



UNITED STATES MARINE CORPS
MARINE AIR SUPPORT SQUADRON 2
MARINE AIR CONTROL GROUP 18
1ST MARINE AIRCRAFT WING
UNIT 37211
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CO
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SQUADRON ORDER 1710

From: Commanding Officer, Marine Air Support Squadron 2
To: Distribution List

Subj: MARINE AIR SUPPORT SQUADRON 2 UNIT, PERSONAL, AND FAMILY READINESS PROGRAM STANDARD OPERATING PROCEDURES

Ref: (a) MCO 1754.9B
(b) MCO P1700.27B CH-1
(c) MARADMIN 015/17
(d) GruO 1710.1A
(e) SqdnO 1320
(f) UPFRP Turnover Binder

Encl: (1) Action Officer/OIC Event Planning Checklist
(2) Additional Readiness Training Courses
(3) Crisis Communication Guidance

1. Background. Marines, Sailors, and families assigned to Marine Air Support Squadron 2 (MASS-2) are stationed in a forward deployed operational environment. MASS-2 operates throughout the Pacific region from Hawaii to the Kingdom of Thailand and from Alaska to Australia. The management of the Unit, Personal and Family Readiness Program (UPFRP) is the responsibility of the Commander, facilitated through the Uniformed Readiness Coordinator (URC) by providing direct support to Marines, Sailors, and families. Personal and family readiness is also the requirement of the individual Marine, Sailor, and family to successfully balance the challenges of a military lifestyle, family, career, and mission events. Achieving and maintaining a high state of personal and family readiness is the responsibility of every Marine and Sailor.

2. Purpose. To describe and explain the mission, goals, and concept of operation of the MASS-2 UPFRP. This order will describe roles and responsibilities related to implementation of the UPFRP and provide awareness of information services and resources available to promote readiness.

3. Mission. This Standard Operating Procedure (SOP) provides instruction and guidance for implementation and administration of the MASS-2 UPFRP in order to establish and communicate policies and procedures for implementing the MASS-2 UPFRP.

4. Execution

a. Commander's Intent. Marines, Sailors, and families have all required resources to ensure they are prepared to thrive in this forward deployed, high tempo environment.

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b. Concept of Operations. This SOP provides the roles, responsibilities, and requirements per ref (a) and in accordance with (IAW) the Squadron Commander's intent.

c. Tasks

(1) Commanding Officer (CO). The MASS-2 CO is responsible for the management of the UPFRP. The MASS-2 CO will ensure every member of MASS-2 is trained, educated, and aware of available resources, upcoming family readiness events, local training opportunities, as well as family or career related services and workshops.

(a) MASS-2's CO may appoint one or more Family Readiness Advisors and Family Readiness Assistants who are family members of MASS-2 Marines and Sailors. It is strongly urged to review the criteria in reference (a) regarding the position descriptions of Family Readiness Advisor and Assistant prior to making any appointments.

(b) MASS-2's CO will ensure the command disseminates the Marine Air Control Group 18 (MACG-18) Monthly Newsletter to all Marines, Sailors, and family members of MASS-2.

(2) Uniformed Readiness Coordinator (URC). The URC is responsible for implementing the Commander's UPFRP vision and intent. The URC serves as a pathway for communication, information, and referral for all assigned MASS-2 Marines, Sailors, and their families to include attached Marines and/or Sailors with the Unit Deployment Program.

(a) Resource Management and Administration

1. Complete all mandatory training IAW reference (a) before assuming appointment as the URC.

2. Conduct billet turnover audit 14 days prior to turnover with newly appointed URC, Deputy URC (DURC), Deployment Readiness Coordinator (DRC), and Executive Officer (XO)/Sergeant Major.

3. Retain a signed copy of all the Command Team's (CT) appointment letters, Unit and Family Readiness Funds Responsible/Assistant Responsible Officer letters, training certificates, and volunteer forms. The MACG-18 DRC will be appointed as a Responsible Officer.

4. Ensure compliance (90%) of married Marines having at least one Authorized Contact, with the first one being the spouse, unless the spouse opted out using NAVMC 11657, in Marine Online (MOL) Family Readiness Tab, maintain the UPFRP turnover binder, and maintain the UPFRP Command General's Readiness Inspection (CGRI) Functional Area Tab for the squadron.

5. Ensure the availability of administrative assistance and logistical support for the UPFRP and its events, to include training. Ensure an Annual Plan and a Budget is created for all UPFRP events for the entire MCCA Fiscal year (Feb-Jan).

