



UNITED STATES MARINE CORPS  
U.S. MARINE CORPS AIR STATION  
YUMA, ARIZONA 85369-5000

IN REPLY REFER TO:

StaO 1700.6B  
MCAS 3BC10:jas  
10 May 1989

STATION ORDER 1700.6B

From: Commanding Officer  
To: Distribution List

Subj: Family Service Center Standard Operating Procedures

Ref: (a) MCO P1700.24A  
(b) MCO 1752.3A  
(c) StaO 6320.1A  
(d) MCO P5211.2A

1. Purpose. To publish policy, establish procedures and assign responsibility for operation and administration of the Family Service Center.

2. Cancellation. StaO 1700.6A.

3. Background. General policies related to the primary mission of the Marine Corps involve the assumptions that the welfare, development, and stability of the military family are vital to the accomplishment of the mission. These policies have evolved in recognition of the contemporary social and economic trends of the past decade which have significantly altered the demographics of society as well as the Marine Corps itself. Today the Marine Corps is comprised of many more married junior personnel, interracial/intercultural marriages and other special-needs families. These issues as well as concerns associated with relocation, family separation and the rise in dual income families directly influence job performance, retention and combat readiness. Unit commanders are often challenged by these complexities and can be overwhelmed in attempting to "take care of their own." As a result, Family Service Centers (FSC) were established to assist unit commanders to assist their Marines in meeting the challenges of the military way of life as well as to provide services and programs designed to enhance the quality of military life and make it a much more satisfying and rewarding experience.

4. Action. On receipt of this Order, commanding officers and department heads will review administrative procedures and discontinue those in conflict, herewith. All administrative personnel will be thoroughly indoctrinated in the contents of the Order and references (a) through (d).

5. Mission. The mission of the FSC is to support unit commanders by helping to improve combat readiness, on-the-job performance and retention of qualified Marines by increasing the Marine's awareness of and access reliable and useful information, resources, and

services that support and enrich the lives of Marine families and single service members.

a. The FSC coordinates with other military and civilian agencies to avoid duplication and improve availability and quality of resources and services.

b. The FSC serves as the focal point for family concerns in the military community and advises commanders of factors currently affecting the families of their personnel.

6. Scope. This directive establishes policies and objectives that are necessary to operate and manage the FSC to provide services to all eligible personnel. Eligibility for FSC services are extended to all single and married Marines and their families, members and families of other services, retired members and civilian government personnel employed at Marine Corps Air Station (MCAS) Yuma.

7. General Functions. Reference (a) establishes general policies and guidelines for the operation of the FSC. These are briefly described as follows:

a. Information and Referral. The core activity of the FSC is to provide users with ready access to information on, directions to, and guidance in the use of the resources, activities, facilities and programs which are available in the local military and civilian communities. The FSC will assist individuals and families in finding the most appropriate channel or resource to solve problem situations. Assistance in contacting agencies and resources is available as needed. Follow-up contact will be made with individuals to be sure the referral was appropriate and helpful and to offer further referral as needed. To ensure program viability the FSC will:

(1) Maintain an updated resource file by subject matter on local military and civilian agencies that provide assistance services.

(2) Establish and maintain a 24-hour answering machine to facilitate information requests after normal working hours.

b. Counseling Services. The FSC will provide short term nonmedical counseling services within the capabilities of the assigned staff with a view towards referring clients to other military or civilian resources as appropriate. The objective of the counseling relationship is to assist individuals to develop an understanding of personal problems, to define goals and to plan action reflecting his interests, abilities, attitudes, and needs as these are related generally to personal-social concerns.

(1) Specific areas addressed, but not limited to, include chemical dependency within the family, marital relations, Spouse and

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child abuse, nonsupport of dependents, financial budgeting, parenting, retirement and benefits.

(2) All counseling initiatives will directly support the information and referral function. It will utilize existing resources and not duplicate adequate ones.

