NAFIs are not civilian employees for the purposes of this Act. These benefits include compensation for lost wages, medical care, vocational rehabilitation, and in some cases, permanent disability awards or death benefits to survivors. CMC (MR) oversees a Return To Work Program in which every effort is made to return injured employees back to work as soon as they are physically able, as determined by their medical information.

APF. The Federal Employees Compensation Act (FECA) provides compensation, medical care and assistance, vocational rehabilitation, and re-employment rights to employees who are

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injured as a result of their employment with the federal government. In cases of death it also provides survivor death benefits.

Unemployment Compensation

NAF. The laws that apply to APF employees also apply to NAF employees; however, instead of taxpayer dollars being used to fund the program, NAFIs absorb the cost of paying unemployment benefits to NAF employees. Thus, it is very important that each NAFI is conscious of its responsibility to safeguard NAFs through good management practices by implementing procedures to prevent improper unemployment benefit payments to former employees who were removed for misconduct or resigned voluntarily.

APF. Under authority of the Unemployment Compensation for Federal Civilian Employees (UCFE) Act (5 U.S.C. Chapter 85, 20 CFR 609), the Secretary of Labor has entered into agreements with each of the States which provide that benefits will be paid by a State to any unemployed federal civilian employee whose wages have been assigned to that State in which the employee had his or her last place of assignment, in the same amounts and subject to the same conditions as if the federal civilian service and wages had been included as employment and wages under the employment insurance law of the State involved. Employees returning from overseas are paid benefits based upon the State in which they file their claim.

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MCCS Standards

MCCS program standards are available for resourcing and operating MCCS programs. These standards are contained in the following directives:

- MCCS Policy Manual, MCO P1700.27A: e.g. 85%/65% metric for APF funding of MCCS Morale, Welfare, and Recreation (MWR) Category A (Mission Sustaining Programs) and Category B (Community Support Programs) activities, respectively.
- Lifelong Learning, MCO P1560.25C: e.g. requirements for staffing off duty education offices and requirements for making agreements with educational institutions.
- Personal Services Manual, MCO P1700.24B: e.g. required prevention programs and services, staffing standards for Relocation Assistance Programs.
- Semper Fit Manual, MCO P1700.29: e.g. required prevention programs, equipment, and staffing requirements for all fitness and recreational facilities.
- Single Marine Program (SMP), MCO 1700.36: e.g. requirements for the SMP Council issue resolution and SMP coordinator staffing.
- Children, Youth, and Teen Programs, MCO P1710.30E: e.g. caregiver to child staffing ratio, program certification requirements.

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- Marine Corps Family Team Building, MCO 1754.6: e.g. KVN and L.I.N.K.S. program standard topics.
- MCCS NAF Procurement Policy, MCO P7010.20: competition requirements, contract formats, legal review, and contracting officer training requirements.

Point of Contact: HQMC (MRQ), DSN: 278-9517

Patron Eligibility

Generally all active duty military, their family members, and military retirees are eligible for MCCS Programs. There are some exceptions regarding off duty training and priority for Child Development Center spaces. DoD civilians and contractors working full time on an installation are eligible for MCCS MWR activities (less exchanges). NAF personnel and APF personnel working for a NAFI are eligible to use the exchange. Specific guidance on eligibility is contained in the directives below.

MCCS Policy Manual, MCO P1700.27A

Lifelong Learning, MCO P1560.25C

Children, Youth, and Teen Programs, MCO P1710.30E

Point of Contact: HQMC (MRQ), DSN: 278-9517

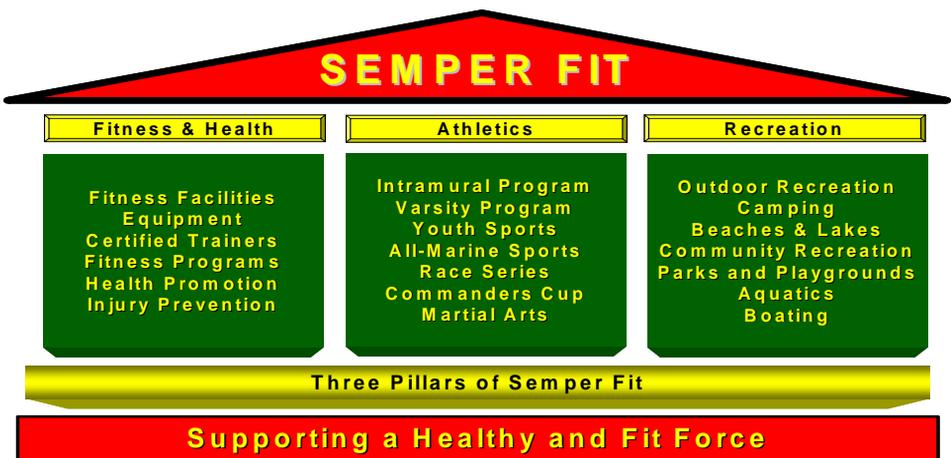
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Semper Fit

Semper Fit programs contribute to military effectiveness by promoting and maintaining the mental and physical well-being of active duty Marines and other authorized patrons through physical fitness, benefits-based recreation, and health promotions.

The components of the Semper Fit Program are Fitness and Health Promotion, Sports and Athletics, Recreational Aquatics, Outdoor Recreation, Parks and Recreation, and the Single Marine Program (SMP). Semper Fit, through its various program elements, provides the necessary tools to keep Marines in peak physical and mental condition. For the Corps, these benefits translate into increased productivity, enhanced performance, lower attrition and health costs, and an overall increase in mission readiness and quality of life.

