The background of the entire page is a large, faded seal of the U.S. Army Chaplain Center & School. The seal is circular with a central shield. Above the shield is a banner with the text "The fear of the Lord is the beginning of wisdom." The shield itself features a stylized eagle with spread wings, and the numbers "1", "7", "7", and "5" are visible on the shield's design. The words "U.S. ARMY CHAPLAIN CENTER & SCHOOL" are written around the perimeter of the seal.

CHAPLAINCY RESOURCES MANAGEMENT SMARTBOOK (SB) VER. 20200615

U.S. Army Chaplain Center & School
10100 Lee Road
Fort Jackson, SC 29207



INTRODUCTION



FIELD GRADE OFFICERS DO THE HEAVY LIFTING.

“Senior Leaders rely on field grade officers to be subject-matter experts to help them run the Army and assist them during decision-making processes. Majors that appreciate the complexity and nuances of how the Army operates will set themselves apart from their peers and will be better prepared to understand, visualize, describe, and direct their organizations.”

Military Review, JUL –AUG 2016, p. 28

Every Chaplain, Religious Affairs NCO, and Religious Affairs Specialist is a manager of resources even if they are not currently serving as an installation Resource Manager, Fund Manager or Fund Technician. The higher one goes up in rank, particularly in the Field Grade and Senior NCO ranks, the more knowledge, skill, and acumen in dealing with the U.S. Army’s systems, resource, and financial management domain is required. Your time invested in Religious Support Financial Management Training will provide you with information and tools, but you will need to do some reading and studying on your own. This resource and information book together with AR 165-1 will help you get started.

Please, know the USACHCS Chaplaincy Resource Management Instructional team looks forward to partnering with you in your learning to “resource a culture of performance and service across a globally dispersed religious support community...” (CTOF BSOP, Vol. 1, Issue 1, Jan 15).

Pro Deo et Patria

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CHAPLAINCY RESOURCE MANAGEMENT AND ETHICS

If there were ever a group of people on the planet who should not need an ethics lesson, you would think it would be Chaplains, Religious Affairs NCOs, and Religious Affairs Specialists. Think about it. Every one of us have:

- Felt some sort of vocational calling
- Felt a sense to serve their Country and the American people
- Taken an oath of office or service
- Received a security clearance
- And selected to serve as a professional Soldier, Non-commissioned Officer, or Officer in the United States Army

Each one of us should be paragons of virtue, truth, and ethical behavior. Unfortunately, experience shows that people make bad decisions, cross lines, and abuse or disregard the trust they have been given. Sometimes competing demands lead us to wrongly think that compromise is permissible in areas where it is not.

Army Values

Consider the Army Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage.

As you serve our nation, as a Chaplain Resource Manager, Fund Manager, or Fund Technician responsible for managing government resources (e.g., personnel, equipment, funds, etc.), you will experience times when your loyalties or values may be conflicted. Consider the following.

Managing resources is all about *Selfless Service*. Working with funds and resources is one of those tasks where the best you can do is not to be noticed. Religious support programs just seem to be resourced; things just seem to happen, and very few people may be conscious of your involvement because a lot of your work takes place in the background. When things go wrong, you may find yourself at times in the searchlight. Alternatively, when things go right, you may not always find yourself in the limelight.

Honor and Integrity are the bedrock upon which our work must rest. You do not have to be perfect, but you must be honest. If you make a mistake, own it and correct it. Tell the truth, without fail (As we all know, bad news does not get better over time.).

Personal Courage. As a supervisor and manager of the government's resources you will discover that a different kind of courage, which you may not have needed in your Army career before, is required. This is not necessarily the kind of courage that is displayed when moving under direct fire to care for a wounded Soldier. This is not the kind of courage one draws from in order to exit an aircraft in the dark with a bag stuffed full of nylon and silk strapped to you. No, it is the courage of asking for resources when it seems that other and bigger concerns are competing for scarce resources too. It is the courage to do the hard staff work to secure and manage these resources.

Chaplain Corps Values

Consider also the Army Chaplain Corps Values: Spirituality, Accountability, Compassion, Religious Leadership, Excellence and Diversity (S.A.C.R.E.D.).

Managing resources is all about *accountability*. As we account for and manage resources, we too, must be accountable for the way in which we discharge our duty. We must be ready and able to give an account of that with which we have been entrusted. In other words, we are charged by our commanders, who have appointed us, with a *fiduciary* responsibility to look after the best interests of the U.S. Government, the American Taxpayers, and the Soldiers and Family we service. A *fiduciary* is a person who holds a legal and ethical relationship of trust with one or more other parties (In our case, we are the fiduciary and the U.S. Government is the other party.). Typically, a fiduciary wisely or prudently takes care of money or other asset for another person. We are a fiduciary for the U.S. Government because we are appointed to take care of government funds and resources.

Compassion is often expressed not just through a sympathetic ear, but through the deliberate application of resource to meet needs. We should seek to exercise a spirit of excellence in customer service in all of our actions.

Religious Leadership encompasses not only priestly and prophetic offices but also oversight. Stewarding resources is not tangential to religious leadership—it is a core component of it.

Excellence in stewarding resources is a sign of a faithful servant. If something is important, we should seek to do it well. If other's success depends upon our success, we should be as diligent as possible.

Diversity is truly respected and protected through the judicious, fair and impartial employment of resources for religious support. We must be able to see beyond our own traditions and philosophies in order to support the provision of religious support across the full spectrum of belief that is present in our Army. If we fail to support the Free Exercise rights of all those we serve, we have failed our primary mission as a Chaplain Corps.

What are we managing?

Whether Appropriated Funds (APF) or Non-appropriated Funds (NAF)/CTOF, every dollar comes from the same source — an American (Both APF and NAF/CTOF are U.S. Government funds and resources.). Some funds come voluntarily through donations, tithes and offerings. Some through taxes and congressional appropriations. Regardless of the source, both involve trust and accountability (At least one source involves a sacred responsibility because the funds were provided as an act of worship and faithful devotion.). Our nation's people entrust us with the high duty to protect and serve their interests.

We are called to serve as stewards of these resources that have been entrusted to our management. Our funds come from the public, and all of our actions and decisions regarding them should be able to stand up to public scrutiny. Before you act, ask yourself, "Would I feel comfortable explaining my actions or inactions to:

- My God?
- My supervisor?
- My commander?
- My family?

- People sitting in the chapel pews?
- My endorser?
- Investigator?
- Congress?
- Court Martial?
- CNN, NPR or Fox News?"

That is not to say we can or will please everyone. However, we should be willing to stand by our decisions, even in the face of challenge. We should make deliberate, informed, and wise decisions so if we are challenged we can give a clear and concise rationale.

We operate in a complex environment with competing interest and constrained resources. The challenges we face are ethical, fiscal, and organizational. **What will your legacy to, and reputation in, the Chaplain Corps be as a result of your management and stewardship?**

Providing Comprehensive Religious Support

Chief of Chaplains, CH (MG) Rutherford, USA (Ret.), address to ecclesiastical endorsers at their 17 January 2013 conference:

In an uncertain strategic and fiscal environment, the Army Chaplain Corps will do what it has always done: provide comprehensive Religious Support to America's Army. We will always seek to comfort, to understand and to love... we will Nurture, Care and Honor and in so doing bring God to Soldiers and Soldiers to God no matter the uncertainty of the times.

Unarguably, there is a corollary between our effectiveness in our ministry to Soldiers and Families and our effectiveness in planning, organizing, resourcing, managing, and stewarding. ■

TITLE 10 U.S.C. ARMED FORCES

This title was enacted by act Aug. 10, 1956, ch. 1041, §1, 70A Stat. 1
From the U.S. Government Printing Office, www.gpo.gov

§3073. Chaplains

There are chaplains in the Army. The Chaplains include—

- (1) the Chief of Chaplains;
- (2) commissioned officers of the Regular Army appointed as chaplains; and
- (3) other officers of the Army appointed as chaplains in the Army.

(Aug. 10, 1956, ch. 1041, 70A Stat. 170.)

Historical and Revision Notes

Revised section	Source (U.S. Code)	Source (Statutes at Large)
3073	10:231a.	June 28, 1950, ch. 383, §309, 64 Stat. 270.

The words “authorized by section 21f of this title”, “as now or hereafter provided by law”, and “and commissioned * * * or in any component thereof” are omitted as surplusage.

§3547. Duties: chaplains; assistance required of commanding officers

(a) Each chaplain shall, when practicable, hold appropriate religious services at least once on each Sunday for the command to which he is assigned, and shall perform appropriate religious burial services for members of the Army who die while in that command.

(b) Each commanding officer shall furnish facilities, including necessary transportation, to any chaplain assigned to his command, to assist the chaplain in performing his duties.

(Aug. 10, 1956, ch. 1041, 70A Stat. 203.)

Historical and Revision Notes

Revised section	Source (U.S. Code)	Source (Statutes at Large)
3547(a)	10:238	R.S. 1125
3547(b)	10:239 [Uncodified: Feb. 2, 1901, ch. 192, §12 (last sentence), 31 Stat. 750].	R.S. 1127 Feb. 2, 1901, ch. 192, §12 (last sentence), 31 Stat. 750

In subsection (a), the words “members of the Army” are substituted for the words “officers and soldiers.”

In subsection (b), the words “regiments, hospitals, and posts”, in 10:239, are omitted, since at the time of the enactment of section 1127 of the Revised Statutes, chaplains were authorized only for regiments, hospitals, and posts. The revised section preserves the broad coverage of the original statute. The words “Each commanding officer shall” are substituted for the words “It shall be the duty of commanders”, in 10:239. The word “furnish” is substituted for the words “to afford”, in 10:239. The words “including necessary transportation” are substituted for the last sentence of section 12 of the Act of February 2, 1901, ch. 192, 31 Stat. 750. The

words “his command” are substituted for the words “the same”, in 10:239. The words “to assist” are substituted for the words “as may aid them”, in 10:239.

§3581. Command: chaplains

A chaplain has rank without command.

(Aug. 10, 1956, ch. 1041, 70A Stat. 206.)

Historical and Revision Notes

Revised section	Source (U.S. Code)	Source (Statutes at Large)
3581	10:235	R.S. 1122

The words “and shall be on the same footing with other officers of the Army, as to tenure of office, retirement, and pensions” are omitted as obsolete, since there is no distinction between the status of a chaplain as an officer and the status of other officers of the Army.

§ 1789. Chaplain-led programs: authorized support

(a) **Authority.** The Secretary of a military department may provide support services described in subsection (b) to support chaplain-led programs to assist members of the armed forces on active duty and their immediate family members, and members of reserve components in an active status and their immediate family members, in building and maintaining a strong family structure.

(b) **Authorized Support Services.** The support services referred to in subsection (a) are costs of transportation, food, lodging, child care, supplies, fees, and training materials for members of the armed forces and their family members while participating in programs referred to in that subsection, including participation at retreats and conferences.

SELECTED EXCERPTS FROM AR 165-1

The proceeding are excerpts from AR 165-1 (23 June 2015), Chaplain Activities in the United States Army. Read and be familiar with the material so that you can discuss and apply during practical exercises, assessments and during a facilitated discussion in class.