6. Schedule training for all members of the CT, to include volunteers. A training tracker will be presented every Command Team Meeting to show where it is lacking along with future training dates for the training that is missing. Streamline and expedite training at our location as much as possible.

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7. Using the provided UPFRP data tracker, the URC will record data monthly relating to the four tenants of the UPFRP that the URC and/or CT conducted in support of any assigned MASS-2 Marines, Sailors, and their family members. This data will be incorporated into the Squadron's weekly staff brief and monthly CT Meetings. Data recorded includes unit demographics, information and referral services (reactive support) and outreach services (proactive support). This will be used to identify any trends within the unit and, in turn, balance with any training/workshops applicable to those trends.

8. The URC will encourage New Join Marines to bring their spouses to check-in and the New Join Brief in order to get them knowledgeable about the program as soon as possible. While meeting with the spouses, it is important to try and get to know them and recruit their talents. This is a best practice when trying to recruit volunteers. The goal is to get at least one spouse from each Marine demographic (i.e. junior Marines, NCOs, SNCOs, officers) in order to have the best voice of all of the spouses within the unit. Recruitment of junior Marines' spouses is our top priority as this demographic is the largest representative population of our unit.

9. Once a family member is interested in joining the Command Team, the URC should provide the required training and the dates for the trainings, provide the family member with the NAVMC 11653 Volunteer Application and the DD Form 2793 Volunteer Agreement Form to be filled out and turned back in to you and then kept in a binder. Schedule the spouse an interview with the CO. On the day of the interview, provide the CO with the appointment letter to be signed by both parties. Input the appointment letter into the binder for inspection purposes.

10. The URC will track all UPFRP volunteer hours monthly, including official volunteers and morale volunteers. If there are multiple volunteers each month, the Volunteer of the Month will have their picture put in the newsletter and sent to families and be provided a certificate signed by the CO. Volunteer hours will also be used to decipher the top volunteers that will be invited to the annual Group Volunteer Recognition Event.

11. The URC will upload updated training guides, handouts, and other resources on SharePoint and ShareDrive for the Squadron to use.

12. The URC will review the Squadron's Onboarding and Sponsorship Order to ensure all tasks are complete IAW reference (e) to include providing an updated Welcome Aboard package that is sent to incoming Marines via the Sponsorship Coordinator.

13. The URC must report any sensitive family matters or family concerns to the CO. Examples include, but not limited to: family challenges, pregnancies, medical needs, or inadequate facilities for dependents.

14. The URC will request a Staff-Assisted Visit (SAV) from the MACG-18 DRC at least quarterly to ensure compliance and to always be prepared for any CGRIs.

(b) Battle Rhythm Requirements. It is highly recommended to update resource point of contact information found in the ShareDrive as needed.

1. Annual requirements include:

a. Personally Identifiable Information and Operational Security Training as conducted on MarineNet during annual training.

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b. Conduct an audit on the UPFRP CGRI Functional Area Tab. This can be conducted as a Staff Assisted Visit with the DRC.

c. Create an annual budget spending plan and an annual squadron events plan to be approved by the CO.

d. Develop an annual training plan and finalize with the S-3 Operations Officer and S-3 Training Officer.

2. Semi-annual requirements include conducting pre-deployment training during winter and summer interval training. Additional training is by direction of the CO.

3. Quarterly requirements include:

a. Conducting at least one CT meeting (monthly, if schedule permits) with all members of the CT to discuss the UPFRP tenets, budget, events, and data tracker IAW reference (a).

b. Provide family readiness education and training resiliency opportunities for Marines and spouses.

c. Request a SAV from the MACG-18 DRC.

4. Monthly requirements include:

a. Contacting all assigned MASS-2 Marines, Sailors and their designated contacts using official communication. This type of communication must use an authorized official communication tool and can only be sent from the CO, URC, DURC, or DRC.

b. Submit data tracker for previous month to Headquarters Marine Corps (HQMC) NLT the fifteenth of the current month. The information can be individually submitted online using the HQMC SharePoint/Gear Locker website or sent via Outlook email to family.readiness@usmc.mil. Another option is to submit the data tracker through the DRC to HQMC by the fifth of the month.

c. Ensure UPFRP roster is accurate according to the morning report in MOL. Send a list of discrepancies to include missing information, need for corrections or updates to Company Staff for action.

d. It is highly recommended to attend the Readiness Coordinator Learning Series and Readiness Coordinator's Huddles with Marine Corps Family Team Building every month.

