



**UNITED STATES MARINE CORPS**  
SCHOOL OF INFANTRY (WEST)  
TRAINING COMMAND  
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CAMP PENDLETON, CA 92055-5061

IN REPLY REFER TO:  
1754  
CO  
20 Mar 24

SCHOOL ORDER 1754.9

From: Commanding Officer  
To: Distribution List

Subj: UNIT PERSONAL AND FAMILY READINESS PROGRAM (UPFRP)

Ref: (a) MCO 1754.9B  
(b) 51/52 AHP Plan  
(c) MCO 3070.2A  
(d) MCO 5210.11F  
(e) 5 U.S.C. 552a  
(f) SECNAVINST 5211.5E

Encl: (1) Family Readiness Command Team Leadership Flow Chart  
(2) Training Battalion Family Readiness Command Team Leadership Flow Chart

1. Situation. Recently, the Unit, Personal and Family Readiness Program (UPFRP) reset. This included staffing Uniformed Readiness Coordinators (URCs), formerly known as family readiness officers, at O6 Commands, in the operating forces only. The School of Infantry (West) falls under the supporting establishment; therefore, DRCs are not staffed. Instead, Uniformed Readiness Coordinators (URC) are assigned at the discretion of the unit commander to help support the commander's UPFRP with the Marines, Sailors, and family members. While aspects of the program changed, the intent has not; MCO 1794.9B Chapter 2 para. 5 encourage commanders to assign the UPFRP responsibilities to one or more personnel in the rank of E-5 or above. For that reason, it is the duty of every commander to ensure the welfare of military families, as it is also our mission to ensure our Marines are trained to win the fights in any clime or place. Family readiness is critical to our success as service members cannot focus on their mission if they are worried that their families do not or will not have access to necessary resources and support in order to facilitate the development and sustainment of healthy and strong Marine families. We must prepare our service members and families for anticipated and unanticipated challenges by building and sustaining a strong UPFRP. This School Order (ScolO) describes my intent, policies, and procedures for the School of Infantry (West) UPFRP.

2. Mission. The School of Infantry (West) strengthens unit, personal, and family readiness by linking service members and families with resources in order to foster an environment of unity during a period when the Marine and Sailors prepare for new challenges associated to military life.

3. Execution

a. Commander's Intent

(1) Purpose. Our purpose is to arm service members and families with necessary information and resources to thrive in a military environment and to foster a climate where they are comfortable communicating with our command and family readiness network.

(2) Method. We will form a standard UPFRP structure across the regiment; increase communication with service members and families regarding available resources. We will create opportunities for service members and families to participate in social, resource education, and family readiness events.

(3) Endstate. Service members and their families will have quick access to support and resources. Our UPFRP will sustain family readiness in anticipation of planned and unplanned training and extended exercises.

b. Concept of Operations. Our design begins with organizing the UPFRP uniformly across the regiment. Regiment and battalions Family Readiness Command Teams (FRCTs) should include the same key billets. Each Battalion Commander will designate an URC that will form habitual relationship with the command. Battalions tend to follow different training schedules which often lead to independent communication channels and family support networks. To increase communication and unity of effort, we will leverage those naturally existing communication channels and support networks by creating Bn-level FRCTs. One battalion URC will be assigned an additional billet as the regimental URC. The regimental URC will serve as the primary point of contact for the Regimental commander and may leverage support from other battalion URCs as necessary.

c. UPFRP Requirements

(1) Communication. Communication directly from or on behalf of the commander will be distributed to the Marines, Sailors, and/or authorized contact (s) listed on the NAVMC 11654. Communication will protect our unit status, training events, following the operational security (OPSEC) requirements contained in reference (c). Official or authorized communication will be distributed through the SOI (W) URCs. Authorized contacts will receive from the URCs initial, follow-on, and sustained communication about the command, and announcements regarding significant issues/events within the command.

(a) Official communication will be disseminated primarily through email, utilizing the Marine Online Family Readiness Module. Additional tools to disseminate information are the unit public webpage. Official communication is not authorized on social media platforms. In the event that email and Internet are not available the unit leaders will maintain an updated recall roster of Marines/Civilians in their sections and pass emergency messages via phone, which also aligns with reference (b).

(b) Communication shall be sent to the service members and families at least once a month.