(3) Counseling will be prompt, flexible, non-directive and will be reviewed for adherence to quality assurance standards. The FSC will not undertake treatment of medically diagnosable conditions attributable to mental disorders.

c. Family Support Programs. The FSC offers a variety of educational programs specifically designed to enhance the quality of military life. These are offered in response to requests, or needs of the military community. Programs sponsored by the FSC on a periodic basis include various parenting courses, marital enrichment courses and financial budgeting, and premarital/newlywed workshops. In addition, the FSC coordinates or assists other military and civilian helping agencies in their family support problems.

d. Relocation Assistance Program. The purpose of relocation assistance is to provide assistance to incoming and departing military personnel and their families. The FSC will provide the following services:

(1) "Welcome Aboard" packets are available upon request. These contain information on MCAS, the City of Yuma, and the general area. Packets include area maps, information on tourist attractions, housing, schools, and Permanent Change of Station moves.

(2) Hospitality Kits consisting of basic cooking and dining essentials will be made available to incoming and departing personnel for a period up to 30 days. Additional, items available for temporary loan include baby cribs, highchairs, car seats, irons and ironing boards.

(3) The FSC will participate in regularly scheduled "Welcome Aboard" briefings to provide information to newly arrived military and their families.

(4) The FSC will assist the S-1 in its administration of the Marine Corps Sponsorship Program by providing information and services for families with special needs.

(5) The FSC will accommodate all requests for information regarding special circumstances that require specific services.

(6) Maintain a "Welcome Aboard" information library for most military installations.

(7) The FSC will assist deploying unit commanders in developing and/or coordinating programs for the families of deployed

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Marines. The FSC will also conduct predeployment and postdeployment briefings when asked by the unit commander.

e. Command Education/Briefings Program. The function is primarily preventative in nature, providing support which serves to prevent or alleviate difficulties before they seriously affect the individual or family. The program consists of briefings and presentations of factual information normally in response to requests by unit commanders, noncommissioned officers-in-charge, training noncommissioned officers, wives clubs, etc. Common types of subject matter normally requested are pre/post deployment, financial budgeting, family violence, FSC functions, family advocacy, retirement/separation, etc. On occasion units or organizations may request unique programming and services necessary to meet their needs. The FSC will support this functional area within its capability.

f. Family Advocacy Program (FAP). This motivational program encompasses the elements of prevention, identification/assessment, jurisdiction, referral, and intervention/rehabilitation pertaining to matters of spouse abuse and child abuse/neglect by military families residing or working at MCAS Yuma. References (b) and (c) provide in-depth guidelines for the program operation which are briefly described as follows:

(1) Prevention/Education. The primary objective of the FAP is the prevention of all forms of family violence. Information briefs are given to provide training to all commands to aid in identification of problems and referral of high-risk and active cases, and to encourage active participation in parenting programs, premarital/newlywed workshops and other similar programs offered by the FSC. Newspaper articles concerning the dynamics of family violence are provided by the FSC staff.

(2) Identification/Assessment. Cooperative efforts by unit commanders, military and local police, chaplains, medical personnel, and civilian agencies dealing with abuse interact through the Family Advocacy Committee (FAC). This committee is made up of personnel from the FSC, medical department, Criminal Investigation Division, Naval Investigative Service, Station Law Center, Child Development Center, Chaplains Corps, Navy Relief and local representatives of the Arizona Department of Economic Security and Child Protective Service. The FAC meets every other week to identify, assess, and assign case jurisdiction to high-risk and abusive families.

(3) Intervention/Rehabilitation. The FAC assigns responsibility for appropriate case management. Rehabilitative efforts for cases assigned to FSC management consists of individual and family counseling, various parenting programs, facilitation of the Domestic Conflict Containment Program (DCCP), and within FSC capabilities, development of special programs to meet specific individual needs. Quality assurance shall be ensured by constant case tracking by the FAC, weekly FSC staff meetings, program

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critiques, client progress level, and individual case staffing when appropriate.

g. Employment Resource Center (ERC). The ERC is an integral part of the FSC. It is designed to help family members, separating and retiring Marines, and spouses of relocating Department of the Navy (DoN) civilian employees in finding employment. The ERC is staffed with a professional counselor and administrative staff. A practical employment network will be created and maintained both within and without the confines of the Station. The duties of the counselor are as follows:

(1) Training. The counselor will conduct training classes to include job-hunting techniques, individual and group career counseling, interviewing techniques, resume preparation, and other programs sponsored by CMC (MHF).