Point of Contact: HQMC (MRS), DSN: 278-9542



Chapter 3: Programs

Single Marine Program

Single Marines represent the largest demographic group of active duty Marines. As a group, they are both younger and more junior than active duty Marines overall. The Single Marine Program (SMP) exists to give this group a “voice” in identifying quality of life desires. The SMP has been specifically designed to assist Commanders and other senior leaders in the growth and development of single Marines. The SMP helps Commanders connect this demographic group with existing MCCA programs to support the following areas of development: community involvements, career progression, health and wellness, life skills, and recreation. Commanders may utilize any or all of the SMP related MCCA elements, as deemed appropriate. For Installation Commanders, the SMP councils are an excellent command sponsored “customer” feedback source and should be utilized to assess the pulse of the installation’s single Marine population. Installation Commanders are responsible for programming for all installation requirements through the POM and must establish annual budget priorities. The quality of life satisfaction of single Marines should be a high priority.

Point of Contact: HQMC (SMP), DSN: 278-0400

Marine and Family Services

Marine and Family Services aids Commanders’ efforts to prevent and/or resolve problems before they impact personal, family, and

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unit readiness. Marine and Family Services programs deliver transition and relocation assistance; substance abuse counseling; family advocacy; new parent support; family member employment assistance; suicide prevention counseling; personal financial management; and lifelong learning opportunities.

The Transition Assistance Management Program (TAMP) provides career/employment assistance and transition information to separating Marines, family members, and eligible civilians. The Relocation Assistance Program (RAP) provides relevant information to Marines and their families under Permanent Change of Station orders.

The Substance Abuse Program identifies, counsels, or rehabilitates Marines who are drug or alcohol abusers or those dependent on drugs/alcohol. Key elements include prevention, timely identification, early intervention, effective treatment, and rehabilitation.

The Family Advocacy Program (FAP) offers training and counseling as preventive measures. Family violence and abuse is incompatible with Marine Corps core values, yet it happens. Family Advocacy services address spouse abuse, child abuse and neglect, rape, and sexual assault. Procedures are established to identify and report all cases of alleged family maltreatment, sexual assault, and rape in order to provide safety, protection and support for victims.

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The New Parent Support Program (NPSP) educates and supports families with children up to 6 years of age. This program consists of home visitation, classes and outreach through Play Morning, Single Parent Support Groups, Mom's Basic Training, Parenting Classes, and Daddy's Baby Boot Camp. The program successfully reduces the number of child abuse/neglect cases.

The Personal Financial Management Program (PFMP) helps financially challenged Marines and families become better money managers through various counseling services. Classes include: Lifecycle Financial Fitness; Take Charge of Credit; and Tackling Debt. Unit Commander's Financial Management Programs can assist service members and families in meeting financial objectives.

MCCS Lifelong Learning (LL) programs provide education and learning resources for active duty, reserve, and retired service members, military family members, and DoD civilian employees. These programs include: High School completion; Military Academic Skills Program (MASP), which delivers improvement courses in reading, writing and mathematics for those who require basic skills prior to pursuing advanced education goals; Apprenticeship Program which offers professional civilian recognition for military job skills; Tuition Assistance (TA) which funds courses from high school and vocational/technical to associate, baccalaureate, and postgraduate doctoral studies; and the

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Marine Corps Library Program, which provides learning resources and free Internet access.

MCCS's commitment to assisting Marine families goes beyond spouses by offering many children's programs. The Children, Youth and Teen Program provides affordable, accessible care and support of family members 18 years of age and under. A full range of services is available to support parent's requirements for the developmental care of children. Services include parent information, education, in-home and center based childcare, before and after school programs, and youth/teen services for children ages 6 weeks to 18 years of age. Our Child Development Centers are nationally accredited and provide high quality care.

The Exceptional Family Member Program (EFMP) is designed to provide assistance to active duty personnel with family member(s) who have special needs. An exceptional family member is an authorized family member (spouse, child, stepchild, adopted child, foster child or a dependent parent) residing with the sponsor who may require special medical or educational services based upon diagnosed physical, intellectual or emotional needs. These include, but are not limited to Asthma, Cerebral Palsy, Mental Retardation, Dyslexia, ADD, ADHD, Autism, Oppositional Defiant Disorder, or Depression.

Point of Contact: HQMC (MRR), DSN: 378-9201

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Marine Corps Family Team Building

The Marine Corps Family Team Building (MCFTB) Program synchronizes five distinct, yet complementary, family readiness programs: Key Volunteer Network (KVN); Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.); Spouses' Learning Series (SLS); Prevention and Relationship Enhancement Program (PREP); and Chaplains Religious Enrichment Development Operation (CREDO). MCFTB provides educational resources, services and a roadmap to Marine Corps living that fosters personal growth and enhances family readiness.

KVN is an integral part of the Commander's official family readiness program. The network serves as the link between the commanding officer and the unit families for the enhancement of mission readiness. Key Volunteers provide information, referral, and support to families within the unit and serve as the primary communications link between the commanding officer and unit families. Typical duties of a unit Key Volunteer are to welcome incoming members and families, participate in phone trees, maintain family readiness rosters, and offer information and referral assistance to families in crisis.

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The L.I.N.K.S. program offers an orientation to the Marine Corps lifestyle for spouses. L.I.N.K.S. was developed and implemented by a volunteer team of Marine Corps spouses in partnership with the Chaplain Corps. The program includes spouse-to-spouse mentoring and small group discussions. The climate is informal, with a nurturing and supportive format. Participants receive real life tips, information on Marine Corps culture, and resources to help manage the demands of Marine Corps life.

The SLS is a three-tiered program providing Marine Corps spouses the opportunity to further their personal and professional growth through a series of workshops and online courseware.

- **One-Day Workshop** - current offering "Follow Your Dreams While You Follow The Military." Focus: motivation, stress reduction, goal setting, networking, and self-care.
- **Online Skills Building** via Marine Net - 82 classes on Personal and Professional growth.
- **Half Day Workshop** – Relationship-building workshop offered through installation training division personnel. Focus: communication skills, team building, personality assessment.

