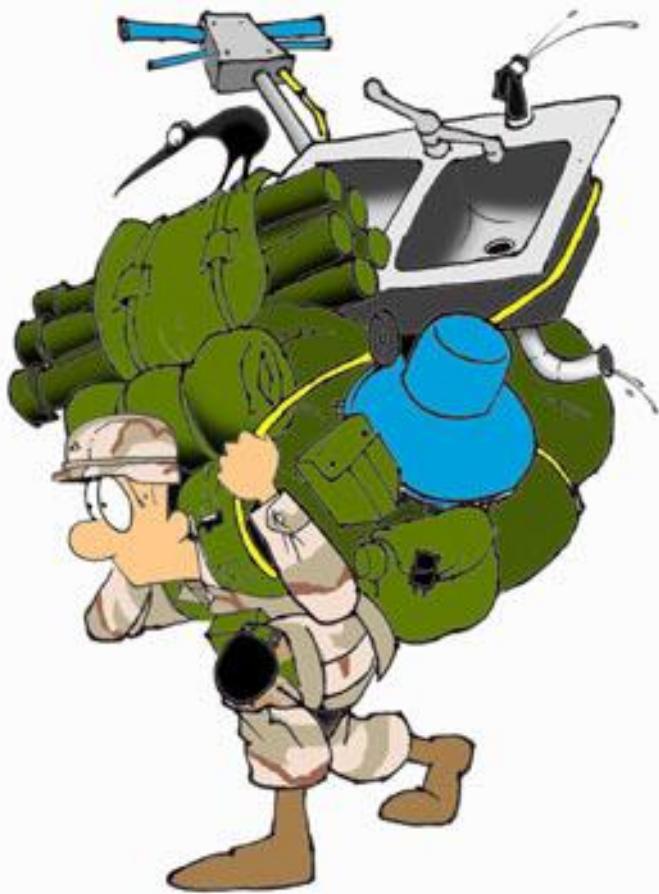# CHAPLAIN RESOURCE MANAGEMENT

CONTINUITY BOOK

* Note – This narrative is only PART of my attempt to capture the principles and procedures of Chaplain Resource Management from my 2 years at Fort Benning. When I was notified that this was to be my next assignment, I absolutely panicked   I have no propensity for math and no passion for administration. And worse yet, I could not find an example of DETAILED continuity book ANYwhere! And believe me, I looked!! If you've found this book in AKO, you know that there are also dozens of screenshot Powerpoint briefs (the names of which may have changed) on CRM-related software because pictures can literally be worth 1,000 words.

I said that to say this – at times you'll see typos, non-sequetors (?), and just general inaccuracies because I was still learning (and serving) even while I was clearing to PCS. Still, I believe it's a 90% solution on most things and, therefore, a place to start. If I can save you even half of the stress that I felt for the first year of my work as Fort Benning's CRM, it will have been worth it.

How To Use This Guide

Due to the sheer volume of this work and the duties of Resource Management, I chose not to create a table of contents. Instead, go to "Edit/Find" in Microsoft Word and search for key terms (do not search for an entire line with commas – these only separate related options).

Access Online
Annual Assurance Statement
Annual Review
Approve
Approving Official
ASIP, Army Stationing Installation Plan
ATAAPS,
Audit, Internal Review
Bank of America
Billing Official
BMM
Borrowed Military Manpower
Bubble sheet
Capability Level, CL
Certifying Official
Chapel Tithes and Offering Fund, CTOF
Citibank, GTC
CMRP
Commander's Master Religious Program
Common Levels of Support, CLS 83, CLS
Communities of Practice, COP
Comparative Analysis
Contract
Contract Manpower Equivalent, CME,
Contracting Office
DD Form 1391, construction
Defense Acquisition University, DAU
Defense Travel Systems, DTS
Defense Travel Systems, DTS
Delinquency Report
Director of Religious Education, DRE
Directorate of Contracting, DOC
Directorate of Information Management, DOIM
Directorate of Public Works, DPW
Directorate of Resource Management, DRM
Distinctive Faith Group Leader (DFGL)
Engineers
Essential, Enhancing
Facility Condition Worksheet

Fund Manager, FM, Fund Clerk
Global War on Terrorism, GWOT
Government Purchase Card, GPC, IMPAC
Government Travel Card, GTC
GPC Purchase, purchase request
GS Employee
Installation Status Report Infrastructure, ISR-I
IRML
IRS Form 1096,
IRS Form 1099
Management Control, Internal Control
Manpower
Missals
Passover, Seder,
PRWeb
Purchase Request & Commitment, PR&C
Quickbooks
Reconcile
Certify
Renovation
Request for Approval to Certify, RAC
Roll-up, Drawdown,
Service Base Costing, SBC
Service Support Program, SSP
Soldier Ministry, sub-account, Fund Council,
Spend Plan, budget
Standards booklet
Statutory, required, Title 10
Supply Technician
TDY
Transaction Report
TRAP Analysis
Troop Diversion, TD
Unfunded Request, UFR,
US Bank
Widearea Workflow, WAWF
Workload Mapping Tool, WMT
Year of Manpower, YOM

The Theory of Chaplain Resource Management

UNDERSTANDING THE 'BIG PICTURE'

Statutory vs. Mission Essential Funding

In Title 10 3547 Chapter 88, our Constitution requires Congress to fund Chaplains as part of the Armed services. However, this statement is so narrow that the only religious support which translates as truly statutory (required by law) is for the Command to provide (fund) a Chaplain to do worship services, a facility (tent?) in which to have them, and a vehicle for the Chaplain to get there. Practically speaking, this means that it is the Garrison Commander (GC) who actually decides which Chaplain events are mission-essential (not required by law, but necessary to their installation's spiritual well-being). True – the Chaplain Resource Manager conveys the Installation Chaplain's wishes to DRM through annual budget submissions and monthly requests for approval to certify (RACs). But the GC (or more specifically, their senior budget analysts) decides from the beginning of the year how much he or she will give the ICO.

And since the Army already supplies Chaplains, Commanders could tell us to "go outside and preach to whoever wants to listen", since the law does not require them to fund anything more. Thankfully, most GCs see the value of Religious Support and generously fund many programs that meet the religious need needs of their servicemen and families as the budget and law allows.

> * Note: As the CRM, you manage the Garrison Commander's IMCOM APF for post-wide religious programs. Commanders on your installation within FORSCOM, MEDDAC, TRADOC, USASOC, etc. have their own resource managers and their own monies to enable the religious programs that are specific to their units.