1–7. The Chaplain Corps and public law

a. 10 USC 3073, 10 USC 3547, and 10 USC 3581, establish the position of chaplain in the Army and, together with regulations promulgated by the Secretary of the Army, prescribe the duties of that position. **This statutory authority requires commanders to furnish facilities and transportation for chaplains to perform their duty.**

b. Public law requires chaplains to conduct religious services and burial services for personnel of their assigned commands (see 10 USC 3547).

c. The duties of chaplains beyond those specifically mandated by statute are derived duties, assigned by the Army, with extensive historical and legal precedent. They are described throughout this regulation.

d. General Order No. 253, issued by the War Department, Washington, DC, dated 28 December 1909, established the position of an enlisted Soldier for the purpose of assisting the chaplain in the performance of their official duties.

Chapter 13 - Chaplaincy Resources Management

13–1. General

a. Instructions, information, and further guidance regarding Chaplaincy resources management are found in DA Pam 165–18.

b. The CMRP is the primary document used by the Chaplain Corps to plan and track religious support programs at all levels of the Army. **The chaplain is the Commander's staff officer for religious support. The chaplain develops, manages and executes the CMRP. The CMRP synchronizes religious support program requirements with projected funding. Unit chaplains annually prepare the CMRP for the unit commander's authorization.** All CMRPs are forwarded to corresponding higher headquarters for consolidation, review and reporting. The OCCH annually receives a copy of all consolidated CMRPs.

c. Commanders are authorized to support essential elements of religious services (EERS) with appropriated resources (**see 10 USC 3547**).

(1) The EERS include those concepts, functions, practices, and objects that are held or used by distinctive religious groups for worship, religious education, and pastoral care.

(2) **APFs are the primary funding source** used to provide the services, facilities, ecclesiastical furnishings, equipment, and supplies that are required to fulfill the EERS (see 10 USC 3547).

d. The CTOF provides the means by which tithes, offerings, and donations given as an act of worship during religious activities are accounted for, safeguarded, and disbursed.

(1) The CTOF is a source of nonappropriated funds (NAF) to support the CMRP at all levels of the Army.

(2) The CTOF is intended to fund non-mission essential religious, moral, humanitarian, and related social needs addressed by the religious community.

(3) The CTOF will not be used to augment APF.

13-2. Command master religious plan

a. The CMRP—

(1) Identifies religious support program requirements and capabilities in accordance with local mission and resources.

(2) Synchronizes support with the Army Campaign Plan, Army Chaplain Corps Strategic Plan, and command guidance.

(3) Ensures Soldiers have maximum opportunity for the free exercise of religion.

(4) Includes management of APF, CTOF, manpower, logistics, and facility resources.

(5) Applies to Active and RCs, all units in the generating force and operating force of the Army. The CMRP can include considerations for religious support to U.S. interagency entities for which the commander is responsible and deems critical to the mission.

b. Chaplains and religious affairs specialists will adhere to the operating principles and procedures of the CMRP process as set forth in this regulation, DA Pam 165-18, and other current and future CCH guidance.

13-3. The Chaplaincy Program Budget Advisory Committee

a. The CPBAC is a non-governing advisory council convened by the staff chaplain of a garrison or other command with a CTOF. The CPBAC advises on the use of APFs and NAFs in support of religious support programs.

b. The CPBAC is composed of representatives from religious support programs and tenant units.

c. The members of the CPBAC are appointed by the convening chaplain.

d. The CPBAC—

(1) Advises the convening chaplain regarding the priority and use of funding resources.

(2) Interprets the Budget and Manpower Guidance from commanders and advises the convening chaplain regarding the planning and conduct of the resources in the CMRP.

(3) Conducts review and analysis of the CMRP including programmed and actual use of resources, in accordance with convening chaplain guidance.

(4) Serves as a coordinating and deliberating body to discuss the balance between proposed and planned chapel programs, and offers recommendations that encourage the broadest and most efficient ways to execute the resources of the CTOF among assigned commands, program elements (PEs), and benevolent opportunities.

(5) Recommends CTOF reprogramming funding allocations to meet changing missions, resources, or needs, consistent with CMRP objectives.

- (6) Recommends program priorities for the community.
- (7) Reviews minutes of CPBAC actions for accuracy.
- (8) Conducts periodic reviews of financial reports.
- (9) Represents the various PEs.

Chapter 14 - Chaplaincy Resources Management (Appropriated Funds)

14-1. General

- a. **APFs are the primary source of funds for the religious support mission.**
- b. **Commanders at all levels will allocate appropriated resources to support constitutional, statutory and mission critical EERS, and religious support activities included in the approved CMRP.**

14-2. Non-personal services religious support contracts

- a. The NPS contracts are authorized when a senior-level chaplain or the Garrison Chaplain certifies that no military personnel, DOD Civilians, or volunteers are available to perform that function.
- b. The NPS contracts are awarded to meet intermittent or temporary religious support shortages to support, improve, or provide statutory and mission critical religious activities in the garrison religious support program. These include, but are not limited to, clergy services, musicians, religious education coordinators, youth workers, religious activities coordinators, and religious resource leaders.
- c. Contract option years are authorized, but NPS contracts must be reviewed every 12 months and adhere with statutes, regulations, and policies governing purpose, time and amount of funds, as well as bona fide needs, and severable and non-severable contracts for crossing fiscal years.
- d. The senior-level chaplain or the Garrison Chaplain must concur with all requests for NPS contracts and forward for final approval to the higher command chaplain at the respective ACOM, ASCC, or DRU.
- e. The NPS contractors must render definable, quantifiable services or end products for the U.S. Government in accordance with Federal Acquisition Regulation, Part 37.
- f. When awarding a contract, quality requirements will be considered against cost to determine the best value to the U.S. Government.
- g. Contract line item rates for NPS contracts are determined by—
 - (1) Appropriate competition.
 - (2) The OCCH or ACOM, ASCC, DRU Chaplain guidance.
 - (3) Local procurement and contracting offices based on current DOD guidance.
 - (4) Market surveys of comparable services in the geographical area where the service is rendered.
 - (5) Funds availability.
 - (6) Mission requirements.
- h. The NPS contractors will not be reimbursed for travel to or from home.

i. The only payments authorized to a contractor are payments against completion of contract line items under the provisions of the approved NPS contract.

j. The OCCH Internal Control Evaluation for contracting for religious services is in appendix C.

14–3. Use of appropriated funds for religious support activities

a. **APFs are authorized for command-sponsored religious support activities, including, but not limited to, religious education, retreats, camps, conferences, meetings, workshops, and Family support programs.**

b. **The APF, rather than the CTOF, should be used to—**

(1) Contract for facilities, resource leaders, and expendable supplies, including literature and equipment.

(2) **Support chaplain-led programs to assist members of the Armed Forces and their immediate Family members in building and maintaining strong Family structures. This includes cost of transportation, food, lodging, supplies, fees, childcare, and training materials for members of the Armed Forces and their immediate Family members while participating in such programs, including participation at retreats and training conferences (see 10 USC 1789(b)).**

(3) Pay travel and per diem costs for religious leaders providing a direct benefit to the Government under invitational travel authorization.

(4) Provide group travel for command-sponsored personnel participating in religious activities approved in the CMRP. Under applicable regulations, group travel by Government vehicle may be authorized when available.

(5) The APF will not be used to fund recreational activities or personal expenses not specifically authorized by law.

(6) The Secretary of the Army hereby delegates his or her authority, as prescribed in 10 USC 1789, to provide support services to build and maintain a strong Family structure among active duty Soldiers and reserve Soldiers in an active status, and their Families, to commanders in the grade of colonel and above. This authority may be delegated to a commander in the grade of lieutenant colonel by the first general officer in the chain of command in situations where there is not an intermediate commander between the commanding general and the commanding lieutenant colonel. **Commanders may use APF at garrison level and mission funds at unit level to provide the support services prescribed in 10 USC 1789 for the commander's program to build and maintain ready and resilient Family structures.**

13–4. Chaplaincy resources manager

The chaplaincy resources manager (CRM)—

a. Serves at HQDA, ACOM, ASCC, DRU, region, and garrison levels.

b. Is generally a chaplain.

c. Is a graduate of the USACHCS Chaplaincy Resource Management Course.

d. Is a trained Contracting Officer Representative (COR).

e. Maintains annual training for the use and supervision of Government purchase and travel cards.

- f. Has taken one fiscal law course or acquisition course on purpose, time and amount.
- g. Implements proper administrative procedures related to contracting, procurement, internal controls, manpower and force management, property and facility management, information management, military construction, logistics, budgeting and programming, and financial accountability for religious support activities.
- h. Coordinates and manages the actions of the CPBAC.
- i. The garrison level chaplain CRM holds the Skill Identifier of 7F after completing the CRM, COR, DTS, CPC and fiscal law courses. After receiving a Masters of Business Administration, completing the Army Comptroller Course and completing 1 year of experience, the CRM at the HQDA, ACOM, ASCC, DRU, or region level will be awarded the skill identifier of 7M.

15-5. Chapel tithes and offerings **fund manager**

The CTOF manager—

- a. Is appointed on orders by the commander upon certification by the Director, DACH-Sustainment and Information as qualified to assume the duty position of fund manager.
- b. Is a chaplain or religious affairs NCO (in the rank of SSG or above).
- c. Receives training in financial accountability, fund management, Government purchase card (GPC) procedures, property accountability, internal controls management, and attends the contracting officer representative course, prior to assuming duties.
- d. Is a graduate of the USACHCS CRM Course.
- e. Is certified by the Director, DACH-Sustainment and Information as qualified to assume the duty position of fund manager.
- f. Prepares, submits, and maintains the annual CTOF operating budget.
- g. Implements CTOF Internal Control Plan (see AR 11-2 and apps C and D of this regulation).
- h. Serves as the sole purchasing agent and contracting officer for CTOF with authority for making single purchases or single contracts under \$25,000 as a Government procurement officer.
- i. Serves as the property accountability officer for CTOF.
- j. Serves as the information management officer for CTOF.
- k. Manages CTOF assets.
- l. Certifies accuracy of CTOF reconciliation transactions and financial documents at the close of the accounting periods.
- m. Maintains adequate bonding and property insurance through the risk management program in accordance with the Army Central Insurance Fund.
- n. Supervises the CTOF fund technician.
- o. Manages local CFAS operations.

p. Recommends transfer percentage for resourcing community programs to the Garrison Chaplain.

15–6. Chapel tithes and offerings **fund technician**

The CTOF fund technician—

a. Is appointed on orders by the commander upon certification by the Director, DACH–Sustainment and Information or designated representative as qualified to assume the duty position of fund technician.

b. Is a religious affairs specialist or DOD Civilian.

c. Receives training in purchasing and contracting procedures, property management and accountability, bookkeeping, CFAS, and the CMRP prior to assuming duties.

d. Is a graduate of the USACHCS CTOF Fund Clerk and/or Technician Course.

e. Processes receipts; income, procurement, and disbursement documents; and maintains the records of CTOF.

f. Prepares and/or coordinates for financial statements and documents at the close of accounting periods.

g. Maintains records in accordance with Army Records and Information Management System standards.

h. Serves as the primary operator of the CFAS.

i. Works directly for the funds manager.

SELECTED EXCERPTS FROM REGULATION AND DOCTRINE

The proceeding are selected excerpts from regulation and doctrine concerning general religious support, religious support planning, and Army planning concepts. This is not exhaustive.