5. Weekly requirements include:

a. Update slides for the weekly staff brief with the CO.

b. Create a weekly tasks list and send to the XO.

c. Email new joins and their designated contact(s) welcoming them to the Squadron. Include MASS-2's CO UPFRP policy letter and welcome aboard letter. It is highly recommended to also include Marine Corps Community Services (MCCS) resources and the current MACG-18 and/or MASS-2 newsletter.

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6. Attend administrative meetings to include the operations meeting, weekly staff brief, and any other meeting deemed necessary by the Command deck.

(c) Communication. The URC is responsible for the timely and accurate distribution of both official and authorized communication to MASS-2 Marines, Sailors and designated contacts. Official/authorized communication must be sent to all authorized contacts on a monthly basis. All Authorized Contacts should be in the BCC line of messages to protect Personally Identifiable Information (PII). When the Squadron is in a deployed status, communication must be sent twice a month. This communication can be sent by the URC, DURC or DRC. Operation Security should always be protected when sending out any form of communication.

1. URCs will ensure that Marines and/or Sailors, upon check-in to the squadron, complete the check-in packet found in reference (f) and update their designated contact's information on the MOL family readiness module within 30 days of arriving to the unit. The URC will let the military member know that the Commander would like for their families to have direct access. Married Marines are required to include one Authorized Contact, with the first being the spouse, unless the spouse opts out using the NAVMC 11657 form. Single Marines are highly recommended to add an Authorized Contact. All Authorized Contacts must have a valid email on file as most communication is provided in email or MOL messages.

2. Official/Authorized Organization Communication System consists of:

a. Email. Email will be used for routine official/authorized communication that will be vetted by at least the XO/SgtMaj before being sent out to family members. Unauthorized communication should not be sent to the masses using official email.

b. MOL Family Readiness Module. MOL Family Readiness Messages will be sent at least quarterly to get families used to receiving from this system. This tool will also be used for Commander's messages during a deployment/exercise. Coordinate with the command before sending any messages via this tool. Unauthorized communication should not be sent via MOL.

c. Command approved social media. Social media communication should complement communication efforts, not replace the use of AOCT, newsletters or telephone. All official squadron websites must be registered through the Marine Corps' Social Media page and shall follow operational security requirements. The Security Manager and Operations Officer shall have oversight and provide guidance to the URC for disseminating any social media content. URCs should not be Administrators on social media sites. For more information, see reference (a).

d. Unit Intranet or SharePoint. SharePoint will be used to upload all pertinent program documents so as to have a failsafe when the URC is not available for a period of time.

e. Phone Calls. Phone calls can be used to welcome spouses to the island, identify personal challenges of the families, or to notify for timeliness reasons.

f. Unit .mil webpage. The URC will ensure to update the public-facing unit.mil webpage (<https://www.1stmaw.marines.mil/Subordinate-Units/Marine-Air-Control-Group-18/MASS-2/>) at least quarterly or as required to ensure that any incoming Marines and family members are getting relevant information when doing a search for the unit. Updates should be sent to the 1st MAW IMO Webmaster via the Squadron S-6 section.

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3. Family Readiness Command Team Advisors (FRCTA) and Family Readiness Assistants (FRA) may create communication on behalf of the MASS-2 CO or the URC but must be first vetted by at least the MACG-18 DRC or MASS-2 command before being sent to family members by the URC. FRCTAs/FRAs will not send mass messages via the UPFRP family roster; however, but may send messages from emails they have received using the social roster created by social media or other means.

4. Social Media communication should complement communication efforts, not replace the use of AOCT, email, newsletters or telephone. All official squadron websites must be registered through the Marine Corps' Social Media page and shall follow operational security requirements. The Security Manager and Operations Officer shall have oversight and provide guidance to the URC for disseminating any social media content. For more information, see reference (a).

5. The URC will provide official communication to all assigned MASS-2 Marines, Sailors and their designated contacts IAW reference (a). Below are examples of authorized communication tools used at MASS-2.

a. MASS-2 or Marine Air Control Group 18 (MACG-18) monthly newsletter via the Outlook email application.

b. MASS-2 monthly email via Outlook email application.

c. MOL Commander's Message.

(d) Volunteer Management. The CO along with the entire Command Team is responsible for CT volunteer recruiting. The URC is responsible to ensure volunteer meetings are provided and attendance rosters signed. The URC will coordinate with the CO about annual volunteer recognition. The URC will also:

1. Ensure that volunteers complete the volunteer application form and volunteer agreement form found in reference (f). It is highly recommended for the MASS-2 CO to personally interview appointed volunteers.