Section 582, subsection 1789 of Title 10 also authorizes Appropriated Funding (money from Congress or "APF") for Chaplain-led programs for military families for the cost of food, lodging, transportation, child care, training materials, fees, and supplies for members of the armed forces & their family members while participating in programs referred in that subsection, including participation at retreats and conferences. Congress approved this amendment to support Strong Bonds programs, but it also allows Commanders to fund similar events if they are willing & able.

However, this authorization only legalizes Commanders' use of APF for these purposes. Budget cuts imposed upon them and their personal inclinations may preclude Commanders from fully funding such programs. Thus, Chaplain Resource Management is often more art than science – the art of persuasion! The legal use of APF is pretty black & white, but our challenge is not mastering the contents of Title 10 or quoting regulations. More often it is honing the art of justification: how to convince Commanders (again – actually their senior budget analysts) that our programs are essential! Now, let's see how APF actually gets into the ICO's budget.

The Origin and Use of Appropriated Funds (APF)

Sometime between March and May, your budget analyst from DRM will require you to submit all of your APF requests to them. He will also need you to identify each amount by its "Element of Resource" (EOR) or category: payroll of GS employees, TDY, government vehicles, contracts, supplies, etc. Refer to my "FY09 Chaplain's Budget" for an example and my Powerpoint brief "Chaplain APF Budgets" for step-by-step guidance. After you and all of other garrison directorates' Resource Managers have submitted the information to DRM, the GC's senior budget analysts will review all of the requests and compare them to the Funding Letter (FL) guidance from the Installation Management Command (IMCOM) in Washington. In the FL, for example, he might have instructions to fund Religious Support at no more than 85%!

There are additional reasons that DRM might try to trim your budget at this point. First, if they perceive that (at your current rate of spending) you will not use all of your currently allotted APF by the end of the current Fiscal Year (FY). In their eyes, that means you don't really need it – if you did you'd be using it! Make sense? Secondly - even if your rate of spending is right on track - if you request an increase for the coming FY, they may still want to trim your budget in order to give more to a different Directorate (Transportation, Emergency Services, etc.). Commanders may think (or even say), "you accomplished your mission this year with 'x'. Why do you need more for next year?" It is imperative, therefore, that you pace your monthly spending such that you have no APF left by 30 September. It is also important that you can justify any requested increases for next year's budget. I'll explain more about this in a moment.

Of course, DRM will scrutinize the other directorates' budget requests as well. After the GC's staff at DRM are satisfied that the requested amounts are reasonable, he will consolidate Fort Benning's garrison requests and forward them to the Southeast Region Office (SERO). SERO will review, possibly trim, and then consolidate the requests of the other garrisons in the region and forward them to IMCOM, as will all of the other regions in CONUS. This process continues up through DA and DoD until the final request for the entire military gets to Congress.

What Goes Up, Must Come Down (or must it?)

When Congress submits the national budget to the President, it also includes requests from Homeland Security, the Departments of Agriculture, Education, Transportation, etc., and DoD. But there is only so much money to go around, so everyone competes for funding. And when the nation's economy is suffering, everyone is likely to suffer cuts to their requests!

After Congress and the President 'negotiate' any changes, he signs the budget (historically in October or November) and Congress doles some of the money to the Department of Defense. Those funds trickle down through the Department of the Army, IMCOM, the Regions, through the Installation Garrison Commander, to your Religious Support budget. But at every level of decision-making, each Commander may cut and re-allocate funding according to his command philosophy and unique needs of his installation, and which directorates (in his mind) would give him the best return on his investment. This is where and why we use the art of justifications!

Getting a 'Piece of the Pie' for your Chaplains

And what portion of those funds is an Installation's Religious Support guaranteed to receive? Our Constitution ensures the right to the free exercise of religion for all American citizens and requires Congressional funding for Chaplains in the military. So we can reasonably assume that part of the military's budget is intended to support religious programs. But there is no specific percentage of APF that is concretely "fenced-off" for Chaplains' programs at any level.

For example, if Congress awarded only 80% of the Secretary of Defense's requests, he might allocate a smaller slice to the Army in order to fund 100% of the Air Force's requests. In the same way, the Secretary of the Army might give less to IMCOM in order to award more to FORSCOM; and the IMCOM Commander might then support the Central Region's requests over the Southeast Region's. In turn, the Southeast Region Commander might believe Bragg's garrison requirements are more essential than Benning's; and the GC at Benning might esteem Religious Support somewhere between Army Community Services and Physical Security.

There are at least four ways that the Chaplain Resource Manager (CRM) can prepare for cuts:
1) Build positive professional relationships with your installation's resource decision-makers. If you and the other Chaplains at the Installation level are well-liked and respected in DRM, in Contracting, and in the Garrison Commander's office, key personnel is those offices are more likely to support our requests if the Installation Chaplains needs to justify anything to the GC.

2) When the annual budget is due to DRM, submit a comprehensive and detailed budget   Build the Command Master Religious Program (CMRP or Chaplain's budget) with grassroots input from all of the Chapel OICs, Directors of Religious Education (DREs), Family Life Chaplain, the installation's Chaplain Assistant NCOIC, and any contracted essentials such as a Rabbi or Imam. These are your subject matter experts in exactly what you need and what it will cost. Usually, these personnel have implemented all of the basic programs before, and they can also help you develop strong justification statements and gather the quantifiable data needed to demonstrate the programs' positive potential. You and the Installation Chaplain might need such data to convince the Garrison Commander that funding these requests is essential to his mission.

3) Empower the Installation Chaplain with justification statements that will support any UFRs (un-funded requests after the budget or "Spend Plan" has already been approved). Note – your Spend Plan (the budget and your schedule of spending as finally approved by DRM) is sometimes referred to as the Annual Funding Program or AFP. When your boss meets with the GC, it will help your cause if he can present hard data to show the UFR's importance. Detailed budgets are great, but you can also plan on unplanned expenses: broken equipment, a medical TDY of a new UMT member, etc. And there is no "slush fund" from which to draw.

4) Lastly, prepare cut-scenarios as options for the ICO. In order for your boss to make the best decisions about where to begin cutting programs, he will likely ask you to advise him. There are two primary places you should turn: capability levels in CLS 83 & the current CMRP.