(c) Leaders at all levels will ensure that their Marines have up to date information on file with their URC. Also, they will highly encourage that Marines and their families register for the MCI WEST - MCB Camp Pendleton Emergency Notification System to receive notification alerts sent via text message. In the event of a crisis such as earthquakes, fires,

or floods the URC will send communication out to the families with MCIWEST notification along with guidance from the SOI-W Commanding Officer.

(d) The following uniform resource locators (URL) correspond to the websites most commonly used for disseminating information during a crisis.

1. Marine Corps Base Camp Pendleton website is <http://www.pendleton.marines.mil/UnitHome.aspx>.

2. MCI WEST - MCB Camp Pendleton Emergency Notification System at [http://entry.inspironlogistics.com/camp\\_pendleton/wens.cfm](http://entry.inspironlogistics.com/camp_pendleton/wens.cfm)

3. The Marine Online Family Readiness Portal website is <https://www.mol.usmc.mil/>

4. The website for the SOI (W) Facebook page is <https://www.facebook.com/pages/School-of-Infantry-West/117183414981162>

5. The unit official public website is <https://www.trngcmd.marines.mil/Units/West/SOI-W/>

(e) Only individuals identified by the Marine or Sailor in the NAVMC 11654 or within the Marine Online Family Readiness Module will receive official UPFRP communication.

(f) SOI (W) Welcome aboard packages will be developed and approved at the regimental level; they will be distributed to all battalion URCs. The battalion URCs are responsible to provide Marines, Sailors, and authorized contacts with the welcome aboard message and information within 30 days to the address supplied.

(g) Command authorized information on resources and programs that promote personal and family readiness and is in alignment with the commander's UPFRP vision. Messages shall be sent no more than once a week, unless more frequent communication is deemed appropriate by the commander. Messages may be disseminated by the URC, Family Readiness Command Team Advisor (FRCTA), or Family Readiness Assistants (FRA) who have completed PII and OPSEC training and as directed by the unit commander.

(h) Additional official, authorized, and unofficial communication guidelines are provided in MCO 1754.9B Chapter 4.

(2) Readiness and Resource Support. All Readiness and Resource Support training will be coordinated by the respective URC or command team representative.

(a) Personal and family readiness educational training and opportunities (e.g. Lifestyle Insights, Networking, Knowledge, and Skills (L.I.N.K.S.), Family Care Plan, Personal Finance, Education are offered to the unit as needed.

(b) All resource training will be scheduled through the Camp Pendleton's Marine Corps Community Services and Family Team Trainer at 760-725-9052.

(c) The URC, FRCTA and FRA shall not be involved in the role of counselor, social worker, therapist or financial educator; professional boundaries shall be maintained.

(3) Volunteer Management

(a) At no time will students be utilized for volunteer work outside of the SOI (W) area unless authorized by the unit commander.

(b) All off campus volunteer opportunities will be coordinated with the Marine Corps Community Service Volunteer Representative.

(c) The URCs will manage all volunteer programs: recruiting, interviewing / screening, training, assignment, appreciation / recognition.

(d) Those interested in volunteering in an appointed volunteer capacity must complete and submit a Volunteer Application (NAVMC 11653) and Volunteer Agreement (DD Form 2793) prior to fulfilling any volunteer duties. Those interested in volunteering in a non-appointed volunteer capacity assisting at UPFRP events or within the unit should complete the Volunteer Agreement (DD Form 2793) prior to fulfilling any volunteer duties, which the DRC/URC shall maintain for inspection.

(e) Volunteer meetings shall be held quarterly at a minimum.

(f) All volunteers shall be recognized for their hard work at least once a year by the unit commander anytime throughout the year.

(g) Volunteers may assist with planning, coordinating, and execution of UPFRP events and/or unit morale events.

(h) Keep commander apprised of volunteer initiatives.

(i) URCs are responsible to maintain record of all volunteer hours contributed in support of the UPFRP.

(4) Tasks

(a) Training Battalion (Bn) Commander Responsibilities

1. In accordance with the reference (a), develop your battalion's UPFRP and policy letter to outline vision and intent of the battalion's UPFRP within 60 days after this school order is published.