2-3 Religious support capabilities and core competencies (AR 165-1)

a. The Army Chaplain Corps is organized to **provide responsive religious support at all levels across the full range of Army operations**. Religious support includes providing essential elements of religion to include worship, religious rites, sacraments, and ordinances, holy days and observances, pastoral care and counseling, and religious education.

b. The Army requires the capability to provide religious support and the capability to advise commanders on the impact of religion. These two required capabilities reflect the dual role of the Chaplain Corps: professional military religious leader and professional military religious staff advisor (see Field Manual (FM) 1-05).

(1) As a professional military religious leader, the chaplain must have the capability to perform or provide religious support that accommodates the Soldier's right to the **free exercise of religion**, and **support resilience efforts** to sustain Soldiers, Family members, and authorized Civilians.

(2) As the professional military religious staff advisor, the chaplain advises the commander and staff on morals, morale, ethical issues, and the **impact of religion on all aspects of military operations**.

3-2 Chaplain as professional military religious leader (AR 165-1)

a. General. All Chaplains provide for the nurture and practice of religious beliefs, traditions, and customs in a pluralistic environment to strengthen the religious lives of Soldiers and their Families. Chaplains conduct the religious programs and activities for the command and provide professional advice, counsel, and **instruction [Training]** on religious, moral, and ethical issues.

b. Roles and responsibilities include, but are not limited to the following:

(1) Chaplains are required by law to hold religious services form members of the command to which they are assigned, when practicable. Chaplains provide for religious support, pastoral care, and the moral and spiritual well-being of the command (see 10 USC 3547).

(2) Chaplains will conduct or assist in arranging for burial services at the interring of members of the military service, retired military personnel, and other personnel as authorized by DOD policy, ARs, and applicable law.

(3) Chaplains will minister to the personnel of their unit and/or facilitate the **free-exercise rights** of all personnel, regardless of religious affiliation of either the chaplain or the unit member.

NOTE: PROVISIONS 4 THROUGH 11 ARE NOT LISTED HERE BUT CAN BE FOUND IN AR 165-1, PAGE 8.

1-17 Religious support functions (FM 1-05)

Commanders provide opportunities for free exercise of religion through their chaplains and religious affairs specialists. The chaplain sections or UMTs provide RS by executing specific tasks in support of their assigned functions. Function is the broad, general, and enduring role for which an organization is designed, equipped, and trained (JP 1). These functions align with task lists which chaplain sections and UMTs train to proficiency. Commanders expect chaplains and religious affairs specialists to understand the tasks associated with these functions. These operational religious support functions and tasks are found in ADRP 1-03, The Army Universal Task List. ADRP 1-03 provides a common language and reference system for doctrine, capability, and training developers. Commanders utilize the performance measures in the Army Universal Task List in evaluating an organization and individual's abilities to perform these tasks. A partial, descriptive list of the RS functions a chaplain section or UMT may utilize in an OE includes—

- Advising the command on religion, morals, morale, and ethical issues.
- Leadership of religious worship.
- Administration of religious rites, sacraments, and ordinances.
- Provision of pastoral care and counseling.
- Teaching and management of religious education.
- Family-life ministry (division or expeditionary sustainment command [ESC]).
- Provision of professional support to the commander and staff.
- Management and administration of personnel, facilities, and funds necessary to the RS mission.
- Soldier and leader engagements with local or host-nation religious leaders as directed by the commander.
- Conduct of RS planning, training, and tasks.

Religious Support and the Operations Process (ATP 1-05.01)

ARMY PLANNING METHODOLOGIES

2-1. Successful planning requires the integration of both conceptual and detailed thinking (ADRP 5-0). The Army uses three planning methodologies to assist commanders and staff:

- Army Design Methodology.
- MDMP.
- Troop leading procedures.

ARMY DESIGN METHODOLOGY

2-2. Army design methodology is a methodology for applying critical and creative thinking to understand, visualize, and describe problems and approaches to solving them (ADP 5-0). Army design methodology entails framing an OE, framing a problem, and developing an operational approach to solve the problem. The understanding developed through Army design methodology continues through preparation and execution in the form of continuous assessment.

2-3. Design methodology enables chaplain sections and UMTs to understand the OE, seek to identify the right RS problem(s) and to develop the right solutions (courses of action [COAs]) to solve them. Key concepts that underline the Army design methodology include—

- Critical and creative thinking.
- Collaboration and dialogue.
- Framing.
- Narrative construction.
- Visual modeling.

For more information on Army design methodology, see ADRP 5-0.

THE MILITARY DECISIONMAKING PROCESS

2-4. The MDMP is an iterative planning methodology to understand the situation and mission, develop a COA, and produce an operation plan or order (ADP 5-0). This process helps the commander and staff to think critically and creatively while planning. The process facilitates interaction between the commander, staff, subordinate headquarters, and other partners throughout planning. This enables them to understand the situation and mission; develop and compare COAs; decide on a COA that best accomplishes the mission; and produce an operation plan or order for execution.

2-5. Commanders initiate the MDMP upon receipt of or in anticipation of a mission. The MDMP consists of seven steps. Each step has various inputs, steps to conduct and outputs (see the MDMP chart in FM 6-0.) The outputs lead to an increased understanding of the situation and facilitate the next step of the process. These efforts help the commander and staff understand the situation, make decisions, and synchronize those decisions into a fully developed plan or order. (See FM 6-0 for more information.)

2-6. Chaplains and religious affairs specialists participate in this process in order to facilitate collaborative planning, integrate RS information and requirements into the unit plan and develop a concept of RS that sustains Soldiers executing decisive action. In the process, chaplains and religious affairs specialists collect and categorize facts, develop assumptions where needed, conduct a logical analysis or evaluation of this information, and develop a concept of RS that supports the unit's COA. (For more information, see Appendix B of this document.)

TROOP LEADING PROCEDURES

2-7. Troop leading procedures are a dynamic process used by small-unit leaders (primarily company-level and smaller units) without formal staffs to analyze a mission, develop a plan, and prepare for an operation (ADP 5-0). Since the UMT and chaplain section are part of a unit's coordinating staff and will primarily use the MDMP, in most cases, troop leading procedures will not apply. See ADRP 5-0 for more information.

Operational and Planning Definitions (ADP 3-0)

DECISIVE OPERATION (ADP 3-0) – The operation that directly accomplishes the mission.

SHAPING OPERATION (ADP 3-0) – An operation at any echelon that creates and preserves conditions for success of the decisive operation through effects on the enemy, other actors, and the terrain.

SUSTAINING OPERATION (ADP 3-0) – An operation at any echelon that enables the decisive operation or shaping operations by generating and maintaining combat power.

LINE OF EFFORT (FM 3-0) – (Army) A line that links multiple tasks using the logic of purpose rather than geographical reference to focus efforts toward establishing a desired end state.

END STATE (FM 3-0) – The set of required conditions that defines achievement of the commander's objectives. (JP 3-0)

(Note: DA PAM 165-18 below is rescinded. The below information is for reference only!)

2-4 Command Master Religious Plan (DA PAM 165-18)

Chaplains are required by regulation to plan intentional ministry and identify those activities required, as a minimum, to assist commanders in the development of the Command Master Religious Plan (CMRP). The process of developing and implementing the CMRP is to the commander and chaplain what the training management process is to the commander and the S3/G3.

- a. **The CMRP uses.** The chaplaincy used the CMRP to formulate the budget, provide input to the Command Budget Estimates, and manage the execution of programs.
- b. **The CMRP support.** The CMRP supports the staff chaplain's basic administrative process that is required of all staff activities to assess, plan and resource, and execute the staff program. The CMRP uses the "program" approach to formulate the budget estimate. Funding is allocated to approved programs.
- c. **The CMRP programs.** The CMRP is the primary process for supporting chaplaincy programs at all levels of the Army with appropriated and nonappropriated resources. The CMRP is both a document and a computer software decision support program. It supports leadership decisions for the allocation of scarce resources. The CMRP details information concerning the requirement, allocation, and consumption of resources.
- d. **The CMRP resources.** The CMRP is the working document for resourcing religious activities and UMT training. Each unit chaplain prepares the CMRP annually for the commander. Supervisory Staff Chaplains consolidate unit CMRPs at the installation and command level.

- e. **The CMRP process.** The CMRP is a process for resourcing religious and training activities for a community, installation, or unit. It reflects planning to meet current requirements while maintaining flexibility to respond to changing missions, resources, and needs.
- f. **Religious support area.** Individual Chaplaincy Support Activities (CSA), which represents chaplaincy religious support programs and activities in the CMRP are categorized into major religious support areas (RSAs). The description of the RSA details the primary purpose and function of the area. The RSAs serve as cost and business areas, functional areas, and program or activity areas for the chaplaincy. The RSAs are categorized under the two core capabilities of Religious Support and Special Staff Work. In each case, chaplains are asked to categorize the work they do under these two headings. The eleven RSAs fall under the two core mission capabilities as follows:
 - (1) Religious Support
 - a. Religious services
 - b. Rites, sacraments, ordinances
 - c. Pastoral care/counseling
 - d. Religious education
 - e. Family life ministry
 - f. Clinical pastoral education
 - (2) Special staff work
 - a. Professional support to command
 - b. Management and administration
 - c. Humanitarian support
 - d. Training
 - e. Religious support planning/operations

2-5 The CMRP process (DA PAM 165-18)

The chaplain has staff responsibility for assessment, planning, implementation, and evaluation of the military religious support requirements of the unit, organization, or activity. The programs identified to meet the needs and requirements of the organization become the CMRP. The CMRP development includes four interrelated steps or phases: **analysis**, **planning**, and **implementation**, each interrelated with and affected by **evaluation**. The outputs of each step serve as inputs to one or more subsequent steps.

- a. **Assessment.** Assessment identifies and describes the needs of the unit, organization, or activity for military religious support programs or training. The UMT may use any of several needs assessment techniques. Basically ask the question: "What are the military religious support needs of the Soldiers and Family of this unit?" Analysis includes assessment of the administrative and management requirements of the UMT.
- b. **Planning.** Planning translates needs assessment data into a structure that addresses specific needs with program or training. The question to answer during this step is "How to meet the needs identified?" Planning produces the programs and is the process of building programs into the CMRP. The CMRP provides an estimate, or budget, for resources needed to support the programs. The implementation phase of the CMRP cycle requires the development of action plans necessary for execution of the programs.
- c. **Implementation.** Implementation is the phase where the UMT executes the plan and conducts the programs of training. The developed CMRP is the budget and management tool to now assist the UMT in gaining and managing the resources required to implement the programs.
- d. **Evaluation.** This phase produces an assessment of the quality [effectiveness] of the programs in terms of their ability to meet the needs identified in the UMTs initial analysis of the unit. Evaluation is a continuous process by which the UMT can make adjustments while the program is unfolding rather than waiting until it is completed. The UMT uses Review and Analysis techniques and After-Action Reports to evaluate the effectiveness and the efficiency of the programs. The CMRP is flexible and is designed to respond to the results of the evaluation. This process allows the UMT to make the changes required to continually increase the effectiveness and quality of their programs.

ANTI-DEFICIENCY ACT, NECESSARY EXPENSE DOCTRINE, AND PUBLIC SCRUTINY

Sourced from the *Fiscal Law Deskbook*

<http://www.gao.gov/legal/anti-deficiency-act/about>

What is the Anti-deficiency Act (ADA)?

The Anti-deficiency Act (ADA), Pub. L. 97–258, 96 Stat. 923, is legislation enacted by the United States Congress to prevent the incurring of obligations or the making of expenditures (outlays) in excess of amounts available in appropriations or funds. The law was initially enacted in 1884, with major amendments occurring in 1950 (64 Stat. 765) and 1982 (96 Stat. 923). It is now codified at 31 U.S.C. § 1341.