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Through targeting spouses who volunteer in their local community, the program is available to all Marine Corps spouses. The combination of workshops and online educational courseware provides skills and educational development in the following areas: Relationship Building, Personal and Professional Empowerment, Goal-Setting, Self-Care, Stress Reduction and Life/Work Balance.

Prevention and Relationship Enhancement Program (PREP) is a research-based approach to teaching couples (premarital and married) how to increase communication and enhance attitudes toward marital success delivered by Chaplains.

The Chaplains' Religious Enrichment Development Operation (CREDO) is a highly effective retreat program that supports the Marine Corps' readiness, retention, recruiting, and quality of life priorities. Since its inception in 1971, it continues to provide programs for personal growth, character development, team-building, ethical leadership, and workshops on marriage enrichment and spiritual growth. The retreats provide participants the opportunity to develop new perspectives about their relationships with family and friends, the military, and spiritual traditions. CREDO is open to all active duty military, Reservists, retirees, and family members.

Point of Contact: HQMC (MRZ), DSN: 278-9541

Chapter 3: Programs

Business Operations

MCCS Business Operations offer products, goods, and services at a savings aboard Marine Corps installations for the convenience of Marines and their families. The dollars spent in Business Operations are re-invested in the MCCS MWR quality of life infrastructure, activities, and programs. Additionally, Food and Hospitality activities promote well-being, morale, socialization/camaraderie, and the wholesome use of leisure time for all authorized patrons. Recreation Business Operations provide savings and skills development; e.g. auto skills.

- Exchanges
- Retail Services
- 35 mm Theaters
- Golf
- Bowling
- Auto Skills
- Clubs/Snack Bars/Fast Food
- Temporary Lodging
- Cabins/Cottages
- I.T.T., Other NAF Business Operations

These are revenue generating activities and should at least breakeven financially.

Point of Contact: Business Operations HQMC (MR) DSN: 278-3821

General Support

General Support provides the administration and overarching support to the MCCS enterprise and includes the following functions:

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- Financial/ Accounting
- Administration
- Contracting
- Training
- Marketing
- (NAF) Construction
- IT
- NAF Human Resources
- Workers Compensation
- Property and Casualty Insurance

Point of Contact: HQMC (General Support), DSN: 278-3806

Private Organizations

Private organization policy is contained in MCO 5760.4B. Commanders must approve all private organizations that operate on base. They may only run fundraising or retail type activities with the permission of MCCA. Units may have coffee and soda messes, however, to remain an informal fund, as stated by DoD and MCO. The revenue must never exceed \$200 per month, and they may never sell merchandise or food or compete against authorized NAF resale activities.

Point of Contact: HOMC (MRO), DSN: 278-9517

Open Houses/Air Shows

MCCA NAF may only be used to support command air shows, open houses or public affairs events to the extent they directly support the MCCA MWR operations/activities run in conjunction with the event.

a. Authorized MCCA MWR NAF Support. MCCA MWR NAF expenditures for costs such as spectator seating, portable toilets,

Chapter 3: Programs

rental cars, PA systems, advertising, printing, receptions (open to all authorized patrons), and tent rentals are authorized only to the extent they support MCCA MWR air shows and open house activities. MCCA MWR segments of air shows, open houses, or public affairs events include concession stand sales, contracted civilian entertainment acts and fireworks.

- b. Not Authorized MWR NAF Support. MWR NAF may not be spent on any air show or open house 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.
- 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 MCCA MWR NAF.

Point of Contact: HQMC (MRQ), DSN: 278-9517

Chapter 4: Resources

Multiple funding streams are used to resource MCCA program requirements, including Marine Corps appropriated funds (primarily Operations and Maintenance, Marine Corps (O&MMC)); Office of Secretary of Defense (OSD), Operations and Maintenance, Defense Wide (O&MDW) appropriated funds (commonly referred to as OSD funds); and MCCA MWR non-appropriated funds (NAF) generated through the sales and fees of MCCA revenue-generating programs/activities. Commanders and their staff do not “own” the MCCA program, funds, or equipment at their installation, but hold them in trust for all Marines and their families. Like any trustee, commanders have fiduciary responsibility for the care and use of these assets.

10 U.S.C. 2783b provides that violations of policy for the management and use of non-appropriated funds (NAF) carry the same penalties as similar transgressions involving the misuse of appropriated funds (APF). Further, any military member or civilian (APF or NAF) who reasonably believes there has been such a violation is required to report it. For further guidance on your fiduciary responsibility see paragraph 1108 of the MCCA Policy Manual (MCO P1700.27A). Both public law and policy govern MCCA resource authorizations. Within MCCA, there are programs/activities that are exclusively supported by APF; those that are authorized support from both APF and MCCA NAF; and those that are funded predominately with NAF.

Chapter 4: Resources

MCCS programs/activities authorized both APF and NAF are restricted to MCCS MWR programs, as defined below:

Morale, Welfare and Recreation (MWR) Programs and Funding

Department of Defense Instruction (DoDI) 1015.10 implements policy, assigns responsibilities, and prescribes procedures for operating and managing military MWR programs. Per the DoDI, the Services are required to follow established categories of MWR programs for uniformity of funding and reporting. Because of this, the MCCS structure must officially retain traditional MWR reporting capabilities for Category A, B, and C programs. As previously stated, MWR programs are funded through two funding sources: funds appropriated by Congress (APF), and funds generated through program-related sales and fees (NAF).

MWR Funding Standards. The basic funding standard, regardless of category, is to use APF to fund 100% of the costs for which they are authorized. The APF Category A minimum standard is 85%, and Category B minimum standard is 65%--commonly referred to as 85/65. Compliance to funding standards is monitored through military Services' submissions of annual Metric Reports that calculate Category A and B APF ratios. These ratios are reported to Congress by the Department of Defense.