2. In accordance with the reference (a), identify, interview, and appoint in writing one Command Team Advisor and as many Family Readiness Assistants as deemed necessary considering the unit's mission, size, geographical locations, and need. The CO/SgtMaj spouses are encouraged to participate along with other unit spouses, parents and/or extended family members of unit Marines.

3. Designate a Uniformed Readiness Coordinator (URC) (E-5 or above) to serve as the main conduit for family readiness matters. The URC will be the Responsible Officer (RO) for the Unit and Family Readiness Funds (U&FRF); an Assistant RO, will also be identified in writing.

4. Commanders must familiarize the concepts, purpose and actions outline in reference (a).

5. Commanders are responsible for receipt, oversight, budget and execution of all expenditures of UPFRP funding received. Commanders determine UPFRP spending priorities within DOD's fiscal, and legal guidelines, and are the final approval authorities for all expenditure of UPFRP funds outline in reference (a) chapter 3, funding.

(b) Headquarters and Support Battalion Commander Responsibilities

1. Designate a Deputy Uniformed Readiness Coordinator (DURC) (E-5 or above) in support of SOI (W) UPFRP; the DURC will be also appointed as the Assistant RO for the U&FRF.

2. In coordination with the SOI (W) URC, develop a UPFRP nested under the SOI (W) program and the Marine Corps Order 1754.9B.

(c) Staff NonCommissioned Officer Academy (SNCOA) Responsibilities

1. Designate a fund administrator in order to manage the U&FRF for the Academy.

2. Send a quarterly report of the SNCOA permanent personnel and students to the Regimental Commander for quarterly fund approval.

3. Utilize the Regimental URC for all matters pertaining to your Family Readiness Program.

(d) School Uniformed Readiness Coordinator Responsibilities

1. Become familiar and follow all directions in reference (a).

2. Develop and issue an SOI (W) Welcome Aboard Package to every Marine/Family checking in.

3. In coordination with the S-3, plan, coordinate, and execute a minimum of one regimental-level family readiness events per fiscal year.

4. In coordination with the Battalion URCs, assist in the planning, coordination, and execution of battalion-level family readiness events.

5. Communicate unit events, information, resources, and other command information via email or the command Facebook page.

6. Implement and utilize a mass communication tool (MOL Family Readiness Module) to ensure regular and immediate contact with command families.

7. Develop and disseminate a training schedule highlighting the availability of all courses that provide personal

development for Marines and family members (e.g., Financial Management, Family Counseling, Lifestyle Insights Networking Knowledge, and Skills (LINKS), Marine Corps Family Team Building (MCFTB) classes, etc.); be prepared to conduct any of the classes.

8. Assist with the coordination of required MCFTB training.

9. Maintain two-way communication with the Major Subordinate Elements (MSE) URC regarding the issues that affect the Marines and families.

10. Assist in the planning, coordination, and execution of social events (family days, baby workshops, holiday parties, etc.)

11. As the Unit Family Readiness Funds Manager, develop an annual budget to coincide with MCCS Fiscal Year, ensuring adherence to allocations, fiscal laws, and bona fide need in coordination with SOI (W) Family Readiness Command Team. Disseminate the Regimental Commander's Unit Family Readiness Fund appointment to the battalions annually.

12. Manage the Volunteer Program: Recruiting, Interviewing/Screening, Training, Assignment, Appreciation/ Recognition.

13. Ensure Marines within the Regiment and H&S bn have updated their Marine Online family readiness contact module within 30 days of check-in.

14. Schedule, plan, and conduct Family Readiness Command Team Meetings to ensure unity of effort in support of SOI (W)'s UPFRP.

15. Compile all monthly UPFRP data tool reports from the Battalions and upload it into the HQMC Gear Locker.

16. Conduct annual Family Readiness inspection of the bn's UPFRP to ensure compliance of the Commanding General's Inspection Program.

(e) Battalion Uniformed Readiness Coordinator Responsibilities

1. Become familiar and follow all directions in reference (a).

2. Develop and issue a Welcome Aboard Package to every Marine/Family checking in.

3. In coordination with the Regiment URC, plan, coordinate, and execute two bn family readiness events per fiscal year.

4. In coordination with the Regimental URC, assist in the planning, coordination, and execution of regiment-level family readiness events.

5. In accordance with reference (a) and enclosure (2), implement and utilize a mass communication tool to ensure regular and immediate contact with command families.