(2) Automated Information System. The counselor will maintain an automated information system to aid the ERC in cataloging and matching job openings with job applicants. This is a network system which provides information about job openings in all Marine Corps ERC locations.

h. Public Affairs. The FSC must constantly inform Marines and their families regarding plans, programs, policies, and actions used to improve the quality of military life. To be fully effective the FSC should use every available outlet including audiovisual, electronic and print media to disseminate information.

i. Community Relations. Active participation in the civilian community by military personnel and their dependents, as individuals and as members of the Marine Corps, is an important factor in maintaining mutual respect and cooperation between the military and civilian community. The morale and effectiveness of Marine Corps personnel are affected, in large part, by the attitude of the civilian community toward the Marine Corps, its mission and its presence in the area. The FSC will establish close working relationships with the various agencies of the local military and civilian community and cooperate with them in community relations programs of mutual interest. An FSC representative will be appointed to the Station's Child Development Center Advisory Committee and other committees as directed.

j. Financial Budget Counseling and Debt Liquidation Program. The purpose of this program is to provide sound money management strategies for those in need of assistance. Budget counseling consists of preparing a workable budget, analyzing areas of wasteful spending, and educating clients on credit and other budgeting principles. Debt liquidation is available as the FSC case load permits to clients whose financial affairs are in serious need of correction. The following conditions must be met:

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(1) Client displays a proper attitude and willingness to commit to the program.

(2) A written agreement is signed with the counselor agreeing not to undertake any new debts.

(3) Client will meet with counselor twice a month and monitor progress.

k. Special Needs Families. The FSC will provide information and aid relevant to the needs of single-parent families, families with handicapped or gifted children, foreign-born spouses, and dual-service marriages.

8. Staffing. The FSC will be staffed by approved tables of organization.

a. Director

(1) Oversees the operation of the FSC.

(2) Plans, formulates, and recommends policies to the Commanding Officer on the development and maintenance of services and assistance programs to Marine Corps personnel and their families.

(3) Advises and assists commands and activities on support services to individuals and families.

(4) Develops and defends staffing proposals to ensure the FSC is adequately staffed to accomplish its mission.

(5) Administers the contracts as the Contracting Officer's Technical Representative (COTR) for contract personnel working at the FSC.

(6) Prepares and justifies budget submissions for both personnel and funds.

(7) Develops a five-year plan for the FSC to use in planning for future operations.

(8) Establishes and implements an awareness and public relations program to support the Center's operation.

(9) Establishes and maintains liaison with related agencies and organizations in the civilian community.

(10) Develops and operates a quality assurance plan for services offered by the Center.

(11) Acts as staff coordinator for the counselors of the FSC.

b. Staff Noncommissioned Officer in Charge

- (1) Performs all tasks assigned by the Director.
- (2) Supervises military staff in their daily duties.
- (3) Assures that all reports are compiled and submitted.
- (4) Maintains fiscal and property records.
- (5) Responsible for ordering and distributing supplies.
- (6) Responsible for the Center's general administrative functions.
- (7) Act as liaison to enlisted Marines of the command.
- (8) Conducts local unit information briefings and lectures.

c. Family Advocacy Program Coordinator

- (1) Manages the Family Advocacy Program.
- (2) Provides expertise in budgeting, program developing and counseling skills.
- (3) Responsible for prevention and awareness, evaluation of programs, and training of staff members.
- (4) Maintains relevant statistics.

d. Family Advocacy Counselors. These positions will be filled by professionals with well-defined training and skills. Counselors work with clients to enhance program-solving and coping capabilities, and link them with systems that provide resources and services. They provide the professional interpersonal counseling in the FSC.