Congress passed the Anti-deficiency Act (ADA) to curb the fiscal abuses that frequently created “coercive deficiencies” that required supplemental appropriations. The Act consists of several statutes that mandate administrative and criminal sanctions for the unlawful use of appropriated funds. See 31 U.S.C. §§ 1341, 1342, 1350, 1351, and 1511-1519.

The Anti-deficiency Act General Provisions

1. Making or authorizing an expenditure from, or creating or authorizing an obligation under, any appropriation or fund in excess of the amount available in the appropriation or fund unless authorized by law. 31 U.S.C. § 1341(a)(1)(A).
2. Involving the government in any obligation to pay money before funds have been appropriated for that purpose, unless otherwise allowed by law. 31 U.S.C. § 1341(a)(1)(B).
3. Accepting voluntary services for the United States, or employing personal services not authorized by law, except in cases of emergency involving the safety of human life or the protection of property. 31 U.S.C. § 1342.
4. making obligations or expenditures in excess of an apportionment or reappropriation, or in excess of the amount permitted by agency regulations. 31 U.S.C. § 1517(a).

Time, Purpose and Amount

1. An agency may obligate and expend appropriations only for a proper **purpose**.
2. An agency may obligate only within the **time** limits applicable to the appropriation (e.g., OMA funds are available for obligation for one fiscal year).
3. An agency must obligate funds within the **amounts** appropriated by Congress and formally distributed to or by the agency.

Personnel who violate the Anti-deficiency Act are subject to two types of sanctions: administrative and penal. Personnel may be subject to appropriate administrative discipline including, when circumstances warrant, suspension from duty without pay or removal from office. In addition, personnel may also be subject to fines, imprisonment or both.

Constitutional Authority

To some extent, but not entirely, it implements the provisions of Article One of the United States Constitution, Section 9, Clause 7 (the "power of the purse"), which provides that "No money shall be drawn from the treasury, but in consequence of appropriations made by law."

A corollary of the constitutional provision is that departments and agencies of the government may not "augment" appropriations either by raising money instead of seeking and getting an appropriation or by retaining funds collected and using them instead of receiving an appropriation.

Historical Background

The Anti-deficiency Act has evolved over time in response to various abuses. The earliest version of the legislation was enacted in 1870 (16 Stat. 251), after the Civil War, to end the executive branch's long history of creating coercive deficiencies. Many agencies, particularly the military, would intentionally run out of money, obligating Congress to provide additional funds to avoid breaching contracts. Some went as far as to spend their entire budget in the first few months of the fiscal year, funding the rest of the year after the fact with additional appropriations from Congress. The act provided that ... "it shall not be lawful for any department of the government to expend in any one fiscal year any sum in excess of appropriations made by Congress for that fiscal year, or to involve the government in any contract for the future payment of money in excess of such appropriations."

Amendments in 1905 and 1906 mandated all appropriations to be apportioned in monthly installments and criminal penalties were imposed for violations.

Necessary Expense Doctrine

The expenditure must bear a **logical relationship** to the appropriation sought to be charged. In other words, it must make a direct contribution to carry out either a specific appropriation or an **authorized agency** function for which more general appropriations are available. The expenditure must not be prohibited by law

The expenditure must not be otherwise provided for; that is, it must not be an item that falls within the scope of **some other appropriation or statutory funding scheme**.

Public Scrutiny Test

"Public scrutiny. The CTOF will not be used for any purpose that cannot withstand the test of public scrutiny or which could be deemed a misuse or waste of CTOF dollars (see paras 13–1, 15–1, and 15–2)" (AR 165-1, ch. 15, sect. 15-11, para. b. (4), p. 45). **NOTE: the public scrutiny test applies to NAF and APF.**

OPERATION AND MAINTENANCE, ARMY (OMA)

Introduction

An appropriations bill is a bill that appropriates (gives to, sets aside for) money to specific federal government departments, agencies, and programs. The money provides funding for operations, personnel, equipment, and activities. Regular appropriations bills are passed annually, with the funding they provide covering one fiscal year. The fiscal year is the accounting period of the federal government, which runs from October 1 thru September 30 of the following year. Appropriations bills are under the jurisdiction of the United States House Committee on Appropriations and the United States Senate Committee on Appropriations. Both Committees have twelve matching subcommittees, each tasked with working on one of the twelve annual regular appropriations bills.

There are three types of appropriations bills: regular appropriations bills, continuing resolutions and supplemental appropriations bills. Regular appropriations bills are the twelve standard bills that cover the funding for the federal government for one fiscal year and that are supposed to be enacted into law by October 1. If Congress has not enacted the regular appropriations bills by the time, it may pass a continuing resolution (CR), which generally continues the pre-existing appropriations at the same levels as the previous fiscal year (or with minor modifications) for a set amount of time. The third type of appropriations bills are supplemental appropriations bills, which add additional funding above and beyond what was originally appropriated at the beginning of the fiscal year. Supplemental appropriations bills can be used for things like disaster relief.

Appropriations bills are one part of a larger United States budget and spending process. The proceeding explains the OMA appropriation.

O&M/ OMA

This appropriation includes Operation and Maintenance of all Army organizational equipment and facilities; purchasing equipment and supplies; production of audiovisual instructional materials and training aids; operation of service-wide and establishment- wide activities; operation of depots, schools, training (including cost of training civilian employees in the program from which the salaries are payable), recruiting and **programs related to OMA; welfare and morale, information, education, and religious activities**; and expenses of courts, boards, and commissions.

O&M accounts have both direct and reimbursable civilian manpower spaces, except Operation and Maintenance National Guard (OMNG) which has no reimbursable spaces.

It pays for civilian pay and benefits, travel of persons and things, contracts, rents, supplies, and non-centrally managed equipment related to the Operation & Maintenance function.

It does not pay for research and development; procurement of centrally managed items (i.e., tanks, rifles, aircraft, ammunition, missiles, trucks and computer systems); military pay and benefits; or **construction over \$750K (use MILCON). It purchases non-centrally managed**

computer and audio visual systems costing less than \$250K (> \$250K, use OPA). It basically excludes capital investments.

Operation and Maintenance funds are appropriated for the **base** budget by the Defense Appropriations Act and for contingency and emergency operations (**OCO**) by Supplemental Appropriations.

Operation and Maintenance accounts exist for the Active Army, Navy, US Marine Corps, Air Force and other Defense Agencies; Army, Navy, US Marine Corps and Air Force Reserve; and Army and Air Force National Guard. **The Department of Defense budget request for Operation and Maintenance funding for FY 2020 was - \$292.8 billion.**

(https://comptroller.defense.gov/Portals/45/Documents/defbudget/fy2020/fy2020_OM_Overview.pdf p.3)

This appropriation is generally an annual appropriation, available for obligation for one fiscal year only.

The OMA appropriation is divided into four (4) subdivisions called Budget Activities (BA) **with limited ability to move dollars without congressional approval** – control is at the BA level of detail (SAG level for much of BA1 – see the Appropriation Act). Other Operation and Maintenance accounts are organized differently (e.g., Operation and Maintenance Army Reserve [OMAR] and Operation and Maintenance National Guard [OMNG] have only two [2] subdivisions/BAs.).

BA1 Operating Forces

Operating Forces expenses financed in this Budget Activity include the cost of consuming fuel, supplies and repair parts and subsistence during **the execution of day-to-day unit training programs called OPTEMPO** (Operational Tempo), travel and transportation costs associated with unit training operations of Combat Training Centers and other special training activities, incremental costs of participating in Joint Chiefs of Staff directed exercises, depot maintenance costs associated with equipping the Operating Forces with quality weapons systems and support end items, and administrative costs to operate tactical and management headquarters. **It includes the costs of operating and maintaining the installations where the Army lives and works – Base Support. Base support refers to the resources involved with operating and maintaining Army installations** (major, minor, stations and other). Base support accounts designate functions of an installation support nature such as administrative; automation support, **family programs**; morale, welfare and recreation services; real estate leases; environmental conservation and compliance; pollution prevention; **facility support services; minor construction; maintenance and repair**; audiovisual and visual information production, acquisition and support; demolition and disposal of excess facilities; base communications; and other base operations support services.

BA2 Mobilization

Critical Thinking: As you read the following, think, what are some of the implications and impacts of the National Military Strategy on religious support planning and resourcing?

The Mobilization Budget Activity affords the United States Army the ability to maintain a viable deterrence and an adequate defense of the nation's vital interests. As defined in the **National Military Strategy**, the foundations of the new, regionally oriented defense strategy includes forward presence, crisis response and force reconstitution. As the Army transitions to a more regionally focused, Continental United States (CONUS) based force; the Mobilization Budget Activity provides resources for an important component of this nation's defense strategy. With less reliance on forward deployed forces and more on a visible forward presence, the prepositioning of equipment required for wartime operations is a major component of the Army's crisis response capability.

BA3 Training and Recruiting

Funds requested in the Budget Activity finance the day-to-day operations to produce a force trained to mobilize, deploy, fight and win anywhere in the world. Includes the total cost. The Training and Recruiting Budget Activity is the Operation and Maintenance, Army budget for institutional training and other selected training and training support activities of operation and maintaining Accession Training. Basic Skill and Advanced Training, and Recruiting, and other Training and Education Training and Recruiting expenses financed in the Budget Activity include the cost of running the Military Academy; the Army's Military Academy Preparatory School; Army Training Centers; school houses on Army Installations; ROTC scholarships; recruiting, advertising and recruit examining activities; civilian and off-duty military education; training the Junior ROTC operations; and the cost of operating and maintain the training installations.

BA 4 Administration and Service-wide Support

The Administration and Service-wide Support budget activity provides funding for the administration, logistics, communications and other service-wide support functions required to secure, equip, deploy, transport, sustain and support Army forces worldwide. **This budget activity includes the major sub-activities of:** security programs, logistic operations, service-wide support, and support of other nations. The Administration and service-wide Support Budget Activity supports the National Military Strategy by contributing to the **strategic principles of Readiness**, Collective Security, Arms Control, Strategic Agility, Power Projection and Technological Superiority.