Common Levels of Support (CLS) and Service Support Programs (SSPs)

CLS is IMCOM's effort to standardize garrison services and their quality across the Army. Currently, IMCOM analysts have identified 57 categories that they consider necessary to Army garrison missions (there are frequent gaps in the sequence of CLS categories, hence our CLS designation of "83"). Year ago, senior personnel in each CLS identified the key functions or "Service Support Programs" (SSPs) within their directorates. A board of Chaplains grouped the SSPs of Religious Support into 10 area. Now, those 10 have been consolidated to seven and are refined each years. Refer to my Powerpoint briefs "Chaplain APF Budgets" for more details.

IMCOM also established spending ceilings (percentages) for each SSP within the annual budget. These ceilings are the same for CLS 83 at every installation. IMCOM sets the percentages, and only IMCOM can change them with an updated version of CLS. The following are our SSPs:

    SSP A – "Advise the Commander" (NTE 21% of the Installation Chaplain's annual budget)
    SSP B – "Provide Collective Worship Services" (NTE 27%)
    SSP C – "Provide Religious Education" (NTE 29%)
    SSP D – "Provide Pastoral Care & Counseling" (NTE 6%
    SSP E – "Provide Family Ministries" (NTE 6%)
    SSP F – "Provide Professional Development" (NTE 6%)
    SSP G – "Provide Spiritual Growth" (NTE 5 %)

IMCOM's Senior Executive Leaders (SEL) also assigns capability levels (CLs) to the various CLSs. Capability levels reflect analysts' determination of the lowest percentage of funding at which a CLS could be function and still achieve its mission with an "acceptable" number of deficiencies. IMCOM assigns a CL-1 rating to CLSs that must be fully funded. A CL-2 rating indicates that the CLS should be able to accomplish the mission at 85% of its requirement. A CLS with a CL-3 might be cut to 70% of its original funding ceiling.

Let's say that the GC awarded us $100,000.00 for our annual budget. In such a budget, CLS 83 would restrict us to spend no more than $6,000 on SSP D - "Pastoral Counseling" (6% of our budget). If IMCOM later assigned our budget a CL-2, you would advise your boss (according to 'wisdom' of IMCOM analysts) that he must reduce spending in Pastoral Care from a maximum of $6,000 to a maximum of $5,100 (85% of $6,000). IMCOM has instructed our DRMs to track spending by SSP, and we're told that the CLs and SSP ceilings will be strictly enforced in FY09. It is imperative, therefore, that you be very specific in identifying your exact requirements by SSP when planning your budget. And you must be just as specific when actually implementing the spending: applying the proper SSP code to each and every GPC transaction, GS payroll, contract request, TDY, etc.

With the difficulties associated with APF (budget cuts and justifying every dollar to the Garrison Commander due to competing CLSs) it could be tempting just to look for other sources of funding for Religious Programs. And there are pots of money have might be available from time to time: grants from the Chief of Chaplains, GWOT, etc. DRM might even call and ask if you can spend some extra money on short notice! But never offer to use the chapel funds (CTOF) to enable essential Religious Support for the Garrison. That's not an option.

The Origin and Use of the Chapel Tithes and Offerings Fund (CTOF)

We term the monies received from Congress as "appropriated" from the national budget. By definition, all other monies such as profits from Morale, Welfare, and Recreation, BOSS (Better Opportunities for Single Soldiers), etc. are "non-appropriated" funds (NAF). Although proactive, creative, and networking Chaplains might obtain legal NAF support from some of these other sources, our NAF largely comes from the Chapel Tithes and Offerings Fund (CTOF): individual donations and the monies given during collective services as acts of personal worship.

Army Regulations allow us to enhance APF programs with NAF, but never to use NAF to make up for a shortfall in APF. In other words, suppose your GC provides $5,000 of his APF to fund the curriculum for Vacation Bible School, but later you find that you still need some other books for the program. If the GC does not authorize more APF, it is illegal to buy the rest of the books with CTOF. You could, however, use CTOF to fund entertainment or food for the VBS. If you're not sure, just ask yourself, "Am I trying to use CTOF to keep an essential program going because of a shortfall in available APF?" If so, that is always illegal. Or do you simply want to enhance the program? In the latter case, the CTOF might be authorized. Yes, I said "might".

Because these funds are given as acts of worship, their use is strictly governed. For example, AR 165-1 and DA PAM 165-18 expressly forbid using CTOF for electronics, essential elements of worship, gifts (excluding mementos), gift cards, grants to non-military personnel (except by Designated Offering), items for resale, official TDY, tips, tobacco or alcohol, items for which APF are authorized and available, or any use that personally benefit Chaplains or Assistants.

The terms 'essential' suggests that the GC should fund them. For example, electronics (speaker systems in chapel sanctuaries, computers in UMTs offices, etc.), communion supplies, Bibles, and official TDYs are necessary, not enhancing to religious support on the installation. The spirit of Title 10 (but, again, not the letter) implies that these are the GC's responsibility.

Other items would be inappropriate to purchase with the CTOF as matters of conscience. For example, we can not authorize gift cards because they could as easily be used for a religious CD as for an issue of Vogue magazine. And it's fine to designate an offering to a charity, but providing a grant to an individual or using the CTOF to benefit a Chaplain or Assistant looks like we could be 'taking care of our own'. Tobacco & alcohol are often considered vices not to be encouraged, much less funded by sacred offerings. All purchases must pass public scrutiny.

Therefore, the IMCOM Staff Chaplain's office, the SERO Chaplain Resource Manager, and the Installation's Auditor conduct formal inspections of the CTOF for such violations. The Installation Chaplain's office also coordinates informal, monthly inspections. The CTOF is very different from APF, so the Army goes to great lengths to ensure that it is used appropriately.

You might be tempted to use CTOF as much as possible, because it's done "in-house". It's easier to get approval from your Installation Chaplain than from the Garrison Commander. And it's faster, since your CRM office authorizes CTOF credit card purchases and CTOF contracts. But this mindset is a slippery slope. For one thing, it can eliminate a checks-and-balances system on our stewardship. The CRM is the primary steward of the CTOF

The Commander's Master Religious Program (CMRP) and Garrison Ministry

The CMRP is a consolidated, detailed, written request submitted by a unit Chaplain to his or her Commander for funding of their proposed Religious Support programs during a Fiscal Year. An effective CMRP is organized in several ways. It identifies programs by their type of funding (APF or CTOF), and it prioritizes the programs from most to least important as each relates to the Commander's Mission Essential Task List (METL). These priorities enable the Installation Chaplain, who "owns" the CTOF, to better discern where to begin any necessary cuts later.