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Since the Marine Corps was the only Service not meeting the minimum 85/65 funding standards, Marine Corps leadership committed, through Congressional testimony, to meet the minimum 85/65 standards by FY04. As a result of this commitment, an additional \$15.6M in O&MMC was programmed during Program Objective Memorandum (POM) 2002 increasing the APF metric ratios from 82/59 in FY01 to 88/65 in FY04.

When allocating FY02-FY04 funding to the field, the MCCA Board of Directors directed that every new APF dollar received would replace NAF in MWR Category A and B programs. This one-for-one replacement restricted program growth, while ensuring that the Marine Corps progressed towards the 85/65 minimum standards.

Although the Marine Corps achieved the 85/65 minimums for the first time in FY04, the future challenge is to maintain this commitment, while also addressing O&MMC requirements in other 'non-MWR' MCCA programs, such as Marine and Family Services, and Off-Duty and Voluntary Education.

MWR Categories. The following paragraphs describe the MWR categories, with examples of programs in each category. Funding sources and standards are also contained within each definition/category:

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Category A (Mission-Sustaining Programs). These programs are considered most essential in meeting the organizational objectives of the Military Service. They are to be supported almost entirely with APF (100% of authorized expenditures, 85% minimum standard). The use of NAF is limited to specific instances where APF are prohibited by law or where the use of NAF is essential for the operation of the facility or program. Programs in this category have virtually no capacity for generating NAF revenue. Category A Programs promote the physical and mental well-being of the military member, a requirement that supports accomplishment of the basic military mission. Examples of programs in this Category include:

- Physical Fitness and Aquatic Training
- Library Programs and Information Services
- On-Installation Parks and Picnic Areas
- Sports and Athletics (Self-Directed, Unit Level, Intramural)
- Single Marine Program
- Marine Corps Family Team Building

While nominal fees may be collected; (e.g., library late charges, entry fees, etc.), these activities are almost entirely free of charge to authorized patrons.

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Category B (Community Support Programs). These programs are closely related, in terms of supporting the military mission, to those grouped in Category A. They satisfy the basic physiological and psychological needs of military members and their families, providing, to the extent possible, the community support systems that make DoD installations temporary hometowns for a mobile military population. These support programs should receive substantial amounts of APF support (100% of authorized expenditures, 65% minimum standard), but differ from Category A programs, because they generate some NAF revenues. However, the revenue generated is limited, and these programs cannot be sustained without substantial APF support. Examples of programs in this Category include:

- Child, Youth, and Teen Programs
- Recreation Information, Tickets, and Tours
- Outdoor Recreation Programs
- Arts and Crafts Skill Development
- Automotive Skill Development
- Bowling (12 lanes or less)
- Sports Program (above intramural level)

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Category C (Revenue Generating Programs). These programs are required to generate enough income to cover most of their operating expenses. Some limited APF support may be provided. Examples of programs in this Category include:

- Military Open Messes (clubs)
- Restaurants, Snack Bars, and other Food Outlets
- Temporary and Recreation Lodging
- Equipment Rental (other than outdoor recreational equipment)
- Bowling (over 12 lanes)
- Golf
- Stables
- Marinas (with resale or private boat berthing)
- 35 mm Theaters

Resource Authorizations

The following summarizes resource authorizations by key MCCS program categories.

- Marine Corps Family Team Building (MWR). As an MWR Category A program (except PREP and CREDO), O&MMC and MWR NAF are authorized, per the prescribed funding standards. APF should be the predominant fund source.

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- Marine and Family Services (non-MWR). O&MMC and O&M, Defense Wide (O&MDW) are authorized. O&MDW, is restricted to the following programs: Family Advocacy Program (FAP), Relocation Assistance Program (RAP), and Transition Assistance Management Program (TAMP). Drug Demand Reduction (DDR) funds are also provided by OSD, but are received in the O&MMC appropriation. MWR NAF is prohibited.
- Children, Youth and Teen (MWR). As MWR Category B programs, O&MMC and MWR NAF are authorized, per the prescribed funding standards.
- Voluntary Off-Duty Education (non-MWR). O&MMC is authorized. MWR NAF is prohibited.
- Education Centers (non-MWR). O&MMC is authorized. MWR NAF is prohibited.
- Libraries (MWR). As an MWR Category A program, O&MMC and limited MWR NAF. APF should be the predominant fund source.
- Business Operations (MWR). By definition, Business Operations consist of MWR Category B and C programs. As previously stated, Category B programs are authorized O&MMC and MWR NAF, per the prescribed funding standards; and Category C programs are funded almost entirely with NAF. Category C activities are authorized APF for utilities.

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APF Funding Exceptions

An Assistant Secretary of Defense Memorandum dated 24 July 2002, outlines additional provisions for funding MWR programs during special security conditions. The memorandum establishes policy to authorize additional APF support for installations to continue their MWR Category C activities during force protection conditions (FPCONs) of CHARLIE and above. Category C activities, excluding golf courses, are authorized to receive this additional APF support only for the following elements of expense:

- Civilian personnel with installation management and supervisory functions of the activity with the exception of personnel directly and primarily involved with resale;
- Utilities and rents;
- Custodial and janitorial services.

Note. The memorandum also stipulates that additional APF support will be absorbed within the current Service resources and that APF support to Category A and B programs shall not be diverted for this purpose.