List of Appropriations

- **Operation and Maintenance, Army (OMA)**
- **Military Personnel, Army (MPA)**
- Procurement Appropriations (General use and exclusions)
- Aircraft Procurement, Army (ACFT)
- Procurement of Ammunition, Army (AMMO)
- Missile Procurement, Army (MSLS)
- **Other Procurement, Army (OPA)**
- **Military Construction (MILCON)**
- Weapons and Tracked Combat Vehicles, Army (WTCV)
- Research, Development, Test and Evaluation, Army (RDT&E, A)

List of Helpful Websites

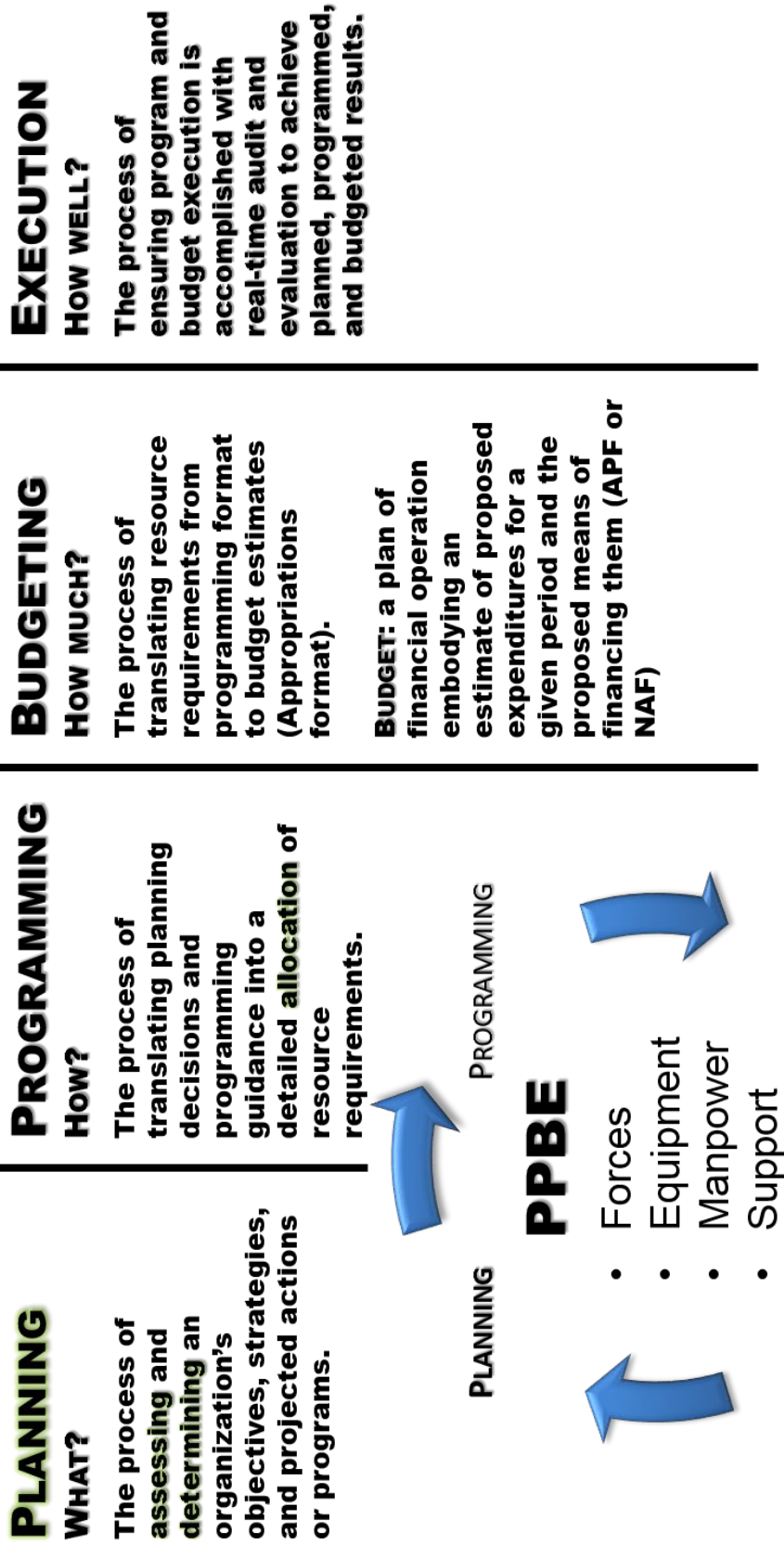
- Assistant Secretary of the Army for Financial Management & Comptroller (ASA(FM&C)) budget materials. <http://asafm.army.mil/offices/BU/BudgetMat.aspx?OfficeCode=1200>
- Office of Management and Budget. <https://www.whitehouse.gov/omb>
- Congressional Budget Office. <http://www.cbo.gov/>
- The U.S. House of Representatives Committee on Appropriations. <http://appropriations.house.gov/>
- United States Senate Committee on Appropriations. <http://www.appropriations.senate.gov/>
- DTiC Online. Information for the Defense Community. <http://www.dtic.mil/dtic/>
- Under Secretary of Defense (Comptroller). <http://comptroller.defense.gov/>

OCCH PROGRAM/ACTIVITY CATEGORIES GUIDE

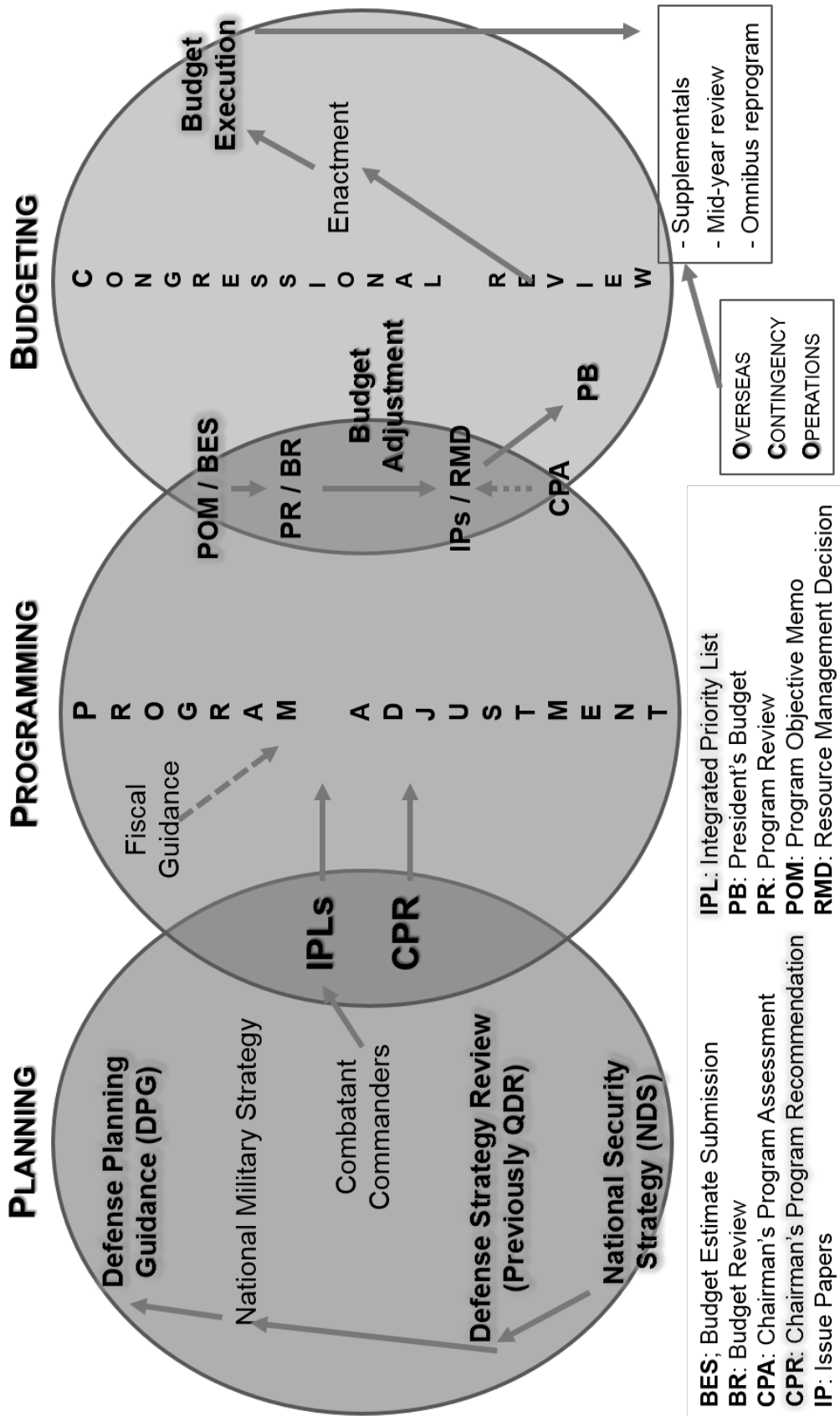
NOTE: A key principle of fiscal law, the **Necessary Expense Doctrine**, is reflected in this guide, “The expenditure must not be otherwise provided for; that is, it must not be an item that falls within the scope of some other appropriation or statutory funding scheme.”

Category	Definition	Examples
1 Statutory (S-#)	<p>An Essential Element of Religious Service (EERS)</p> <ul style="list-style-type: none"> • Required by law and must be funded by the commander with appropriated funds (APF). Chapel Tithes and Offering Funds will not be used. • These costs are unavoidable to meet critical statutory requirements in support of the free exercise of religion. • These programs include worship, sacraments, rites, ordinances, and religious education. • These include required and mandated programs implied by statute and defined in other DoD and DA Regulations, by distinctive faith group doctrine, tradition or tenants of faith. 	<p>Chaplain-led collective worship services, sacraments, rites, ordinances, religious education (i.e., Sunday School, CDC), weddings, funerals, memorial ceremonies or services, music, ecclesiastical supplies or equipment, facilities, and transportation.</p>
2 Mission Essential (M-#)	<p>Mission Essential elements of religion are those programs required to accomplish the mission but are not mandated by law (Title 10). Mission Essential programs are funded by the commander with appropriated funds. Chapel Tithes and Offering Funds will not be used.</p> <ul style="list-style-type: none"> • Mission Essential is determined by the mission of the unit/organization, by regulation and by command directives. • When applied to religious services, the category 2 services are those <u>distinctive faith group</u> services that support the need of Soldiers and Family members on the installation. • This includes supplies and services necessary to support mission essential worship, programs and activities. 	<p>Bulletin stock, scriptures, religious literature, religious materials, curriculum, at least one musician per service, non-personal services contracts that support mission essential requirements, facilities maintenance, chaplain family life requirements, chaplain pastoral counseling supplies, office supplies, training requirements, TDY to Chaplain’s training, denominational conferences, and command directed programs.</p>
3 Enhances Mission (E-#)	<p>Are supplemental programs. When resourced they add quality and improve mission accomplishment.</p> <ul style="list-style-type: none"> • Category 3 programs are funded first by appropriated funds when authorized and available. Chapel Tithes and Offerings Funds may be used if needed. • When applied to religious services, this funding category includes those <u>lay leader led or Distinctive Religious Group Leader led services</u>. • These services/activities may specifically meet the needs of a distinctive religious group. • This includes programs/activities which are not required for the mission but strengthen the moral, spiritual climate and readiness. 	<p>Additional musicians beyond one per service, watch care and fellowship supplies (food). Auxiliary activities such as PWOC and CWOC. Parish retreats, dinners, appreciation activities. Approved non-personal service requirements that are not mission-essential. Crisis Ministry/Operation Helping Hand activities. Vacation Bible School.</p>