2. Disseminate volunteer opportunities to Marines, Sailors, and their families as needed.

(e) Information and Referral Management

1. URC will coordinate with internal and external organizations for information and referrals that enhance unit, personal, and/or family readiness.

2. URC will distribute information and resources to all assigned MASS-2 Marines, Sailors and family members per reference (a) or needed/requested.

(f) Deployment Support

1. URC will coordinate pre, mid, and post-deployment briefs per reference (a).

2. URC will ensure the DRC has access to the Squadron's family readiness roster in order to provide additional communication and support to deployed Marines' families, as needed.

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3. Deployed Spouses Benefit Card. URCs will coordinate with MCCS Marine Corps Family Team Building (MCFTB) to request deployed spouses benefit cards on behalf of the Marines to be deployed after receiving from S-1 and S-3 the married Marine roster going on the deployment. Spouses of deployed Marines will receive the benefits of the cards during the deployment with the following stipulations:

- a. Deployed in support of real-world operations.
- b. Deployed with the 31st Marine Expeditionary Unit.
- c. Deployed on an Individual Augmentee (IA) assignment.
- d. Deployed for 180 days or more.
- e. Deployed to a remote location for more than 30 days.

4. Individual Augmentee (IA) Welcome Home Program. This program's intent is to provide IAs with something special in lieu of a large unit welcome home celebration. To qualify, IAs must meet two requirements: (1) have a Requirement Tracking Number (RTN for Marines) or Noble Eagle Number (NE for Navy) assigned to them, and (2) have been deployed in support of OND/OEF for greater than 30 days. IA Welcome Home Packages consist of a LOA from the Marine Corps Installations Pacific Commanding General, a personal thank you from MCCS (schedule permitting for both the IA and MCCS executive branch) and a coupon book for goods and services from MCCS. Submissions for this program must be made either by a DRC, URC, or by the IA and verified by a DRC/URC. In order to receive the IA Welcome Home Program coupons, the URC will provide the DRC a roster of Marines and/or Sailors returning from supporting a deployment on an Overseas Contingency Operations deployment for 31 days or longer. This program is processed through a Mobilization Processing Center or an equivalent site and the recipient will be assigned a Routing Tracking Number (RTN) for Marines or a Noble Eagle number (NE) for Sailors. Close coordination with the Operations section and the IA themselves will be required to know when the date of return will be.

(g) Event Planning

1. Roles and responsibilities of the URC

a. The URC will submit Unit and Family Readiness Funds expenditure request to MCCS Accounting Management Office (AMO) via the MACG-18 DRC to cover costs IAW the budget NLT 10 days prior to the event. Expenditure requests must be submitted by Friday NLT 1200 to receive funds on the following Thursday after 1300. The DRC will ensure all documents are present before sending to AMO.

b. Utilize funds from MCCS AMO and purchase items required for the event NLT 7 days prior to the event.

c. Coordinate with S-3 Operations to nominate Marines for Action Officer (AO) or Officer-in-Charge (OIC) and Staff Noncommissioned Officer-in-Charge (SNCOIC) or Noncommissioned Officer-in-Charge (NCOIC) to assist with planning and execution. It is highly encouraged to utilize appointed volunteers for planning purposes as well as providing input for the event.

d. Supervise the AO/OIC and SNCOIC/NCOIC by conducting weekly situation reports or committee meetings.

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e. Assist the AO/OIC and SNCOIC/NCOIC with MCCS-related resources to include reserving facilities and equipment.

f. All funds and funding documents will be strictly accountable. All funding documents to include: check stub, receipts with 3rd party printed name/ signature/phone number/date, completely filled-out prize logs, and return of cash receipt should be turned into the MACG-18 DRC within 3 days after the event so they can ensure accuracy and submit it to AMO for completion.

2. Roles and responsibilities of the AO/OIC. Refer to enclosure (1) for event planning checklist.

a. Coordinate with the URC and installation recreation services, installation logistics services, and MCCS Supply for reservations of facilities, equipment and other requests. It is highly encouraged to utilize appointed volunteers for planning purposes as well as providing input for the event.

b. Submit a Letter of Instruction (LOI) with Operational Risk Management (ORM) worksheet for events to S-3 Operations.

c. Coordinate with companies to create a Go/No-Go Roster to aid in planning. If event is advertised as all hands, create a Go/No-Go roster to establish on-hand Marines and families expected to attend. If transportation is provided for the event, the roster should include which Marines will require transportation.

d. Disseminate a warning order for the event via outlook email to all assigned Marines, Sailors and family members. Coordinate with the URC and S-3 Operations to finalize the details before sending.

e. Coordinate with XO to schedule a confirmation brief with the MASS-2 CO and key personnel.

f. It is highly encouraged to create an After Action Report for each event in order to provide a historical so future events will be smoother.