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Remote and Isolated Designations

Additional APF authorizations to Category C programs apply to certain commands deemed not capable of sustaining self-sufficient MWR programs due to extenuating circumstances. As a result, these commands qualify for a 'Remote and Isolated' designation. By Department of Defense policy these locations are authorized the same level of APF funding support to Category C programs as Category B programs (i.e., 65%). This exception takes into account the remote status of the location, and/or the insufficient patron base to sustain revenue-based programs. The following Marine Corps installations have been designated Remote and Isolated:

- MCLB Albany
- MCLB Barstow
- MCCS South Carolina (MCRD Parris Island and MCAS Beaufort)
- MCAGCC, Twentynine Palms
- MCAS Yuma
- MCB Butler
- Camp Fuji
- MCAS Iwakuni
- MOBCOM Kansas City
- MWTC, Bridgeport

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General Support (MWR). This category represents the consolidated support arm of MCCA. By DoD definitions, elements of General Support are considered Executive Control and Essential Command Supervision (ECECS), and as such, an allocation of O&MMC is authorized to cover expenses in all MWR Categories. Remaining General Support expenses are funded with MWR NAF. Questions pertaining to this element of MCCA funding should be directed to the MCCA NAF CFO.

Uniform Funding and Management (UFM) of MWR Programs

UFM may only be used for DoD and USMC-defined MWR programs and activities. The UFM Practice is designed to aid in the timely execution of APF in support of MWR programs. UFM is the merging of APF and NAF for the purpose of providing MWR services under the NAF set of rules and procedures in order to facilitate: the procurement of property and services for MWR; the management of employees to provide the programs; and financial reporting and management. Under a UFM Memorandum of Agreement, the designated MCCA APF are converted to NAF and provided to the MCCA non-appropriated fund instrumentality (NAFI) at the beginning of each quarter, and remain NAF until expended. Questions pertaining to UFM procedures/authorizations should be directed to the MCCA CFO.

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Program Objective Memorandum (POM) Process

MCCS APF (O&MMC) resources are initially allocated during the POM process. During the POM, new programs are created or increases to established programs occur. The Personal and Family Readiness (MR) Division is the MCCS Resource Sponsor in the POM process. MR Division publishes biennial guidance for the commands' participation in developing MCCS initiatives for the POM, and has developed an MCCS POM training program through partnership with Programs and Resources (P&R) and Installations and Logistics (I&L) Departments at Headquarters Marine Corps. Biennial training is executed at regional locations across the Marine Corps.

The current POM process requires that each installation submit their MCCS initiatives to their respective Operating Budget Holder (OPBUD). The OPBUD formally enters the initiatives in the Program and Budgeting Documentation Database (PBDD), maintained by the Programs and Resources (P&R) Department.

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The PBDD captures MCCS initiatives and identifies MCCS resources by the following Marine Corps Programming Codes (MCPCs):

- Marine Corps Family Team Building (690102)
- Semper Fit (690202)
- Lifelong Learning Libraries (690302)
- Off-Duty and Voluntary Education – (TA) (690402)
- Marine and Family Services (690502)
- Children, Youth, and Teen Programs (690702)
- Business Operations (690802)
- General Support (690902)

MR reviews and approves all MCCS submissions in the PBDD and conducts an internal Program Sponsor's prioritization prior to briefing all MCCS requirements to the Manpower Program Evaluation Group (PEG). Ultimately, all POM funding decisions are contained in the PBDD and form the basis of future budget submissions.

APF Support and Budgets

The annual MCCS APF budgets flow from the PBDD. All MCCS funding is provided by P&R to the respective OPBUDs. Through coordination with P&R, MR Division distributes the annual MR/MCCS budget by OPBUD and subordinate command.

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The O&MMC funding reflected in the annual budgets match the OPBUD Holder's MCPC totals in the PBDD. MR Division uses the budgets to report MCCS O&MMC execution results through the oversight of the MCCS Board of Directors. This heightened visibility of MCCS O&MMC resources has been instrumental in overall improvements to execution rates, while improving organizational resource allocation and budgeting decisions. The annual budget also reflects the aforementioned OSD funds for FAP, RAP, TAMP, and DDR programs, however, these funds are not reflected in the PBDD.

Indirect APF Support to MCCS

Indirect support includes all APF base operations support costs to MCCS programs and activities not managed or reflected as direct O&MMC support on the annual MCCS budget. Base operations costs are budgeted and executed to support 'installation-wide' services, including MCCS.

The following provides a listing of such indirect expenditures:

- Military personnel support
- Civilian personnel services
- Facility and infrastructure support (including fire, police, health, safety)
- Equipment operation

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- APF financial and accounting services
- Installation procurement and common warehouse
- Communications
- Installation information systems
- Legal services
- Transportation services
- Maintenance and repair services
- Minor construction
- Utilities and real property rents
- Refuse collection
- Snow removal/Hurricane Recovery
- Custodial and janitorial services

MCCS MWR activities are required to annually report both direct and indirect APF support to MR Division. This data is consolidated for inclusion in MCCS budget exhibits, which are part of the President's Budget. Direct and indirect costs are used in the calculation of the total APF support to MWR Category A and B programs in the annual Metric Report.

NAF Support and Budgets

A NAFI is the legal and NAF fiscal entity of MCCS MWR Category A, B, and C programs, including the Marine Corps Exchanges. The MCCS MWR programs at each installation are supported by a single NAFI encompassing both the operational and

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support elements of the MWR components of the MCCA organization. MCCA organizations are established NAFIs of the federal government, and are therefore subject to directives issued by the Department of Defense (DoD) and the Commandant of the Marine Corps. The total NAFI is, for the most part, self-supporting. Revenue is derived principally from the sale of retail goods and services, and the operation of food and beverage activities at various Marine Corps facilities. Review and approval of MR's budget is an annual event beginning with the BOC and the BOD. The NAF financial performance of the organization is monitored through oversight of the MCCA Board of Directors through the application of established and standardized NAF financial performance indicators. These indicators allow the MCCA Board of Directors to identify installations experiencing financial difficulty for elevation to an internal watch list monitored by the Board. Installations elevated to the watch list are subject to continued monitoring until their financial performance meets the prescribed financial performance standards.