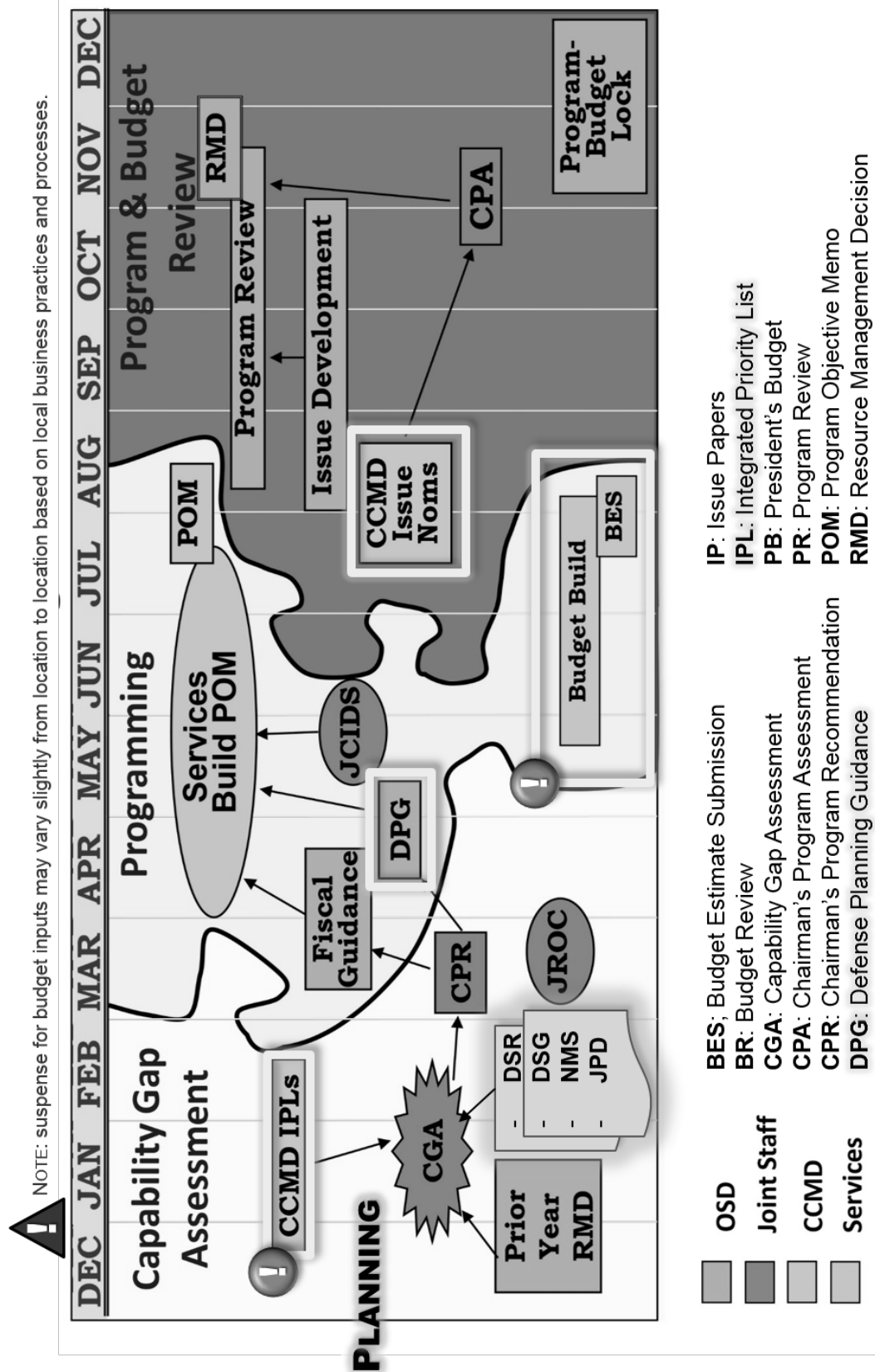
PPBE DESCRIPTIONS



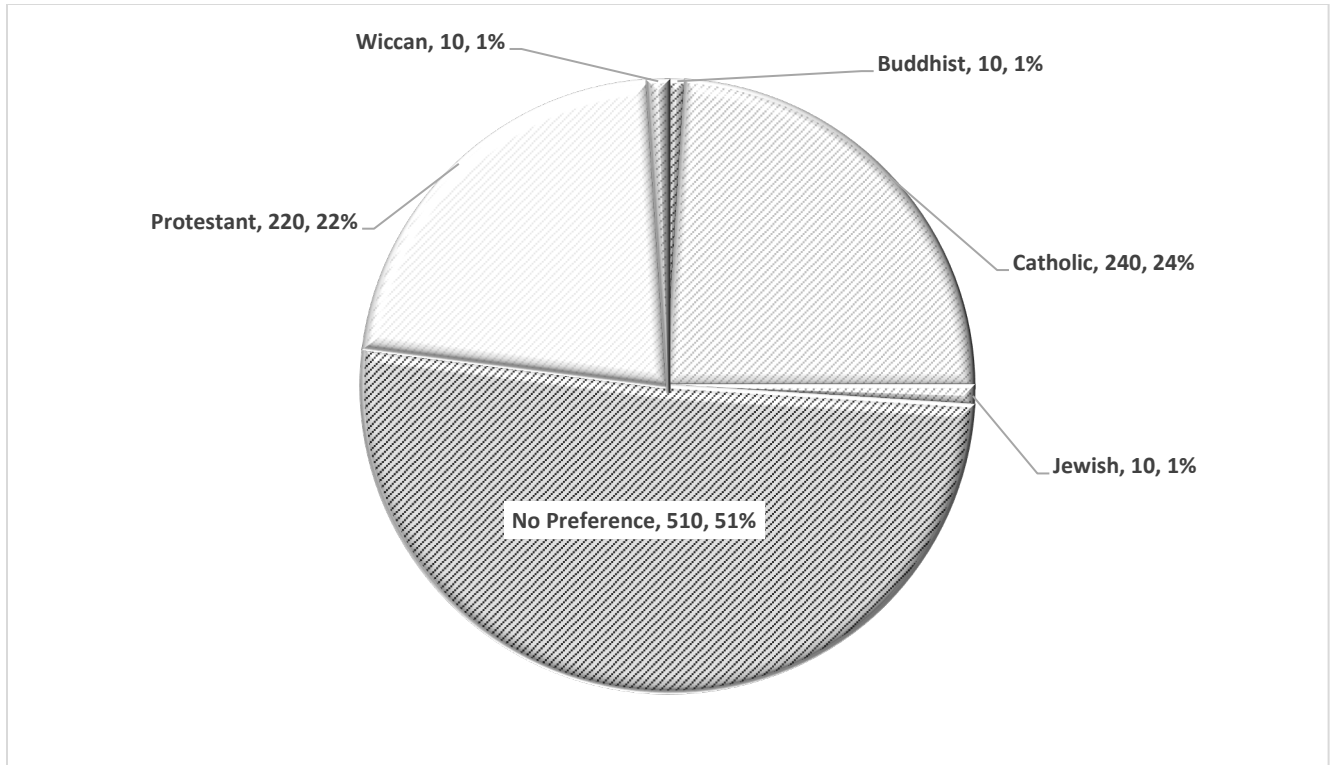
PPBE PHASES



PPBE TIMELINE



##TH MI BN RELIGIOUS CENSUS



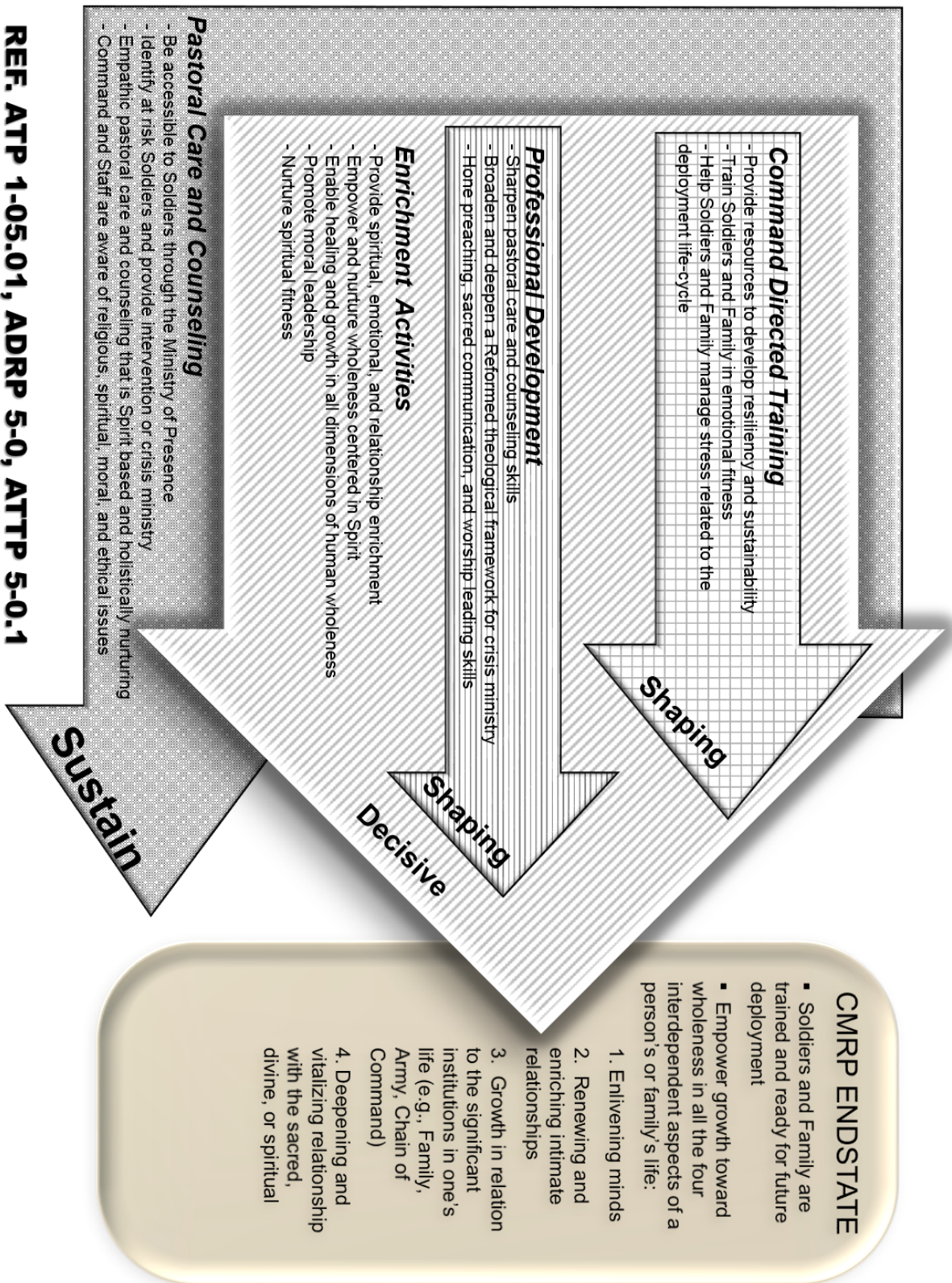
UMT MISSION STATEMENT

Provide Religious support to the ##th Military Intelligence Battalion across the full range of Army operations. We do this by supporting the Commander in ensuring the right to free exercise of religion and by providing spiritual leadership, pastoral care, counseling, and education.

METL

1. Advise the Commander in areas of religious, spiritual, moral, and ethical issues
2. Perform or provide opportunities for Soldiers to exercise their freedom of religion through religious services, worship, rites, and sacraments
3. Provide religious training that strengthens the mind, spirit, and resiliency of the warfighter

LINES OF EFFORT



REF. ATP 1-05.01, ADRP 5-0, ATP 5-0.1

RS CALENDAR EXAMPLE

[illegible]

ASSESSMENT, PLANNING, AND IMPLEMENTATION CHECKLIST

Assessment

The purpose of the assessment phase is to collect the data and information needed to identify, define or clarify the Religious Support needs of the unit or organization.