- (1) Assist clients in determination of needs and appropriate resources.
- (2) Exercise professional judgment in their dealings with clients.
- (3) Provide nonmedical short-term counseling and support for a variety of different needs including the Family Advocacy Program.
- (4) Conduct preventative programs designed to improve the quality of life for single and married personnel and their families.
- (5) Maintain appropriate case records and statistical reports as required.

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(6) Follow Center's guidelines for case management.

(7) Respect the privacy of clients in matters of a sensitive, personal nature.

(8) Maintain professional standards in their dealings with clients at all times.

e. Information and Referral (I & R) Specialist

(1) Develops and maintains a comprehensive data bank and resource file of personal and family support services within the civilian and military community.

(2) Provides statistical information.

(3) Makes public speaking appearances about FSC programs.

(4) Maintains records of all inquiries and clients served.

(5) Interviews clients to determine the true needs of each client.

f. Program Specialists

(1) Conduct training for commanders, Marines and their families.

(2) Develop and coordinate particular programs to address the special needs of each installation.

(3) Develop a network within the civilian community to help the FSC Director in fulfilling these tasks.

g. Administrative Clerk/Receptionist. The initial impression people receive of the FSC will be through the reception given by administrative personnel. For this reason, the administrative support personnel are critical positions. Their duties consist of:

(1) Initial assessment, along with limited information and referral.

(2) Input of data into the Automated Information System.

(3) Management report generation and Ad Hoc reports.

(4) Handling of telephone inquires.

(5) Mail-out of information and other correspondence.

(6) Administers the loan locker and hospitality kit checkout program.

- (7) Responsible for filing correspondence and maintaining directives.
- (8) Maintains lending library and "Welcome Aboard" packages.
- (9) Types office memoranda and reports as assigned.
- (10) Maintains client appointment calendar.
- (11) Prepares correspondence for Director and staff, as needed.

h. Employment Resource Center (ERC) Specialist. This staff member develops, maintains, and operates an automated job preparation and referral service open to spouses, separating and retiring Marines, and spouses of DoD employees who are relocating. The specific details of the ERC program are contained in paragraph 6 and reference (a).

9. Client Assistance Procedures. Assistance procedures are based upon client situations and needs. In general, client assistance procedures encompass all interaction between clients or prospective clients and the FSC. Listed below are the major procedural design components common to all cases.

a. Screening. Initial requests for assistance are normally conducted by the receptionist. Walk-in clients fill out an intake card containing personal information and general nature of the type of assistance sought. Personnel requesting assistance by telephone or in writing that cannot be immediately or appropriately responded to are scheduled for an appointment at which time the same procedure is followed. Upon completing the intake card the receptionist then notifies the appropriate counselor according to the general nature of assistance sought.

b. Intake. This procedure consists of an interview between the client and the counselor in order to assess the problems and issues presented. Appropriate crisis intervention or referral is offered if necessary, initial case assessment is made, and feasible avenue(s) of resolution are provided.

c. Casework. This procedure involves all direct and indirect intervention by the counselor in the client's situation with the objectives of meeting the client's needs. Casework includes helping the client's deal with the problem, strengthening the client's capacity to function productively, and enhancing the client's opportunities and capabilities for successful judgment.

d. Quality Assurance/Follow-up. The FSC will maintain quality assurance standards to ensure that clients receive the best possible assistance available to them. This will be accomplished by:

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- (1) Individual case staffing.
- (2) Periodic staff meetings.
- (3) Consultations with other military and civilian helping agencies as appropriate.
- (4) Conducting an annual needs assessment to measure the perception of Marines and their families about a variety of quality of life matters.
- (5) Periodic survey of clients about their level of satisfaction with the FSC services.
- (6) Periodic follow-up. Follow-ups address client progress levels after counseling or rehabilitative efforts to see if any additional intervention is necessary or desired.
- (7) Review and assessment by the director of the counselors within the FSC to ensure they are providing appropriate services to Marines and their families.