Assessments

CMC (MR) shall be funded with APFs to the maximum extent practicable. Supplemental funding with NAF will be provided through a sales assessment (percentage set by MCCA BOD) of all Marine Corps revenue generators.

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Operating Fund. The Operating Fund pays for centralized support services, such as finance and accounting, information management, procurement and contracting, human resource management and training, etc. It additionally supports centralized programs, such as All Marine Sport program and centralized buying.

Central Construction Fund. A centrally managed five year NAF facility major improvement and construction program is maintained and administered by CMC (MR). The account is funded by an assessment to revenue generating activities, which is determined by the MCCS BOD. The CCF consists of funds assessed from revenue generating activities, gaming machines at overseas locations, interest earnings on the fund balance and borrowed funds. In addition, the CMC has authorized a commercial borrowing authority for projects meeting internal rate of return.

The sales and services of the following business operation activities are subject to assessment as revenue generators:

- a. All net sales from food, beverage, entertainment and hospitality operations, both direct and indirect. All net revenue from gaming devices at overseas locations.
- b. All net retail sales, direct and indirect, excluding sales for uniform items provided from Defense Personnel Support Center (Supply System), money orders, travelers checks, postage stamps, and automobiles/motorcycles sold on minimum flat rate commission.

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c. All direct and indirect net sales from service related operations, including commission income from personal telecommunications services but excluding hunting and fishing license sales.

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).

All MCCS MWR activity sales done by the activities above in conjunction with open house or community events are assessed. No other MCCS activities are assessed. The following table summarizes the percentage of assessments:

Operating Fund	
▪ Gross/Net Revenue Generator Sales	2.3%
▪ Fuel Sales	0.94%
Central Construction Fund	
▪ Installation W/Sales >\$10.5M	2.50%
▪ Installation W/Sales <\$10.5M	2.25%
▪ Fuel Sales >\$10.5M	0.90%
▪ Fuel Sales <\$10.5M	0.72%
▪ Gaming Machines (% Marine Net)	21%

Benefits Fund

As with CIP, each installation pays employer expenses for the consolidated NAF benefits package including: health care, dental,

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life insurance, 401K, and pension. Premiums are annually determined by an actuary.

Resourcing Balance

MCCS programs fall under the direct operational control of each Installation Commander. Within the constraints of DoD and Marine Corps policy, each Installation Commander must strike the proper balance when resourcing MCCS programs. This not only pertains to the resourcing of MCCS MWR programs with both APF and NAF resource support, but also the allocation of the entire MCCS O&MMC funding to sustain an acceptable and balanced level of support to Marines and their families. The following guidance is provided to help strike that balance:

Fiscal policy set by the MCCS BOD requires that each installation's annual NAF budget reflect a positive net income, and include a fixed asset re-capitalization program at least equal to the annual depreciation budget. This action is required, while at the same time offering discounted goods and services to authorized patrons through NAF revenue-generating activities. Additional budget policy requires that all eligible expenses in MCCS MWR Category A and B programs shall be met prior to spending any APF (O&MMC) on authorized MCCS MWR Category C program expenses. APF support should be programmed and budgeted based on the funding identified in annual MR/MCCS budget.

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MCCS MWR APF and NAF resourcing decisions are inextricably linked. As such, each Installation Commander is the decision maker in a zero-sum game. From a NAF perspective, a reduction in prices at MCCS activities (with a resulting reduction of available NAF for operations and re-capitalization) may result in a commensurate reduction in the service delivery of other MCCS programs.

From an APF perspective, a reduction in APF at MCCS MWR activities may result in a commensurate increase in NAF to maintain an acceptable level of program delivery. Unfortunately, an increase in NAF to augment APF shortfalls precludes use of this funding source to support intended program, activity or service requirements of MCCS MWR Category A and B programs.

With this ‘balance’ decided at the local installation level, the Marine Corps is most responsive to the specific needs of its patrons.

Point of Contact: HQMC (MRQ), DSN: 278-9517

NAF/APF Purchasing

NAF. Purchasing is not bound by the Federal Acquisition Regulations (FAR). Although competition must be obtained and documented, commercial purchasing practices are used when possible. NAF procurement policy is based on DoDD 4105.67, DoDI 4105.71, SECNAVINST 7043.5B, and MCO P7010.20.

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APF. Purchasing is handled through installation APF contracting offices and strictly follows the requirements of the (FAR) as well as a number of other DoD, SECNAV and Marine Corps policies.

Point of Contact: HQMC (MRB), DSN: 278-3819

Equipment

Initial equipment provided for new facilities is included in the original construction or expansion projects as collateral equipment. Installations must budget for and provide all funds for replacement of this equipment.

Point of Contact: HQMC (MRD), DSN: 278-3887

Commercial Sponsorship

Commercial sponsorship by DoD definition may only be used for MCCS MWR defined activities and programs. Commercial sponsorship is the act of providing assistance, funding, goods, equipment or services to MCCS MWR program events by an entity (sponsor) for a specific period of time in return for public recognition or advertising promotions. Sponsorship is either solicited or unsolicited. Commercial sponsorship is authorized per the following: Sponsorship shall not be solicited or accepted outside of MCCS MWR activities. No one else is authorized to use it. Any funds, products, services, or items resulting from the commercial sponsorship program shall only be used within MCCS MWR activities.

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MCCS MWR organizations shall decline commercial sponsorship offers that do not reflect favorably on the Marine Corps or the Department of Defense. Alcohol and tobacco companies may not be solicited. While unsolicited sponsorship from alcohol companies may be accepted, sponsorship from tobacco companies may not be accepted under any circumstance.