PHASE/STEP	ACTION
1	Meet with the Commander to receive guidance on his/her vision, mission, values and goals for the unit or organization
2	Meet with the Installation or Supervisory Chaplain to received guidance on Chaplaincy or the Unit Ministry Team's vision, mission, Chaplaincy values, Chief of Chaplain's Strategic Plan, goals, and objectives
3	Assess Religious Support Needs of the unit or organization <ul style="list-style-type: none"> • Talk with unit/organization leaders • Talk with helping agencies (e.g., ACS, behavioral health, Family Life Chaplain, etc.) • Review CCIRs, issues, and trends • Review the unit's or organization's census by faith group • Review population by distinctive faith group • Review critical unit/organization statistics • Review the unit's or organization's mission, METL, training calendar, OPS Calendar, etc. What critical events or activates require RS? • Review prior year's expenditures on religious support events and activities • Review command climate survey data • Review Balanced Score Card information
4	Meet with the S3/G3 and S4/G4 OICs or NCOICs to understand issues, implications, resources and constraints for the Religious support Mission of future major events
5	Analyze collected information
6	Write a statement of your assessment of the unit's or organization's religious needs

Planning Phase

The purpose of the planning phase is to plan, organize and develop programs that meet the Religious Support Needs that were identified and defined in the assessment phase.

PHASE/STEP	ACTION
1	Brainstorm a variety of possible unconstrained programs that meet the vision, mission, goals, values, and religious support needs of the unit or organization
2	Identify sources of funding. Winnow down the brainstormed list of possible programs to a list that is feasible considering time and resource constraints. Consider time, manpower, OPTEMPO, PERSTEMPO, equipment, facilities, and sources of funding: <ul style="list-style-type: none"> • Appropriated Funds (APF) <ul style="list-style-type: none"> ○ OMA (Base) ○ OMA (OCO) ○ OCCH Ecclesiastical Equipment Grant (EEG)

PHASE/STEP	ACTION
	<p>NOTE: Make sure that you coordinate with your BDE Budget Analyst, G8 Budget Analyst or Installation Budget Analyst to ensure that funds are available within the appropriate Element of Resource (EOR) for religious support. Make sure that APF has been budgeted. At the BN level, ensure that the BN UMT has coordinated with the XO to have requirements nested with the BN's budget (The XO usually serves as the budget officer). Keep in mind the timing of the fiscal year. Plan and coordinate!</p> <ul style="list-style-type: none"> • Non-appropriated Funds (NAF) <ul style="list-style-type: none"> ○ Chaplaincy Tithes and Offering Fund (CTOF) ○ OCCH Ministry Grant Program ○ OCCH Specialized Service Grants <p>OPTEMPO = The level of equipment or resource use measured in miles or hours. Increases or decreases in Operating Tempo (OPTEMPO) should change the costs associated with equipment or resource use.</p> <p>PERSTEMPO = A congressionally mandated program, directed by the Office of the Secretary of Defense (OSD). It is the Army's method to track and manage individual rates of deployment (time away from home), unit training events, special operations/exercises and mission support TDYs.</p>
3	Ensure that religious support events are coordinated with the training/OPS calendar and/or installation master activities calendar
4	Complete the online CMRP forms and reports.
5	<p>Collate CMRP reports.</p> <ul style="list-style-type: none"> • Cover page • Commander's authorizing letter • Commander's vision, mission, values, and goals • Chaplain Corp's vision, mission, values and goals • Unit's or organization's religious census • UMT's vision, mission, METL, goals, objectives, and lines of effort. Include a calendar and description of events and activities • Religious Support Requirements Builder (RSRB) reports
6	<p>Conduct a decision briefing with the CDR for his/her approval. Getting the CDR's signature is not the final step. Coordinate for funding and resources.</p> <p>NOTE: Make sure that you coordinate with your BDE Budget Analyst, G8 Budget Analyst or Installation Budget Analyst to ensure that funds are available within the appropriate Element of Resource (EOR) for religious support. Make sure that APF has been budgeted. At the BN level, ensure that the BN UMT has coordinated with the XO to have requirements nested with the BN's budget (The XO usually serves as the budget officer). Keep in mind the timing of the fiscal year. Plan and coordinate!</p> <p>SEE: FM 6-0 <i>COMMANDER AND STAFF ORGANIZATION AND OPERATIONS</i> for a decision briefing template.</p>
7	Ensure that each approved religious support program or activity is entered on the training/OPS calendar.

Implementation Phase

The purpose of the implementation phase is to execute the Religious Support Programs as authorized, scheduled, and resourced.

PHASE/STEP	ACTION
1	Complete the detailed design of the program or activity (e.g., OPORD, FRAGORD, program of instruction, lesson plan, PowerPoint, handouts, etc.)
2	Secure financial resources (i.e., APF, NAF, Grants, etc.) NOTE: Make sure that you coordinate with your BDE Budget Analyst, G8 Budget Analyst or Installation Budget Analyst to ensure that funds are available within the appropriate Element of Resource (EOR) for religious support. Make sure that APF has been budgeted. At the BN level, ensure that the BN UMT has coordinated with the XO to have requirements nested with the BN's budget (The XO usually serves as the budget officer). Keep in mind the timing of the fiscal year. Plan and coordinate!
3	Once financial resources have been secured and allocated, coordinate the resourcing and/or procurement process <ul style="list-style-type: none"> • Submit APF or NAF Purchase Order Requests. Coordinate execution • Coordinate GPC Purchases • If needed, coordinate NAF or APF contracts (Plan ahead because contracting can take months.)
4	Schedule or secure facilities necessary for the program or activity
5	<ul style="list-style-type: none"> • Coordinate transportation for people or things • Coordinate for services, support and supplies NOTE: Ensure a well thought-out and written OPORD or FRAGORD that coordinates people, things, etc. Publish thru the S3/G3 channels.
6	Conduct the program or activity
7	Survey program or activity participants for After Action Review comments. NOTE: Take pictures to storyboard
8	Submit AAR comments and storyboard to higher. This step is vital to future funding of religious support events and activities.

Evaluation Phase

This phase produces an assessment of the quality [effectiveness] of the programs in terms of their ability to meet the needs identified in the UMTs initial analysis of the unit. Evaluation is a continuous process by which the UMT can make adjustments while the program is unfolding rather than waiting until it is completed. The UMT uses Review and Analysis techniques and After-Action Reports to evaluate the effectiveness and the efficiency of the programs. The CMRP is flexible and is designed to respond to the results of the evaluation. This process allows the UMT to make the changes required to continually increase the effectiveness and quality of their programs.

APPLICABLE LAWS AND REGULATIONS

NOT AN EXHAUSTIVE LISTING

“Every CTOF is legally constituted as an instrumentality of the U.S. Government. Funds in CTOF accounts are U.S. Government funds, and CTOF property is U.S. Government property. **The CTOFs operate under the authority of the U.S. Government in accordance with applicable Federal laws and departmental regulations**” (AR 165-1, p. 37).

GOVERNANCE (Ordered by oversight and authority)

THE UNITED STATES CONSTITUTION		
<ul style="list-style-type: none"> • UNITED STATES CONGRESS (IAW the U.S. Constitution, Article I, Section 9, Clause 7 [“Power of the Purse”]) • Legislative Branch • U.S. House Committee on Defense Appropriations http://appropriations.house.gov/ • U.S. Senate Committee on Defense Appropriations https://www.appropriations.senate.gov/ • Congressional Budget Office (CBO) https://www.cbo.gov/ 	<ul style="list-style-type: none"> • PRESIDENT OF THE UNITED STATES • Executive Branch • U.S. Comptroller General • U.S. Government Accountability Office www.gao.gov • Office of Management and Budget (OMB) https://www.whitehouse.gov/omb 	<ul style="list-style-type: none"> • FEDERAL COURTS • Judicial Branch • Legal decisions and opinions
<ul style="list-style-type: none"> • Federal Accounting Standards Advisory Board (FASAB) www.fasab.gov <ul style="list-style-type: none"> ◦ GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP) for the Federal Government • Office of the Secretary of Defense (OSD) https://www.defense.gov <ul style="list-style-type: none"> ◦ Under Secretary of Defense for Acquisition, Technology and Logistics (AT&L) ◦ Under Secretary of Defense Comptroller/Chief Financial Officer (USD(C)/CFO) ◦ Assistant Secretary of Defense for Acquisition (ASD(A)) ◦ Inspector General of the Department of Defense ◦ Director of OSD Cost Assessment and Program Evaluation (CAPE) ◦ Director of Administration and Management (DA&M) • Secretary of the Army <ul style="list-style-type: none"> ◦ Assistant Secretary of the Army for Financial Management and Comptroller (ASA (FM&C)) ◦ Office of the Chief of Chaplains Sustainment & Information (DACH 4/6/8/En) ◦ IMCOM Command Chaplain’s CRM/Comptroller 		

FEDERAL LAWS (Listed in alpha/numeric order)

5 U.S. Code (Title 5) Government Organization and Employees

10 U.S. Code (Title 10) United States Armed Forces

31 U.S. Code (Title 32) Money and Finance

31 U.S. Code § 1301 Purpose Statute (Antideficiency Act [ADA])

31 U.S. Code § 1341 Limitations on Expending and Obligating Amounts (ADA)

31 U.S. Code § 1342 Limitation on Voluntary Services (ADA)

31 U.S. Code § 1349 Antideficiency (ADA) Violation, Adverse Personal Penalties

31 U.S. Code § 1350 Antideficiency (ADA) Violation, Criminal Penalties

31 U.S. Code § 1514 Administrative Division of Apportionments

31 U.S. Code § 1517 Prohibited Obligations and Expenditures (ADA Violation for Over Obligation)

31 U.S. Code § 1518 Antideficiency (ADA) Violation, Adverse Personal Penalties

31 U.S. Code § 1519 Antideficiency (ADA) Violation, Criminal Penalties

31 U.S. Code § 1553 Availability of Appropriation Accounts to Pay Obligations

31 U.S. Code § 2410 Contract Payments (Contracting)

31 U.S. Code § 2805 Unspecified Minor Construction (Construction Limits)

31 U.S. Code § 2811 Repair of Facilities (Major Repair Cost Limits)

31 U.S. Code § 3511 Prescribing Accounting Requirements and Developing Accounting Systems

31 U.S. Code § 3512 Executive Agency Accounting and other Financial Management Reports and Plans

31 U.S. Code § 3513 Financial Reporting and Accounting System

31 U.S. Code § 3902 Prompt Payment Act (Contracting)

32 U.S. Code (Title 32) National Guard

41 U.S. Code § 6301 Authorization Requirement (Contracting)

Accountability and Tax Dollars Act (ATDA) of 2002

Balanced Budget and Emergency Deficit Control Act of 1985

Balanced Budget and Emergency Deficit Control Reaffirmation Act of 1987

Budget and Accounting Act of 1921

Budget Control Act of 2011

Budget Enforcement Act of 1990

Chief Financial Officers Act (CFO) 1990

Congressional Budget and Impoundment Control Act of 1974

Federal Financial Management Improvement Act of 1996

Federal Managers Fiscal and Integrity Act (FMFIA) of 1982

Government Management Reform Act (GMRA) of 1994

Government Performance and Results Act (GPRA) Modernization Act of 2010

Government Performance and Results Act (GPRA) of 1993 (Amended by the 2010 GRRRA Modernization Act)

Improper Payments Elimination and Recovery Act of 2010

Line Item Veto Act of 1996

National Defense Authorization Act (NDAA) (Annual)

Omnibus Reconciliation Act of 1993

Reports Consolidation Act of 2000

U.S. OFFICE OF MANAGEMENT AND BUDGET (OMB)