#### 10. Administrative Procedures

- a. Intake Card. The visitor who arrives at the FSC with a need for counseling services will be met by the receptionist or a staff member and asked to fill out an intake card. The intake card contains relevant personal information, Privacy Act, and Disclosure Information statements which must be signed. Upon completing the intake card the prospective client is then directed to the appropriate counselor.
- b. Master Intake-Card File. A master intake-card file covering all cases on which the FSC has any information will be maintained. This file serves as an index to the client records to determine quickly whether or not the FSC has any information regarding a particular client.
- c. Telephone Calls. All incoming telephone calls will be answered by the receptionist or staff member. After-hour calls will be recorded on a telephone answering machine and relayed, as appropriate, each morning.
- d. Record and Data Collection. A manageable and complete system of record keeping will be necessary for the FSC to determine its workload, justify addition or deletion of services and support overall FSC management. The FSC is authorized to maintain records on services provided to service members and their families.

e. Client Records and Information. The amount of information required from the FSC will depend on the nature of the service and the probability of follow-up. The FSC will avoid accumulating information about individuals and families unless there is a real need to do so. Some general guidelines for deciding whether or not to maintain a file are:

(1) Keep a record when the caller or visitor expresses a need that will require a follow-up.

(2) Do not keep a record of a "one-shot" inquiry; for example, if someone calls and asks for the location of a particular facility. (This would be logged for reporting purposes only).

(3) Keep a record if FSC property is loaned to clients.

(4) Keep a record if the request is likely to involve military authorities, police, courts, or other civilian authorities.

(5) Keep a record if the inquiry involved a problem or need that is new and unusual.

(6) Case records will be created for each client who spends a minimum of 15 minutes in the FSC and will be maintained and safeguarded per the current edition of reference (d).

(7) All cases will contain a Privacy Act Statement signed by the client.

(8) Case files will be maintained for five years. Correspondence and other records will be maintained for two years.

f. Confidentiality. Confidentiality is a basic social work principle. The client has a valid expectation of privacy in his/her communications with a counselor. However, there is no privileged communication between a counselor at the FSC and any person being counseled. Therefore, care must be taken when discussing personal and embarrassing information about any case. Commanders have a basic responsibility for, and an interest in, the welfare of their personnel and their families. Thus, commanders will be informed as to the outcome of their referrals. Furthermore, commanders will always be told of information about members of their command when serious abuse occurs, when an embarrassing situation may arise for the command, when extensive media coverage is expected, when a serious crime has been committed, when disciplinary action may be taken, or anytime when the FSC director believes that the commander should know about a case. All other client cases will be given special handling to make sure that only persons with a clear "need to know" learn of an FSC case. Staff of the FSC will protect the privacy of clients by not discussing cases outside the scope of their employment. Finally, it should be noted that all clients are required to sign a Privacy Act Statement prior to seeing a counselor

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which states that an express promise of confidentiality will not be granted.

g. Record Structure. Case records along with a copy of the intake card documents should be incorporated into a standard file folder. A copy of the intake card along with other pertinent documents should rest on the left side of the folder and the chronological record of events on the right side.

11. Fiscal Administration

a. Funding support for the FSC will be provided within the MCAS Yuma regular operating budget. This money is justified in a five-year cycle called the Planned Objective Memorandum (POM). POM submissions are submitted annually anticipating the needs of the FSC five years in advance. POM is reviewed each midyear and modified as appropriate.

b. The Department of Defense (DoD) Family Advocacy Program has funds that are requested annually on a year to year basis. These DoD funds are "fenced" for MCAS Yuma FAP and are not connected with operation and maintenance (O&M) funds.

12. Training. On-going training is important to maintain job currency. Relevant conferences, workshops, and seminars will be attended as time and budgeted funds are available. Additionally, the FSC will conduct in-house training to enhance staff development and quality of services provided. Records must be kept documenting the professional enrichment training received by the staff members each year.

13. Reports. An automated system is proved to the FSC by CMC. Semiannual reports are collated and submitted as of 31 March and 30 September. Reports consist of data elements such as grade, marital, status, source of referral, time spent with client, service provided, and other help provided, as well as information about the ERC and FAP.



J. C. HODGES  
By direction

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