In order to advise the Installation Chaplain where he might spend his APF, you must develop a smart CMRP. In other words, what do the UMTs 'need' to do ministry? The installation's CMRP also considers sources of APF, CTOF, GWOT etc. (if GWOT and other funding sources are available) for all of the Chaplains, regardless of their Major Command (MACOM).

Not all of the Installation Chaplain's APF dollars are available to every UMT, however. The ICO's APF is part of the Garrison Commander's IMCOM budget. If a non-IMCOM UMT wanted to provide a ministry strictly for the Soldiers and Family members of their unit, they would have to find funding elsewhere. They could request their Commander's APF, a grant from the Chief of Chaplains, monies from BOSS, AFAP, or possibly some of the ICO's CTOF.

At this point, it's important to remind ourselves that all chapels and religious education facilities belong to IMCOM - even the chapels deep in the heart of TRADOC and FORSCOM units' territory. Even if the attendees of their services are 99.9% non-IMCOM Soldiers and Family members, all of the monies collected during their offerings are held, managed, and disseminated by the Chaplain Resource Manager's Office - IMCOM. It's important to remember that All Chaplains should budget for CTOF-supported ministries, but the availability of these future dollars is always unpredictable. Budgeting, therefore, is difficult. The most reliable indicator is historical giving, especially as it relates to major holidays, schools' summer vacations, tax time, etc. Other predictors are the economy and unit dynamics such as deployments. As a budgeting tool, the Installation Chaplain requires all Chaplains wishing to request CTOF dollars to submit a copy of their Commander's Master Religious Program (CMRP).

A proper CMRP is also organized by two other very important aspects: the SSP of each request and the maximum percentage of the SSPs allowed by CLS 83. Because IMCOM is now actually applying the constraints of the SSP spending caps (and because there is no longer a requirement to forward installation's CMRPs to the IMCOM Staff Chaplain's office), I offer a new template for a CMRP that not only incorporates SSPs, but translates the requests into EOR (Elements of Resource) in which DRM requires the CRM to organizes all requests in their APF budget. See my files, "Why a New CMRP Template" and "A Suggested New CMRP Template for CLS 83".

THE PRACTICE OF CHAPLAIN RESOURCE MANAGEMENT

GETTING STARTED

Training Before You Arrive

As soon as you find out that you'll be PCSing to become the new Chaplain Resource Manager. Know this first: the learning curve is incredibly steep for the first year. But there are several things you can do to make things easier on yourself in the beginning. In addition to reading through this narrative, you can gain several required certifications in areas for which you'll be responsible:

US Bank's Access Online's Web-based Training in all 8 parts. It is a very lengthy and tedious course but required before the Directorate of Contracting will authorize you to certify credit card transactions. Access Online is the online software that currently tracks the CTOF Government Credit Card (GPC) transactions. APF transactions are managed by C.A.R.E. online (another US Bank website). However, in the near future Access Online will be used to manage the GPCs for CTOF and APF transactions.

The Defense Acquisition University (DAU) course, "DoD Government Purchase Cards – CLG 001". This is also an lengthy course which you must pass before you can request, process, and certify GPC transactions. See my Powerpoint brief, "How to Request for GPC training in ATRRS (DAU)".

The DAU online course, "Contracting Officer Representative with a Mission Focus - CLC 106". Follow the same procedures referenced in the aforementioned brief, but request "CLC 106" instead. When you arrive, you'll also need to request on-site training from Contracting.

The "GSA SmartPay Travel Card: Charting the Course Training".   Annual, required on http://apps.fss.gsa.gov/webtraining/trainingdocs/travel%20AOPCquiz/intro.cfm for you as the A/OPC (Agency/Organization Program Coordinator) for the IMCOM UMTs who hold Governemt Travel Cards (GTCs)

Because you will also be the Certifying Official for TDY requests, you will need to become familiar with the Defense Travel System (DTS) online. Check with the DTS POC at the Directorate of Resource Management (DRM). They may or may not require any training. My authority was given strictly through a signed DD Form 577. While it may have given me legal authority, it provided me with no training. DTS' website has some good tutorials at http://www.defensetravel.osd.mil/dts/site/index.jsp

There will also be some required courses at Benning, but these above can be completed even before you arrive – depending on your schedule, of course. I encourage you to make some time, however. Chaplain Resource Management can be an exceptionally busy position. But if you adopt a proactive mindset to learn as much as you can from the beginning, you'll be glad later.

Forms and Appointment Letters on the CRM

Once you arrive on post, Contracting and DRM may require some additional on-site training, but it is nothing compared to the online training you can complete before you arrive. However, there will be a plethora of DD and DA Forms, memorandums, and certificates to turn in – most of which will require signatures from you and/or the ICO. You might as well wait to do these when you arrive. The gaining installation might require a different format than your present garrison.

The Billing Official for the GPC program (Level 5 or 4)

Note – the ICO will only appoint you as the GPC program manager through a single memo. But there are actually two very different types of GPCs. The CTOF GPCs (of which you are only authorized to have 7 for every card manager or "Level 5") are generally held by 56Ms and are tracked by Access Online. The APF cardholders (one primary and one alternate) at Fort Benning are the GS7 Supply Technician and the Installation NCOIC. This works well for us, since we also have 7 chapels requesting CTOF for enhancing ministries. And the Supply Technician works directly for the CRM, who is primarily responsible for APF and essential ministries.

> 1. Email a completed "Access Online User ID Set Up" on the CTOF GPCs through your Regional CRM. If you have a Fund Manager, they might already by the level 5. If so, ask the Regional CRM to make you the level 4 with managing authority over the 5 so you can have the freedom and speed to request or terminate your GPCs, change spending limits, etc. Ask the ICO for a second IMCOM Chaplain to be appointed as an alternate 4.

> 2. Although USBank also manages the APF GPCs, they do so through a separate online software system: C.A.R.E. You'll need to fax a "Point of Contact Set Up" form to USBank in order for you to certify APF GPC transactions. See my completed form as an example or ask the Regional CRM for a blank copy, instruction, and contact information.

> 3. You'll might also need to complete the "Billing Official Setup Form" (locally through your Contracting Office) and a DD Form 577 so they can register you in C.A.R.E.

> 4. Obtain a memorandum of appointment from the ICO making you the "Approving Official, Billing Official, and Certifying Official for the GPC program".