(The White House: <https://www.whitehouse.gov/omb>)

OMB Circular A-11 Preparation and Submission of Budget Estimates

OMB Circular A-76 Commercial Activities (Contracting)

OMB Circular A-109 Major Systems Acquisitions

OMB Circular A-123 Management's Responsibility for Enterprise Risk Management and Internal Control (Revised 07/15/2016)

OMB Circular A-127 Establishment of Financial Management Systems

OMB Circular A-134 Financial Accounting Principles and Standards

OMB Circular A-136 Financial Reporting Requirements (Revised 10/7/2016)

OMB Memorandum M-17-13 Extension of Policy to Provide Accelerated Payments to Small Businesses and Small Business Subcontractors (11 January 2017) (Contracting)

U.S. GOVERNMENT ACCOUNTABILITY OFFICE (GAO) (www.gao.gov)

Federal Appropriations Law (a.k.a. "The Red Book") <http://www.gao.gov/legal/red-book/overview>

GAO Standards for Internal Control in the Federal Government (a.k.a. "The Green Book")
<http://www.gao.gov/greenbook/overview>

GAO Generally Accepted Government Auditing Standards (a.k.a. "The Yellow Book")
<http://www.gao.gov/yellowbook/overview>

FEDERAL FMR & FAR

Financial Management Regulation (FMR) <http://comptroller.defense.gov/>

Federal Acquisition Regulation (FAR) <https://www.acquisition.gov/>

DEPARTMENT OF DEFENSE

DoD 7000.14R, Vol. 5, Financial Management Regulation: Disbursing Policy <http://comptroller.defense.gov/FMR/> (May 2019)

DoD 7000.14R, Vol. 10, Financial Management Regulation: Contract Payment Policy
<http://comptroller.defense.gov/FMR/> (May 2019)

DoD 7000.14R, Vol. 13 Nonappropriated Funds Policy
http://comptroller.defense.gov/Portals/45/documents/fmr/Volume_13.pdf (June 2019)

DoDD 1015.15 Establishment, Management, and Control of Nonappropriated Fund Instrumentalities and Financial Management of Supporting Resources (March 20, 2008)

DoDD 1300.17 Accommodation of Religious Practices within the Military Services (May 4, 2020)

DoDD 1304.19 Appointment of Chaplains for the Military Departments (23 April 2007)

DoDD 5100.01 Organizations and Functions of the Department of Defense

DoDD 5500.07 Joint Ethics Regulation (August 2013)

DoDI 4100.33 Commercial Activities Program Procedures (Related to contracting)

DoDI 5000.02 Operation of Defense Acquisition System

DoDI 5010.37 Efficiency Review, Position Management, and Resource Request Determination

DoDI 5010.40 Manager's Internal Control Program Procedures

DoDI 7041.03 Economic Analysis for Decision-making

DoDI 7045.14 The Planning, Programming, Budget, and Execution (PPBE) Process

CJCSI 3170.01H Joint Capabilities Integrated Development System (JCIDS)

Financial Improvement and Audit Readiness (FAIR) Guidance (April 2017)

DEFENSE FINANCE ACCOUNTING SERVICE (DFAS NAFI)

DFAS-IN Regulation 37-1, Chapter 32 Accounting Procedures for Army Nonappropriated Fund Instrumentalities
(September 2009)

The Joint Travel Regulations for Uniformed Service Members and DoD Civilian Employees

ARMY REGULATION AND DOCTRINE

PUBLICATION NUMBER	TITLE	PUBLICATION DATE
AR 1-1	Planning, Programming, Budgeting and Execution	23 May 2016
AR 11-1	Command Logistics Review Program	27 November 2012
AR 11-2	Manager's Internal Control Program	26 March 2012
AR 11-7	Internal Review Program	29 March 2017
AR 165-1	Army Chaplain Corps Activities	23 June 2015
AR 210-20	Real Property Master Planning for Army Installation	16 May 2005
AR 210-22	Private Organizations on Department of the Army Installations	6 March 2019
AR 215-1	Military Morale, Welfare, and Recreation Programs and Nonappropriated Fund Instrumentalities	12 August 2019
AR 215-3	Nonappropriated Funds Instrumentalities Personnel Policy	29 August 2019
AR 215-4	Nonappropriated Fund Contracting	29 July 2008
AR 25-1	Army Information Technology	15 July 2019
AR 25-2	Army Cybersecurity	4 April 2019
AR 25-400-2	The Army Records Information Management System (ARIMS)	2 October 2007
AR 25-50	Preparing and Managing Correspondence	17 May 2013
AR 25-59	Office Symbols	10 April 2018
AR 27-20	Claims	2 August 2008
AR 335-15	Management Information Control System	28 October 1986
AR 36-2	Audit Services in the Department of the Army	30 October 2015
AR 37-104-4	Military Pay and Allowances Policy	8 June 2005
AR 37-47	Official Representation Funds of the Secretary of the Army	21 June 2018
AR 37-49	Budgeting, Funding, and Reimbursement for Base Support of Army Activities	15 October 1978
AR 37-64	Finance and Accounting for Sensitive Mission Funding	1 December 1997
AR 415-18	Military Construction Responsibilities	1 December 1982
AR 415-28	Real Property Category Codes	15 April 2014
AR 420-1	Army Facilities Management	24 August 2012
AR 5-1	Management of Army Business Operations	11 December 2015
AR 5-10	Stationing	20 August 2010
AR 5-18	Army Stationing and Installation Plan	5 June 2009
AR 5-20	Competitive Sourcing Program	27 June 2008

AR 570-4	Manpower Management	8 February 2006
AR 600-29	Fund-raising within the Department of the Army	7 June 2010
AR 600-8	Military Human Resources Management Administrative Procedures	20 MAY 2019
AR 70-1	Army Acquisition Policy	10 August 2018
AR 710-1	Centralized Inventory Management of the Army Supply System	28 November 2016
AR 710-2	Supply Policy Below the National Level	28 March 2008
AR 71-32	Force Development and Documentation Consolidated Policies	20 March 2019
AR 715-9	Operational Contract Support Planning and Management	24 March 2017
AR 735-5	Property Accountability Policies	9 November 2016
AR 740-26	Physical Inventory Control	23 March 2017
FM 1-05	Religious Support	21 January 2019
PAM 71-32	Force Development and Documentation Consolidated Procedure	21 March 2019
PAM 165-18	Chaplaincy Resources Management	21 January 2000
PAM 420-11	Project Definition and Work Classification	18 March 2010
PAM 420-4-2	Army Military Construction and Nonappropriated Funded Construction Program Development and Execution	2 April 2009

OFFICE OF THE CHIEF OF CHAPLAINS CTOF POLICY

CTOF Baseline Operating Procedures Volume 1, Issue 1 (February 2015)

REQUIREMENTS AND RELIGIOUS SUPPORT

Definition

A **REQUIREMENT** is a requisite that relates to a specific mission, event, or project based need that must be addressed in order to achieve a valid and authorized objective (Religious support activities, events, and objectives validated and authorized by a Commander in the CMRP.). Requirements must relate to the Army's and the Commander's objectives, vision, and goals. Requirements help to frame the scope of a religious support need or problem that needs to be addressed through a specific activity or project.

Criteria that Makes a Requirement Valid

- ✓ The U.S. Constitution
- ✓ Title 10 of the U.S. Code
- ✓ **Federal laws, regulations, policies, and directives**
- ✓ DoD/JCS/Army regulation and policy
- ✓ DoD/JCS/Army doctrine
- ✓ DoD/JCS/Army training requirements
- ✓ **Bona fide need** (ASIP, CLS, CMRP)
- ✓ Higher HQ directives and priorities
- ✓ Commander's priorities
- ✓ Mission w/o resources
- ✓ Mission accomplishment
- ✓ Improved Quality of Life for Soldiers and Family
- ✓ Soldier readiness and welfare

Justifying Requirements

The relationship of a requirement to DoD or Army priorities, strategic plans, mission, goals, and vision impacts the probability of approval and support.

RELIGIOUS SUPPORT REQUIREMENT



DoD • JCS • ARMY • HIGHER HQ • COMMANDER:

- ✓ Priorities
- ✓ Strategic plan
- ✓ Mission
- ✓ Objectives
 - ✓ Goals
 - ✓ Vision

Communicating Requirements

- Get your commander involved
- Get support from your staff (e.g., G-4/6/8/En.)
- Get support from key stakeholders
- Understand the staffing, decision-making, and approval process. Anticipate obstacles and sticking points
- Be prepared to effectively address decision-maker's prejudices, concerns, issues, objections, etcetera
- Plan, organize, communicate, and coordinate ahead of the staffing/approval process
- Be prepared to accept less than a "full loaf." Plan for contingencies!

HELPFUL CONTACTS

NOTE: Remember, always attempt to work issues at the lowest level before escalating and follow appropriate channels and protocols. Thank you for your careful consideration.

ORGANIZATION	CONTACT	CONTACT INFORMATION
USACHCS	CH (MAJ) Hochang Min Chief, Functional Division	Email: Hochang.min2.mil@mail.mil Office: 803-751-8048
USACHCS	SFC Maria A. Castillo Functional Division NCOIC	Email: maria.a.castillo1.mil@mail.mil Office: 803-751-8831
USACHCS	SFC Jonathan R. Canfield Functional Division Developer	Email: jonathan.r.canfield@mail.mil Office: 803-751-8042
DACH 4/6/8	CH (MAJ) Mark J. Olson HQDA, Office of the Chief of Chaplains	Email: mark.j.olson5.mil@mail.mil Office: 703-614-8081
DACH 4/6/8	Mr. Bruce Snowdeal DACH G-9 (NAF), CTOF Program Manager HQDA, Office of the Chief of Chaplains	Email: bruce.d.snowdeal.civ@mail.mil Office: 571-256-8757
IMCOM HQ	CH (MAJ) Jeremy T. Pickens Region Chaplaincy Resources Manager	Email: jeremy.t.pickens.mil@mail.mil Office: 210-466-0692
IMCOM HQ	SFC Jeremy A. Gawf Chaplaincy Resources Manager NCOIC	Email: jeremy.a.gawf.mil@mail.mil Office: 210-466-0696
IMCOM Europe	CH (MAJ) Region Chaplain Resource Manager	Email: Office: 0611-143-544-2104 DSN: 314-544-2104
IMCOM Europe	Mr. Harry E. Slone Jr. Chaplaincy Resources Manager NCOIC	Email: harry.e.slone.civ@mail.mil Office: 011-49-611-143-544-2105 DSN: 314-544-2105
IMCOM Pacific	CH (MAJ) CH Jeremiah Catlin Region Chaplain Resource Manager	Email: jeremiah.j.catlin.mil@mail.mil Office: 808-438-1996
IMCOM Pacific	MSG Herinah Asaah Chaplaincy Resources Manager NCOIC	Email: herinah.b.asaah.mil@mail.mil Office: 808-656-0288

HELPFUL RESOURCING WEBSITES

In order to obtain supplies and services identified in the OCCH Program/Activity Categories, it is important to go through the right channel.

It may be expedient and convenient to purchase your items from the local Walmart or Target, but there are many websites you can utilize in order to get your supplies and service.

Obtain the requirement through the following sources in descending priority:

<http://www.abilityone.gov/>

<http://www.gsaadvantage.gov>

<https://www.unicor.gov/>

If and when you cannot either find what you are looking for in these above sites, or the lead time does not work with your program, then contact your local commercial vendor.