6. Maintain two-way communication with the Major Subordinate Elements (MSE) URC regarding the issues that affect the Marines and families.

7. Assist in the planning, coordination, and execution of social events (family days, baby workshops, holiday parties, etc.)

8. As the Unit Family Readiness Funds Manager, develop an annual budget to coincide with MCCS Fiscal Year, ensuring adherence to allocations, fiscal laws, and bona fide need in coordination with the command leadership.

9. Manage the Volunteer Program: Recruiting, Interviewing/Screening, Training, Assignment, Appreciation/ Recognition.

10. Ensure Marines within your Battalion have completed the NAVMC 11654 Authorized Contact Form and/or have updated their Marine Online family readiness contact module within 30 days of check-in.

11. Schedule, plan, and conduct Family Readiness Command Team Meetings to ensure unity of effort in support of the bn's UPFRP.

12. Summit a monthly UPFRP data tool report to the Regimental URC due the first Friday of the month.

13. Be prepared to support adjacent battalions or the regiment as directed.

14. The URC shall maintain and make readily available for inspection purposes, all UPFRP records completed by the Marine, spouse, and/or volunteer.

(f) Deputy Uniformed Readiness Coordinator (DURC) Responsibilities

1. Assist the URC in the execution of the URC's duties and attend training as outlined in the reference (a).

2. Administratively and logistically support the URC and ultimately the commander's mission.

(g) Individual Marine Responsibilities Per the reference, the individual Marine is ultimately responsible to ensure their designated contacts are afforded the opportunity to receive important command information. The individual Marine's Responsibilities include but are not limited to the following:

1. Check-in with the URC within ten (10) days of joining the Command.

2. Ensure contact information provided on the UPFRP Authorization Form is accurate and updated as required.

3. Ensure spouse and/or designated contact are provided accurate URC contact information.

(5) Administration

(a) Unit fund administrators are responsible for the oversight of all MCCS expenditures for the command. Your duties include but are not limited to the following:

1. Compiling and executing the unit's MCCS budget in accordance with the financial plan for the current fiscal year.
2. Monitoring the execution of the financial plan for all fiscal years available for obligation.
3. Recording account transactions.
4. Reconciling source documents on a cyclic basis.
5. Maintaining financial records and source documents in accordance with all applicable orders and directives.
6. Guidance for authorized and prohibited expenditures are highlighted in reference (a), Appendix D.

(b) The UPFRP data tool provides insight into the current family readiness trends within the unit. These data reports shall be briefed during the Family Readiness Command Team meetings. Battalion URCs will maintain their Battalion's monthly data and submit to the Regimental URC for collection. The Regimental URC is responsible to upload the data tool into the HQMC Family Readiness Coordinator SharePoint site.

(c) All UPFRP Records, including those subject to privacy act, shall be maintained in accordance with reference (d). All UPFRP records shall be in a hard copy and/or digital format. Social Rosters are not the responsibility of the UPFRP; CO/SgtMaj/SEA and spouses may access the unit social roster through the chain of command, not the URC.

(d) All URCs must maintain a proper turnover binder in accordance with reference (a), chapter 3.

(6) Event Planning

(a) Unit events are command responsibility with an Action Officer and a team of unit personnel and volunteers. Unit personnel shall collaborate with the URC and unit volunteers in the planning and execution of unit events.

(b) SOI-W will utilize their URC for the coordination of base recreation and event center facilities.

(c) All fundraising shall be approved by the local Staff Judge Advocate. Raffles as fundraising activities are prohibited.

(d) All money raised shall be deposited into the unit's MCCS cost center; authorized fundraising revenue will not expire at the end of fiscal year.

(e) All unit contracts must be paid utilizing the MCCS cost center/procurement.

#### 4. Administration and Logistics

a. Administration. URC shall ensure UPFRP turnover documentation is complete and available upon checking out of the unit in accordance with reference (a), chapter 3. Regimental and battalion Family Readiness Command Team will include the following members: commanding officer, executive officer, sergeant major, URC, chaplain, Single Marine Program Representative, Navy Representative, Family Readiness Command Team Advisor(s), and Family Readiness Assistant(s).