> 5. Submit DOC's Billing Official Setup Form, the DD Form 577, your DAU Certificate (from the online training), your certificate from any on-post training, and the ICO's appointment to the Contracting Office. The GPC POC in Contracting will email you a Username and password for C.A.R.E. in 10-15 days. Contact your Regional CRM for information on your Username & password to Access Online for CTOF GPCs.

Note: Since at least 2006, DOC has warned us that USBank will transition all APF GPCs from C.A.R.E. to Access Online "at any time now". If the Access Online Training is any indication, it could be a painful transition. Although I have some training slides on Access Online regarding CTOF cards, I can not show you how to reconcile them online, certify them, or do the related reports. The CTOF cardholders have always done these manually with the Funds Manager.

The Contracting Officer's Representative for the ICO

Most of the training required to qualify you to request, represent, and certify payment for contracts is done online or provided on a regularly basis on post. As I write this in April 2008, however, there is no online certification or regular on-post training in Widearea Workflow (the online software system used to do Receiving Reports to pay APF Contractors). It is still possible to fax the Contractor's signed invoice and a manual DD Form 250 Receiving Report to D-FAS, but the Army now REQUIRES all Contractors and Acceptors (you) to use WAWF whenever possible. If fact, D-FAS can charge us $24.86 for every manual payment they have to process.

Therefore, it is important to get training in WAWF. But there is no standardized online training, and there seem to be few and infrequent opportunities to get on-post training. Generally, officials provide travel training as they tour through your area. Ask DOC when the next WAWF training will be available. If possible, get the training before you PCS to be the new CRM.

    Once you arrive, you will need to submit a completed DD Form 2875 (System Authorization Access Request or SAAR) to DRM to be the Acceptor and Inspector in WAWF for the Installation Chaplain's Office. Ensure that you request both privileges on the DD Form.

    DOC will also require you to complete PRWeb training on-post. PRWeb is the detailed, online software used to prepare requests for contracts. DOC will schedule and provide the training. But, again, if you can get the training before your arrive as CRM – all the better.

    Once you've completed training in PRWeb, WAWF, and the DAU course CLC106, submit these and a memo (appointing you as the Acceptor in WAWF) to DRM. DOC will provide you with the example format, but the ICO will need to sign it. DOC might require annual on-post training for all Contracting Officer Representative. Watch for it and attend.

    Depending on the Contracting Specialist who actually writes your contracts, he or she might also have you sign an additional appointment memo identifying you as the COR (Contracting Officer's Representative) for each service contract that they approve. I say 'might'. It is an inspectable item, but not having such a memo in place would be a gig on DOC – not on you.

The Senior Manager of the Chapel Tithes and Offerings Fund (CTOF)

    In addition to the Certificate of Training from the Chaplain Resource Manager's course at the US Army Chaplains' Center and School, you will need a letter of appointment from the ICO.

    Then you need to have your name and signature added to you signature card at the local bank where your CTOF is held. This will enable you to sign checks from the CTOF. The Fund Manager, Installation Chaplain, Fund Manager, and possibly the ICO's NCOIC should also have their signatures on the card. Checks over $2,500 require two signatures, and these personnel can also function as alternates when you and the Fund Manager are not available – particularly during the annual IRML training (Information, Resource Management, and Logistics) - an annual, week-long mandatory conference for CRM and the Fund Managers.

The Certifying Official for ATAAPS (Automated Time Attendance and Production System)

    ATAAPS is a web-based input system for time and attendance. A major feature of ATAAPS is the use of Common Levels of Support (CLS) codes. CLS identifies specific tasks performed by employees during their tour of duty. The information is used by IMCOM to help develop our total costs in providing support to the installation and mission.

    As the CRM, the ICO might also task you with certifying his GS employees' pay. This is done through ATAAPS online twice a month. DRM will provide training on-post. You will also need to complete DD Form 2875 to be Certifier in ATAAPS. Once the Timekeeper inputs the employees' data from their timecards, he/she will notify you to certify.

The Approving Official for TDY (in DTS) and Government Travel Cards (in EAGLS)

    Submit completed DD 577 to DRM to be DTS entry agent for IMCOM UMT TDYs
    Submit completed DD 577 to DRM to be Non-DTS entry agent for ITOs
    Complete online Air Force tng in TDY Travel Module & Certifying Officers Tutorial
    Submit memo of appointment as DTS Approving and Certifying Officer from ICO

The ICO should have alternates certified and appointed to help them through the same procedures. It may be painful to find someone who is willing and to help them through, but it will help everyone in the long run. The ICO will have someone to perform your tasks when you're on leave, TDY, sick, etc. And you'll have the added peace of NOT being indispensable.

The OIC of the Management Control Plan (sometimes referred to Internal Controls)

We should have 12 personnel trained in MCP: the 4 in CRMO are trained in funds management; the 7 GPC holders are also trained in government credit card use; and the IMO is trained in information management. The POC for reporting in 2007 was Kevin Rogers in DRM. Chaplains are responsible for the two checklist in AR 165-1 (CTOF and Contracts)

Additional Duties

Because of the overarching responsibility of Resource Management (or because the ICO is short-staffed), you will often be appointed to several other additional duties. If you must perform these duties (and if the ICO says you must, you must), use them to better your CRM ministry. For example, at Fort Benning the ICO assigned me at least two additional duties that I found helpful.

Environmental Compliance Officer - you need to know if your chapel's staff are storing HAZMAT in or near the facilities. Be sure that they are well-informed and doing the right thing.

OPSEC Officer – you will constantly read and send sensitive (although probably not classified) information in emails every day. Take the time to learn and teach the proper procedures.

SCHEDULED REQUIREMENTS FOR THE CRM

Taskings via Email

Check your email throughout the day for taskings. Often with extremely little notice, you will receive a Resource Management tasking from the Installation level, from the Region, or even from DA. Some will have a suspense (deadline) as short as the same afternoon.

Most of the taskers will require your analysis of cost or manpower requirements for Religious Support due to changes. The following is a list of some of the more frequent topics of analysis.

BRAC (Base Realignment and Closure) – how will major movements of whole units to or from your installation affect your ability to provide Religious Support? Will you need more money, people, how much and why? And 'why' is just as important as 'how much'. If you can not strongly and specifically justify your recommendations, you may not get anything extra.

Inter-Service Agreements – what your Installation agrees to provide to Soldiers, GS employees, and/or Contractors who are on your post but assigned elsewhere. There will be a brief paragraph statement in the proposed ISA. Run it by your ICO with your recommendations. Forward his comments, concurrence or non-concurrence to the POC who email the tasking to you.