(3) Deputy Uniformed Readiness Coordinator (DURC). The DURC works directly for the MASS-2 CO, however, the relationship between DURC and URC is essential for cooperation and proper coordination in maintaining and sustaining training and readiness. The DURC is responsible for ensuring individual Marines and their families understand available resources, mission events, training opportunities, services, and career workshops that are offered locally or remotely. The DURC is appointed in writing by the MASS-2 CO and must familiarize themselves with the references and enclosures of this order.

(a) The DURC must report any family issues or family concerns to the MASS-2 CO. As needed, inform the URC of any family issues or concerns. Examples include, but not limited to: marital problems, pregnancies, medical needs, or inadequate facilities for dependents.

(b) As needed, the DURC will plan and coordinate with their Unit Training Officer to add any additional readiness training to the squadron's annual training plan. (See enclosure 2 for additional readiness training courses).

(c) The DURC will coordinate with the URC for additional tasking.

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(4) Company Commanders. Each Company Commander will work with the URC/DURC to identify any shortfalls, needs, or resources that will help improve the quality of life for their Marines or their family needs.

(a) Company Commanders will share any readiness or transition concerns to the URC/DURC.

(b) Company Commanders will ensure all new join Marines or Sailors update their designated contact's information in MOL located in the family readiness module under the personal information tab. Marines shall provide at least their contact's name, one email address, one phone number, and address when entering contact information.

(5) FRCTA/FRA. FRCTA/FRA serve as a path of communication for families supported by the DURC and the URC. They should be the family member of a Marine supported by the squadron. While FRCTA/FRA may assist in welcoming families to the command, they are not the primary contact for families.

(a) FRCTA/FRA help the URC/DURC and the MASS-2 CO in providing feedback, opinions, and advice. They may also serve as advocates for other family members to improve quality of life for the Marines and family members. It is important to not overburden volunteers.

(b) FRCTA/FRA and volunteers shall submit their volunteer hours for the current month to the URC/DURC by the 10th of the next month. This is so that they may be recognized for their hard work by the command.

(6) S-3 Training. S-3 Training will plan and coordinate training requirements with the URC each year and incorporate training requirements into the annual training plan.

(7) S-3 Operations. S-3 Operations will coordinate and integrate the Training, Exercise, and Evaluation Program (TEEP) with the URC to include squadron events and training.

(8) Marines. The individual Marine is responsible and accountable for their personal readiness as well as the readiness of his or her family members.

(a) New join Marines and Sailors are required by reference (a) to complete and turn in the check-in packet to the URC within 30 days of checking-in to MASS-2.

(b) New join Marines and Sailors will update their designated contact's information within 30 days in MOL located in the family readiness module under the personal information tab as listed in the check-in packet. Marines shall provide at least their contact's name, one email address, one phone number, and address when entering contact information.

(c) All Marines and Sailors should update designated contact's information both in MOL and with the URC, as needed.

(d) At a minimum, all Marines will receive a New Join Brief from the URC either individually or through the unit New Join Brief. Spouses are highly encouraged to come with the Marine. Spouses are more than welcome to bring their children to these briefs as we want to build an inclusive environment.

(9) Squadron Families. Through command education, communication, and the UPFRP, families become more self-reliant and resilient.

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(a) Ready families:

1. Are prepared for family separations and life events.
2. Understand additional responsibilities that will fall on the family when the Marine departs.
3. Are knowledgeable of, and able to utilize information about benefits, entitlements, and services available aboard MCB Butler, Okinawa.
4. Are knowledgeable of command structure and resources available to assist and contribute to personal and family readiness goals.

(10) Crisis Communication Guidance. See enclosure (3).

d. Coordinating Instructions

(1) The URC should coordinate with the S-1 to ensure the check-in sheets are being turned-in and completed IAW reference (e).

(2) The URC should coordinate with S-3 Operations for guidance on LOIs, confirmation briefs, and ORM worksheets.

(3) All logistics related tasks should be coordinated with the S-4.

(4) All requests for medical personnel to include Marines certified in Tactical Combat Casualty Care or Marine Corps Instructors of Water Survival should be coordinated with S-3 Training.

5. Administration and Logistics

a. Administration. This version of the order will be revoked upon revision or change of command.

b. Logistics. None.

6. Command and Signal

a. Command. This order applies to all Marines and Sailors assigned to MASS-2.

b. Signal. This order is effective on the date signed.


J. A. LAMBERT