A sponsorship coordinator shall be designated in writing by the command. Also, the NAF attorneys located at regional area offices of the Counsel for CMC must review all commercial sponsorship agreements.

Sponsorship 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.

Sponsorship does not allow the sponsor to use the Marine Corps seal or emblem nor are they allowed to put the sponsors' name in the event with that of the Marine Corps.

Point of Contact: HQMC (MRK), DSN: 278-3811

Composite Insurance Program (CIP)

CIP is a centrally managed program administered at MR. The insurance is provided through a combination of self- insurance and

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commercially procured insurance. Individual installations pay premiums based on liability for employees, facilities, equipment, and fleet vehicles. The program provides protection for General Liability, Property, Auto, Marina, and Workers' Compensation for NAF programs of MCCS activities and employees.

CIP provides Automobile Liability protection for claims arising from the operation of MCCS NAF owned and leased vehicles. Upon acquisition of an MCCS owned/leased vehicle, MCCS activities are required to immediately notify the CIP team at HQ MRG to register the vehicle(s). MCCS owned vehicles are issued an official MCCS license plate as well as a tracking number. MCCS leased vehicles continue to display the GSA license plate, but are issued an MCCS tracking number to distinguish it as a NAF leased vehicle. MCCS activities are required to submit an updated vehicle inventory listing to MRG annually.

Vehicles

MCCS is authorized to use motor transport support on a non-reimbursable basis for most MCCS MWR Category A and B activities and routine administrative support for Category C activities. UFM may not be used acquire vehicles with APF. NAF must be used to purchase, repair, and fuel MCCS vehicles.

Point of Contact: HQMC (MRG), DSN: 278-0433

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MILCON

The Marine Corps MILCON program is funded by specific Congressional appropriation each year. 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 P11000.12 and MCO P11000.5 and must be coordinated with the installation facilities and public works office. This is the basis for all MILCON construction projects. All MILCON projects are coordinated through CMC (LF). Examples of MCCA facilities requiring APF or MILCON construction are Fitness Centers, Libraries, Marine and Family Service Centers, and Child Development Centers.

FSRM

Facility Sustainment Restoration and Modernization (FSRM) is the process that replaced the Maintenance of Real Property (MRP) process. This is APF funded and must be budgeted annually.

Sustainment means the maintenance and repair activities necessary to keep an inventory of facilities in good working order. It includes regularly scheduled adjustments and inspections, preventive maintenance tasks, and emergency response and service calls for minor repairs. It also includes major repairs or replacement of facility components that are expected to occur periodically throughout the life cycle of facilities. This work includes regular

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roof replacement, refinishing of wall surfaces, repairing and replacement of heating and cooling systems, replacing tile and carpeting, and similar types of work. It does not include tasks associated with facilities operations (such as custodial services, grounds services, waste disposal, and the provision of central utilities).

Restoration means the restoration of real property to such a condition that it may be used for its designated purpose. Restoration includes repair or replacement work to restore facilities damaged by inadequate sustainment, excessive age, natural disaster, fire, accident, or other causes.

Modernization means the alteration or replacement of facilities solely to implement new or higher standards, to accommodate new functions, or to replace building components that typically last more than 50 years (such as the framework or foundation).

The FSRM process should be applied to NAF facilities as well as APF where authorized. All NAF facilities are authorized to be maintained with APF regarding the 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

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facilities damaged by inadequate sustainment, excessive age, natural disaster, fire, accident or other causes). This 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 the standard required of all facilities on the installation; and correction of fire and safety, Americans With Disabilities Act, and force protection deficiencies. APF may also be used for all community facility construction related to the establishment, activation, or expansion of a military installation or relocation of facilities for the convenience of the Government; replacement of facilities destroyed by acts of God, fire or terrorism; and antiterrorism/force protection measures required under DoD.

NAF Construction and Contracting

The MCCS Board of Directors is guided by DoD and Congress in oversight and development of the NAF construction program per MCO P1700.27A. Generally, the same DoD and Congressional approval and review requirements apply for NAF projects as they do for MILCON requests. All NAF projects are coordinated through CMC (MR).

NAF Construction contracting may only be performed by those delegated with construction contracting authority.

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Fund Source

Consult appropriate directive for specific requirements. Generally speaking: APF must be used to construct all Fitness Centers, Libraries, Marine and Family Service Centers, Child Development Centers, and OCONUS Youth Centers. APF must also be used on all MCCS non-MWR-related facilities. NAF may not be used to support any of these projects in any form. NAF is used to construct all other MCCS MWR facilities.

NAF Approval Authority

- \$0-\$200,000 shall normally be funded/approved by the command using local funds.
- \$0-\$499,999 may be funded/approved by the command using local funds without higher level approval.
- \$0-\$100,000 may be requested from the CCF and may be approved by the Director, CMC (MR).
- Projects \$500,000 or greater must be approved by the MCCS BOD regardless of the source of funding.
- Projects using any CCF funding whatsoever and exceeding \$100,000 must be approved by the MCCS BOD.
- Projects \$200,000-\$750,000 must be reported to (and receive de facto approval from) Congress. Higher Headquarters and Congress must approve projects over \$750,000.

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Determining Requirements

Commanders must insure that projects are appropriately sized and designed. They are assisted in this process by the Facilities Planning and Programming System process and local and CMC facility office staffs. All Category C projects must have an Internal Rate of Return (IRR) assessment on future revenue. This IRR must exceed seven percent if any borrowed funds are to be used. Any NAF project for Category C facilities estimated to cost over \$1.0 million dollars must have a Project Validation Assessment (PVA) conducted prior to submitting the project to DoD for approval. MWR projects over \$1.0 million must also be considered for public/private venture.