TRAP Analysis (Training Resource Arbitration Panel) – this is a temporary stationing of Soldiers, usually for training. A cost analyst at DRM may tell you, "'X' number of Soldiers are coming for 'y' number of weeks, and 'z' number of permanent cadre will be coming to support the increase in training. Does the ICO anticipate any significant impact?" This is a particularly difficult analysis for two reasons: 1) the increase is temporary, and 2) only a small percentage of Soldiers and Family members (if the new troops will bring their dependants) typically attend services. As a general rule at Fort Benning, we have used the national average of church attendance (10%) and then assumed that these personnel would also use all of our basic services (communion, cleaning supplies, devotional material, etc.)

BMM and TD (Borrowed Military Manpower and Troop Diversions). AR 570-4 on Manpower management defines BMM is defined as the use of military manpower from an MTOE unit to perform duties within a TDA activity where a MACOM–approved manpower requirement exists but for which no manpower space has been authorized (in other words, shortages in the MTOE required personnel strength). Additionally, borrowed military manpower may be employed in those cases where manpower spaces have been authorized, but the positions are vacant. The same AR defines TD as the use of Soldiers not meeting the BMM definition, to perform recurring duties with an organization or unit other than that to which they are assigned, while continuing to be administered and counted for by the unit of assignment. Regarding non-IMCOM UMTs working in garrison-wide chapel services, there are at least two primary parts of the BMM and TD definitions that should guide us in discerning whether such a UMT is BMM or TD. First, is this TRADOC UMT (for example) working in an IMCOM chapel because IMCOM has an authorized but unfilled position there? I don't think so. You might have offices for IMCOM in the chapels, but the TDA does not identify them as "chapel personnel". They are slotted for Operations, Training, etc. If IMCOM has a shortage, it's not a shortage of a "chapel

slot". Secondly, are they providing a "recurring duty with an organization or unit other than their own"? If they're a TRADOC, FORSCOM, etc. UMT member serving in an IMCOM worship service (i.e., not exclusive to their unit), the answer is "YES". By this definition, it seems that virtually ALL of the UMTs in the chapels are TDs.

TDA (Table of Distribution and Allowances) – this is the list of exactly what types of personnel (military, GS, and Contractors [CMEs}and how many your organization is authorized.

YOM (Year of Manpower) – this has been an AKO-based survey required by all IMCOM personnel. Its intent to determine how our IMCOM personnel (military, GS, Contractors, and possibly volunteers) use our time within each SSP of CLS. In theory, the survey should provide IMCOM with the information to determine proper increases and decrements in your TDA.

Do not be afraid to ask for help with these taskings. Forward the email to the ICO or Deputy for their input. Should it be your lane or someone else's? Just ask. Then (if you still want help) call the person who sent the email and tell them you're new! They would love to help. Helping you get smarter will only lighten their work load in the long run, and they know it.

Weekly

1) Your Installation Chaplain will probably have a weekly meeting. The key IMCOM RS staff will brief the IC on what's most significant in their lane (short suspenses, broad impacts, etc.). In turn, he will give his priority of intent and notify the staff of installation events and policies.

2) Submit your portion of the weekly Installation Report to the ICO (as he or the Deputy requires). Depending on the Garrison's current OPTEMPO, they might not ask for the report.

Semi-Monthly

1) Certify the GS Employees' time in ATAAPS. The timekeeper should notify you when their portion is done, so you can go in and certify. See my Powerpoint brief for instructions.

ATAAPS is a web-based input system for time and attendance and interfaces with the Defense Civilian Pay System (DCPS). A major feature of ATAAPS is the use of Common Levels of Support (CLS) codes. CLS identifies specific tasks performed by employees during their tour of duty. The information is used by IMCOM to help develop our total costs in providing support to the installation and mission.

ATAAPS is designed so that each employee enters their own time & attendance and CLS codes. However, realizing that some personnel do not have ready access to the internet, we are leaving the decision of how to handle this issue to each Director.

There are 3 roles in ATAAPS: Level 5 (Employee), Level 4 (Certifier), & Level 3 (Timekeeper)

It is the decision of each Directorate as to whether their employees will enter their own time into ATAAPS, or rather an organizational Timekeeper will enter the time for everyone. However, regardless of which direction is taken, each Directorate needs to appoint at least 1 (preferably 2) Timekeepers, who will be able to enter employee data in case the employee is unavailable (leave, TDY, etc). Additionally, each Directorate needs to appoint at least 1 (preferably 2) Certifiers, who are responsible for approving the data that has been input.

2) Due to a brand new requirement (May 2008), you might also be required to account for your time in the WMT (Workload Mapping Tool) – a web-based accounting system of your hours (by percentages of time within each SSP of our CLS) - similar to ATAAPS. The WMT, however, is for military personnel and full-time Contractors. Because this system is not yet implemented, I am only assuming that you will input your time twice a month. It could be weekly or monthly.

Monthly (The steps within each subjects are in sequential order. The subjects, however, are not)

APF GPC purchases
ANYTIME a UMT requests APF – supplies via a GPC transaction, a contract, a quality step increase (QSI) for a GS employee (a pay raise), overtime for a TSC employee covering a religious event, an IMCOM UMT member's TDY, etc. – it must be in the scheduled Spend Plan, and you must first submit a RAC (Request for Approval to Certify) to your budget analyst.

1) Submit the RAC & PR&C (Purchase Request & Commitment) for the GPC purchases (especially any monthly bills, such as a copier contract or duty phone bill) to your budget analyst in accordance with DRM's approved, scheduled Spend Plan. Once you and the ICO have signed the PR&C, I've found it most time-efficient to scan and email the PR&C and RAC to the analyst.

You don't need to wait to see what your people will need. The budget at DRM already says exactly how much you are authorized to spend for GPC purchases in each given month. If you don't already know, ask your budget analyst to send you a copy of the Spend Plan for the Installation Chaplain's Office. If you need to exceed the amount you're allotted for the current month, you will either need to ask your analyst to move monies from one area of the budget into another (but get the ICO's intent first), or you'll have spend less next month. Even with this latter promise, DRM might not have the money to give you in advance. IMCOM's finances have been so tight that they have funded installations from week to week!