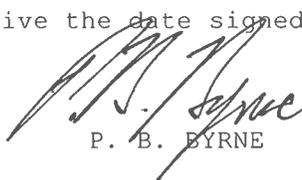
b. Logistic Support. URC assist with MCCA equipment rental/check-out and communication pertaining to the event. The point of contact for contracting MCCA gear, industrial marquee signs, and sites for Professional Military Education for the unit is located at Building 51919 (San Onofre MCCA Unit Event Center).

c. Privacy. Any misuse or authorized disclosure of Personally Identifiable Information (PII) may result in both civil and criminal penalties. The Department of the Navy (DON) recognizes that the privacy of an individual is a personal and fundamental right that shall be respected and protected. The DON's need to collect, use, maintain, or disseminate PII about individuals for purposes of discharging its statutory responsibilities shall be balanced against the individual's right to be protected against unwarranted invasion of privacy. All collection, use, maintenance, or dissemination of PII shall be in accordance with the Privacy Act of 1974, as amended (reference (e)) and implemented per reference (f).

#### 5. Command and Signal

a. Command. This SOP is applicable to all units within the School of Infantry (West).

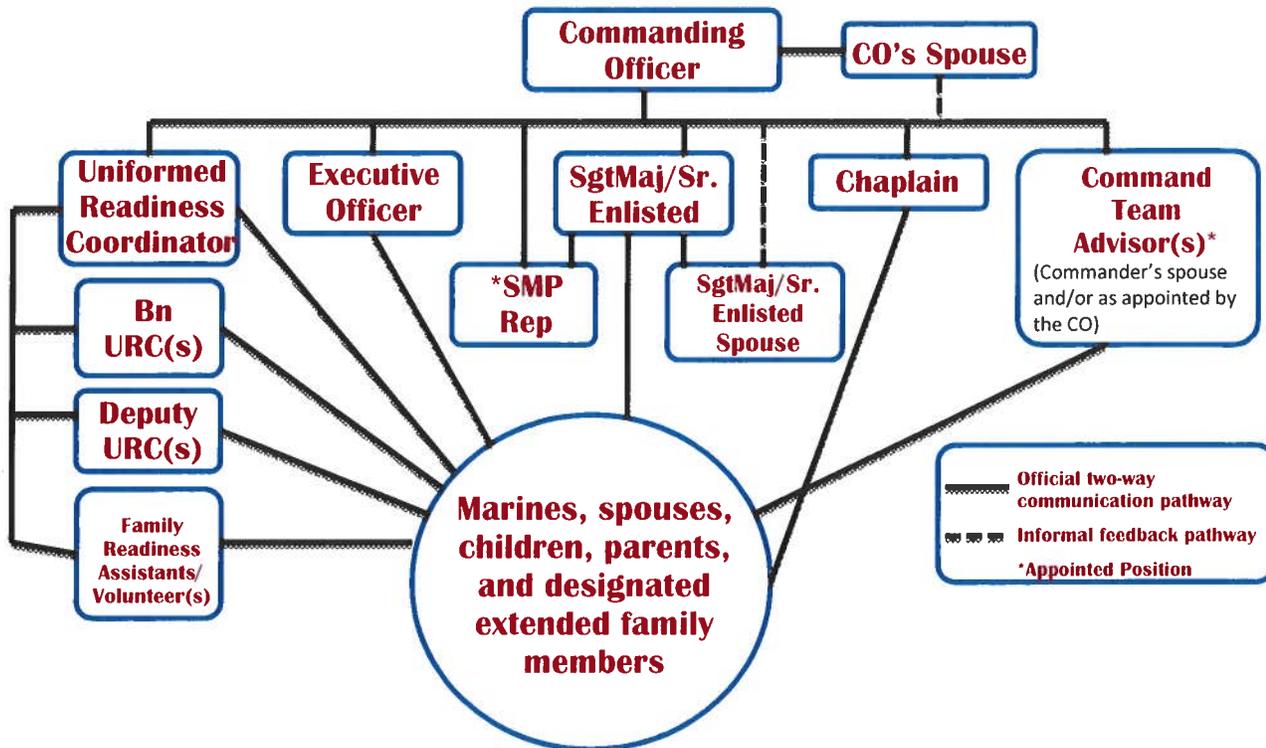
b. Signal. This SOP is effective the date signed.