Point of Contact: HQMC (MRD), DSN: 278-3887

Chapter 6: Oversight of MCCA

Congressional Oversight. MCCA Congressional oversight comes from the Senate Armed Services Committee (Personnel Subcommittee) and the House Armed Services Committee (Military Personnel Subcommittee). The intensity of oversight is directly related to topical concerns and local constituent interests.

The Under Secretary of Defense, Personnel Readiness. Primary OSD-level QOL oversight resides within the Personnel Readiness Directorate.

Assistant Secretary of the Navy, Manpower and Reserve Affairs. The Assistant Secretary of the Navy (M&RA); and Deputy Assistant Secretary of the Navy (DASN) for Personnel Programs support the Marine Corps through DoN level representation.

MCCA Board of Directors (BOD). The Board, chaired by the Deputy Commandant, Programs and Resources, is empowered to act on behalf of the CMC and is responsible for the oversight of MCCA APF and NAF resources, among other areas. The Board is comprised of General Officers or equivalents from HQMC, Operational Forces, and Marine Corps bases/stations. The Board meets at least three times per year and is supported by four Committees: Budget Oversight, NAF Construction, Family Readiness, and Investment.

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The Personal and Family Readiness (MR) Division. MR Division provides plans, policies, resources, and/or direct assistance necessary to support the personal and family readiness requirements of Marines and their families. MR, under the cognizance of the Deputy Commandant for Manpower and Reserve Affairs, is responsible for the coordination and resolution of higher headquarters requirements, as well as serving as an advocate and support mechanism for MCCA Directors and Installation Commanders in the provision of programs and services. MR is also responsible for provision of some MCCA centralized non-appropriated fund support functions, such as Human Resources, Finance, Information Systems, and Training; and centrally managed programs such as Tuition Assistance, and the All-Marine Sports program.

Installation Commanders. Although broad policy guidance has been established that provides program intent, the specific management and execution of programs rests with Installation Commanders.

MCCA Directors. MCCA Directors are responsible to their commanders for day-to-day operations, customer satisfaction of base personnel, and support for deploying units.

Point of Contact: HQMC (MR) DSN: 278-9501

Chapter 7: Auditing and Performance Management

Inspector General of the Marine Corps (IGMC). MCCS programs are part of the IGMC inspection process when they inspect FMF and Reserve Forces and supporting establishment commands, units, and activities.

Commanding General's Inspection Program (CGIP). Installation Commanders shall conduct, or cause to be conducted, on a biennial basis, inspections of all MCCS Programs and personnel. When available, the installation may provide MCCS with UFM funding for this purpose. MCCS personnel officially assigned as Command CGIP Inspectors are considered Executive Control personnel (authorized APF funding) when acting in their capacity as CGIP Inspectors.

Government Accountability Office/Naval Audit Service. The comprehensive audit programs of the Government Accountability Office (GAO) and the Naval Audit Service (NAS) 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 NAS 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.

Marine Corps Non-Appropriated Fund Audit Service (MCNAFAS). MCNAFAS provides Commanders and managers with independent

Chapter 7: Auditing and Performance Management

and objective value-adding audits of Marine Corps non-appropriated fund instrumentalities (NAFI) and other entities, as directed by the Commandant of the Marine Corps. In fulfilling their responsibility, MCNAFAS performs audits in accordance with Generally Accepted Government Auditing Standards, The Institute of Internal Auditors Standards for the Professional Practice of Internal Auditing and Code of Ethics, and the current edition of MCO 7510.2E. 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.

Functionality Assessments. MR is required to conduct Functionality Assessments (FAs) on all MCCS programs and functions. The process was approved by the MCCS BOD and later endorsed by ACMC as the business reform tool most appropriate for our organization. The FA process utilizes a highly standardized methodology which facilitates: internal examination of the program using subject matter experts, benchmarking based on established market leaders, and an opportunity to identify efficiencies. FA results are provided to MCCS Directors, Installation Commanders, and the MCCS BOD. MR maintains scorecards to record actions and utilization of the results by Marine Corps installations.

Point of Contact: MRN DSN: 278-9517

MCCS Points of Contact

COMMARFORLANT	Kai Faison	757-445-4330
COMMARFORPAC	Mae Ooka	808-477-8489
COMMARFORRES	Col Walter Ellingson	504-678-6850
MCLB Albany	Richard French	229- 639-7722
Camp Allen	Michael Flanary	757-445-1255
MCLB Barstow	Gary Fulham	760-577-6870
MCB Camp Butler	Steve Pauli	DSN 645-3082
MCAS Cherry Point	Steve McNeeley	252-466-2430
MCB Hawaii	Bill Lindsey	808 -254-7500
Henderson Hall	David Neely	703-979-8420
MCAS Iwakuni	David Haigh	DSN 253-3424
MCB Camp Lejeune	Jay Sollis	910-451-2525
MCAS Miramar	Richard Soule	858-577-8651
MCAS New River	Paul Quinn	910-449-6704
MCB Camp Pendleton	Lee Farmer	760-725-5551
MCB Quantico	Tom Loughlin	703-784-3007
MCRD San Diego	Bob Parker	619-524-6443
MCCS South Carolina	Ben King	843-228-7572
MCAGCC 29 Palms	Daisy Dedeaux	760-830-6870
MCAS Yuma	Don Mitchell	928-269-3531
MOBCOM KC	Cheryl Erickson	816-843-3650
MARBRKS 8 th and I	Russ Pantleo	202-433-2338

Web Resources

Marine Corps Community Services

www.usmc-mccs.org

MCCS OneSource

www.mccsonesource.com

American Red Cross

www.redcross.org

Navy/Marine Corps Relief Society

www.nmcrs.org

United Service Organizations

www.uso.org

Armed Services YMCA

www.ymca.org

Tricare

www.tricare.osd.mil

Commissaries

www.commissary.com

National Military Family Association

www.nmfa.org

Military Child Education Coalition

www.militarychild.org

Commander Notes



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