* Note – DRM generates the RAC form, and occasionally, they also change this form. Ensure that you have the most current form, or they will kick it back to you. Also, it is vital that you remember to assign the proper SSP on the RAC and the same SSP on the PR&C. Usually, the substance or purpose of the request will clarify which SSP you should use (e.g., "A" for Advising the Commander, "B" for Collective Worship Services, etc.). But you must constantly monitor and record your cumulative spending on each SSP. Remember that each SSP has spending ceilings which you can not exceed. Factor in the cost of your GS employees, contracts, TDYs, etc. with their corresponding SSPs. It all adds up – some more quietly than others.

2) Begin receiving and consolidating the UMTs' requests for APF GPC purchases in the upcoming spend cycle (the 20th of each month through the 19th of the next month). QC each request to ensure that it qualifies as a true "*essential*" Garrison ministry. Record the basic content of their request: the requestor, the item/service, the cost, and the quantity, and group them by SSPs. See my example Excel file, "Actual Expenditures by SSP and Requestor".

As long as you have several different requests under the same SSP (all things necessary to Pastoral Care, for example), it's best to consolidate the requests under one RAC and matching PR&C. Of course, that might mean delaying the request until the rest of the requests come in. Still, unless a request is particularly urgent, it's probably more time-efficient to wait and submit them all at once. Otherwise, they will "nickel and dime" your time to death.

If the RAC and PR&C are for supplies, the total of the requests do not have to be less than $2,500, only the individual GPC purchases. Just remind the cardholder, and warn them against split disbursements (purchasing a known requirement that exceeds $2,500 through multiple payments). Contracting can extend your APF GPC holder's spending ceiling to $3,000 for supplies with a little additional training and a few signed forms submitted to Contracting.

Aside from the multiple supply requests that come in spontaneously from UMTs, you must also be aware of recurring bills. For example, at Fort Benning we have monthly bills for our Konica copier contract and the Verizon bill for our Blackberries and Staff Duty phones. We have quarterly bills for Catholic and Lutheran bulletin inserts, Catholic missals and Protestant Sunday school material. And we have an annual bill for our CCLI contract (to legally print or post song lyrics in our collective worship services). You must request approval each month for the following month. Again, be sure to indicate the proper SSP.

3) Bring the consolidate list and prices to ICO for his priority of purchase. Let him know how much DRM has approved for the month, what types of things the UMTs are requesting, the amounts and requestors of each, and the total amount of the requests. Also remind him of the spending caps for each SSP and what trends are developing: based on the pace of spending, does it look like you might exceed any of the SSPs' ceilings before the end of the Fiscal Year?

4) Once the Installation Chaplain has given you his purchase list, give the individual requests to your APF card holder. Be sure that you sign and write the proper SSP on each request

5) Once the budget analyst applies a Line of Accounting (LOA – an alphanumeric code that your cardholder uses to "fill up his card" with the approved amount of money), he or she will resend it to you, and you can give it to your cardholder to begin purchasing ((If DRM ever rejects or lessens the amount requested on the RAC, back-brief the ICO). Before he purchases, though, recheck the total of the requests to ensure you don't "bounce a check" against the PR&C.

6) Lastly, review and certify (or dispute) all APF GPC purchases online in CARE by 25th of each month. You should also realize that "one day" C.A.R.E. will be phased out and the Army will use Access Online to manage APF GPC purchases. Don't wait to complete the online training. And remember to stockpile required consumables (communion, cleaning & office supplies, etc.) when you can. IMCOM can always cut your budget - even after it's been "approved".

If you need anything "high viz" from Defense Logistics Agency (DLA) or Contracting, realize that it sometimes takes months to process and receive items from DLA or completed contracts from DOC. Initiate contract requests and any requests for DLA products such as Seder Kits, Jewish prayer books, and wine months in advance of important programs. Plan ahead.

Budget Analysis
Review the monthly budget analysis emailed from your Budget Analysis, and brief the ICO. See my Powerpoint brief on "How to interpret DRM's monthly Budget Analysis".   The ICO must know where he stands financially at all times. Does he need to slow down on spending against SSP A? What are your recommendations? What is the status of incomplete actions in DOC, etc.

Government Travel Card Reports
After you've turned in all of the required forms, the GTC A/OPC (Agency/Organization Program Coordinator) will create your user ID. As soon as they do, you'll need to call Bank of America quickly at 1-800-558-0548 to receive your password. This call will have a suspense (deadline), which the A/OPC will provide. They will also give you your central account number and hierarchy levels to relay to the Customer Service Representative.   The representative will give you a password to logon to EAGLS. Remember, in late November 2008, all Government Travel Cards will be managed by CitiBank. That will mean all new training for you and your alternate.

1) Run and file a Transaction Report in EAGLS (Bank of America's website) on 10% of Government Travel Cards (GTCs) and report any concerns to the card holder and their supervisor. If a Cardholder is more than 30 days overdue, contact the Installation's A/OPC for guidance. Refer to my brief on "How to run monthly GTC Transaction Reports in EAGLS".

> Note - in late November 2008, all GTCs will be issued by CitiBank. CitiBank will certainly have a new website and possibly different reporting criteria and frequency. Coordinate with Installations GTC A/OPC for training and more information on this significant transition.

2) Run and file GTC Delinquency Reports on EAGLS on the 11th of each month (again, until late November). See my brief on "How to run Delinquency Reports in EAGLS".

3) Assist applicants for new GTCs and renewals, and FAX their requests to the bank. When a Soldier or GS employee needs a GTC, complete the "New Application Request", have them sign it. Give them a copy of the User's SOP and the Statement of Understanding. Keep a signed copy of the Statement of Understanding for your records.

4) Transfer any new GTC holders into your hierarchy on EAGLS when they PCS onto your installation. You'll also need to transfer GTCs out of our hierarchy in EAGLS when they PCS from your installation. See my Powerpoint briefs on these two actions.

APF Contract payments
You'll need to know who has contracted with you to provide services for the ICO each month, so you'll know to look for their specific invoices. As of May 2008, Fort Benning has 13 APF contracts: the Islamic Imam, the Catholic Priest, the MCYM Youth Worker for Club Beyond, and the 10 chapel musicians. With the exception of the Priest (whose only provides services when our Catholic Chaplains are not available), all of them invoice each month.

1) Process invoices & submit receiving reports on APF Contractors in WAWF or fax to D-FAS. See my brief on "Accepting Invoices and Submitting Receiving Reports in WAWF".