P. B. BYRNE

Distribution:

## Family Readiness Command Team Leadership



### Family Readiness Command Team

CO/XO/SgtMaj/URC/Chaplain/SMP Rep/Command Team Advisor(s)

#### URC

URC (E5 or Above) who assists the Regimental Commander with the execution of the program

#### Bn URC (s)

URC (E5 or Above) who assists the Bn Commanders with the execution of the program

#### Deputy URC (s)

(E5 or Above) who assists the SOI (W) URC with the execution of the program

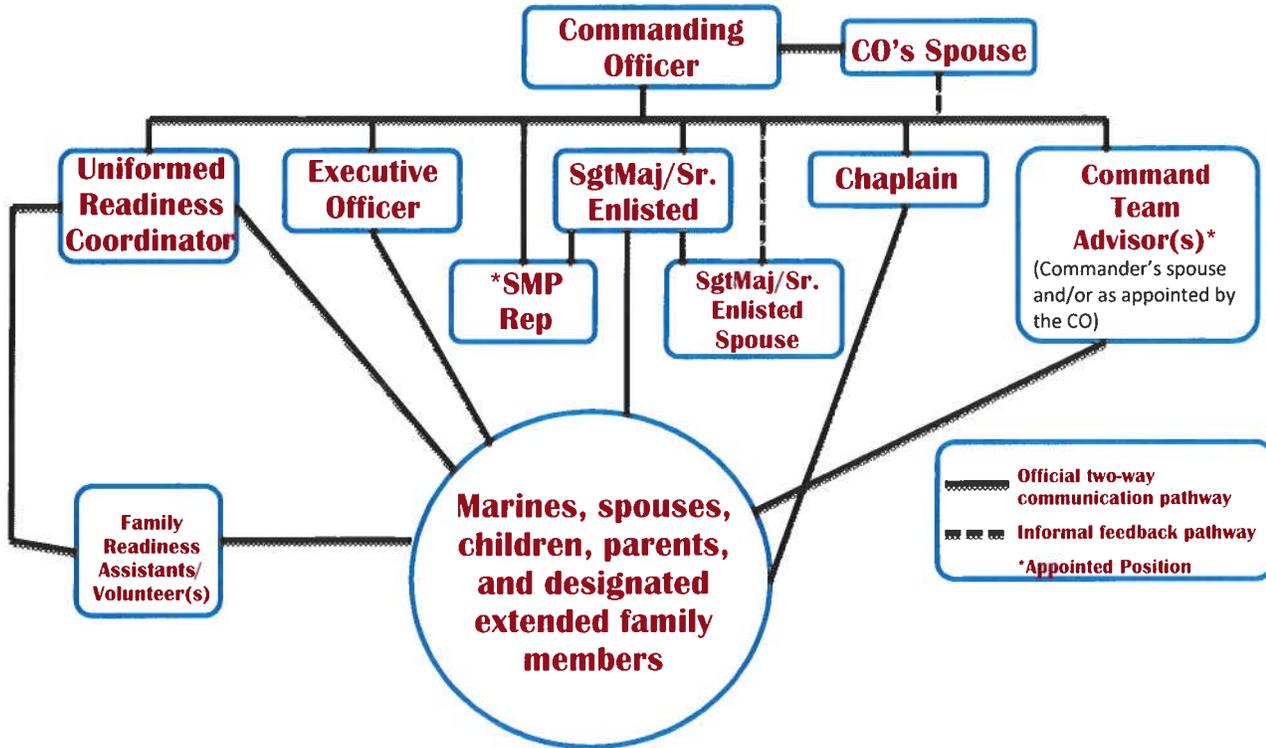
#### Family Readiness Assistant(s)

Appointed Civilian and/or Military volunteers who assist the URC or Deputy URC

#### Volunteers

Non-appointed Civilian and/or Military volunteers who participate in the execution of UPFRP events

## Training bn's Family Readiness Command Team Leadership



**Family Readiness Command Team**  
CO/XO/SgtMaj/URC/Chaplain/SMP Rep/Command Team Advisor(s)

**URC**

URC (E5 or Above) who assists the Bn Commander with the execution of the program

**Family Readiness Assistant(s)**

Appointed Civilian and/or Military volunteers who assist the URC or Deputy URC

**Volunteers**

Non-appointed Civilian and/or Military volunteers who participate in the execution of UPFRP events