Per an Army-wide requirement (and according to each of their contracts), all Contractors are required to file for payment online in Widearea Workflow. Most Contractors comply with this requirement, but some truly do not have access to personal computers, do not have compatible software, or are simply not computer-literate. These Contractors will provide you with a signed, hardcopy invoice. Sign and fax these, your DD Form 250 (Receiving Report), and a cover sheet to the paying DFAS. The DFAS is likely Indianapolis, but you can verify the paying DFAS in block 18a in the Standard Form 1449 (the first page of their contract).

Note – the Army REQUIRES all Contractors and Acceptors (you) to use WAWF whenever possible. If fact, even when you fax in hardcopy invoices and DD Form 250s, you must STILL input a duplicate receiving report in WAWF. Allegedly, it costs DFAS $24.86 for every manual payment they have to process. And they can charge us for the processing fee. If you do NOT file a receiving report in WAWF – again, even though you have already faxed hardcopies to DFAS– they will charge your account interest until you file the digital receiving report.

Contracting sometimes pays one-time contracts by their "super" credit card, which as a higher limit than your office's local card. Such contracts do not require Receiving Reports in WAWF. Simply provide the Contracting office with a hardcopy of the invoice and your DD Form 250.

2) Be sure to file and clearly mark all of your completed Receiving Report. Fort Benning, for example, has so many that it is easy to forget whose invoices you've processed.

Medical TDYs
If you have any UMTs who must attend physical therapy or other treatments, be aware of their scheduled treatments and submit the RAC accordingly. TDY requests do not require a PR&C, but they do require the requestor to be registered in DTS and to file their own request in DTS.

Manpower Reports
Submit the Manpower report on the IMCOM UMTs to the Manpower analyst at DRM. The Installation Chaplain might task the Deputy to do this report. If you are tasked, ensure that the analyst has your contact information (see my "Benning Phone List" for their email address and phone number). They will notify you when the report is due. Check with the Installation Chaplain Assistant NCOIC for any changes in enlisted personnel. Ask the Deputy for the same information on the Chaplains and GS personnel. If the report asks for information on IF the

report refers to "Contractors" or "CMEs" (Contract Manpower Equivalents), these refer to "40 hour a week" personnel (not a pianist who plays for services on Sundays, for example).

Monthly CTOF Inspection

By AR 165-1, this must be performed by two disinterested parties. They must use the CTOF's Management Control checklist provided by your Regional CRM. Although the inspectors primarily meet with the Funds Manager, you may need to ensure that the FM keeps current.

Quarterly Requirements (in no particular order)

Submit RACs & PR&Cs for any quarterly bills (Missals, SS curriculum, Lutheran inserts, etc.).

Remind the ICO and all UMTs of the Chief of Chaplain's schedule for his mandatory Designated Offerings. These are typically in the first or second weekend of January, April, July, and October. These offerings must be announced twice to the congregations before the monies are received. Along with the Offering Control Sheet (OCS), the UMTs must submit a copy of the bulletin or a memorandum stating that they made a verbal announcement twice and when.

Receive CTOF requests for the ICO's Fund Council meetings. These quarterly requests usually come from the UMTs who do not have an income-generating service. The head or associate Chaplain of a worship service can put in requests from their sub-account at any time (to spend on their people). Other UMTs usually request money quarterly at the ICO's Fund Council meeting.

Facilitate the ICO's Fund Council Meeting. Ensure that all of the attendees have the agenda, the minutes from the last quarter's meeting, a list of all Soldier Ministry requests, the most recent statement from the bank which holds your CTOF, and three printouts from Quickbooks: the Statement of Operation and Net Worth, a Reconciliation Reports by sub-account, and the sub-account balances (only one sub-account per printout). Have everyone sign-in, and designate the Fund Clerk to take down the minutes and type them for the ICO's signature later.

Submit a Fund Status Report of personnel to Regional CRM. They will provide the form.

Submit the Installation Status Report (ISR) on Service Base Costing (SBC) to your installation's POC. There are three required forms. See my example, "ISR Service Base Costing – 3 forms (2007). For the first form, I determined that a service was "fully resourced" if our budget was approved to fund all "essential elements of worship" (communion, scriptures, musician, facilities, and required rites). In the second form, I identified the over-capacity services by calling the chapel OICs and providing them the definition of "over-capacity" given on the form (above 80% of the maximum seating capacity). And for the third form, I referenced the ICO's personnel authorizations and requirements from our TDA.

And, although it is not required, ask the ICO for permission to conduct RM training for UMTs once a quarter. You may not want to ask for all of the ICO's training time, but there are so many important RM policies and procedures. It's just wise to keep your people on track.

Annual Requirements (Some of these dates are my recommendations. Some will depend on the Garrison's schedule of tasking. Do some research, but definitely plan ahead)

January
Provide IRS Form 1099s to all CTOF's Contractors to whom you've paid more than $600 during the past calendar year. (DFAS will do the 1099s on your APF Contractors). Figure the entire amount paid for all of the CTOF Contractors for the IRS Form 1096, and mail it and a copy of all the 1099s to the IRS before the deadline in January.
Submit OGE 450s to SGA/JAG. These forms are required on any personnel requesting, reviewing, approving, or processing funds in excess of $2,500 at a time. That list would probably include the ICO, the Deputy (as his alternate), the CRM, the Fund Manager, the Fund Clerk, and GPC holders.

Submit any of the ICO's changes on your TDA (when requested by DRM's Manpower division.)

Per the DRE's guidance and ICO's approval, order the curriculum for the Vacation Bible School.

February
Prepare the installation's CMRP. DRM's due date on the budget normally comes in April or May, but it may take you that long to gather the information from the UMTs, translate it into DRM's language (see my example and brief), and work with the ICO until he approves it.

*Note – there are a few key requirements that you must stay in the forefront of your mind for CMPR/budget planning, course of actions for any budget cuts, etc.

> The first is any GS employees. As of April 2008, Fort Benning (for example) has four: the administrative secretary, the supply technician, and our two DREs.

> The second area is your APF contracts (Priest, Iman, Youth Worker, Musicians, etc.)

> The third is your consumable operational costs (by GPC or "IMPAC" card)

> The fourth is essential TDYs: the ICO and his NCOIC for the Senior Leader's Training Conference, the CRM's and FM's IRML conference (Information, Resource Management, and Logistics), the Priests' Spiritual Refresher Training, and the Family Life Chaplain), and a three or four thousand for other professional developments.

Compile the Annual Assurance Statement on the ICO's Management Control Plan (sometimes called the Internal Control Plan). See my example packet in the AKO continuity book.

Process all of your Contractors for ID Badges. This is a new requirement that has not been inspected yet, but it is coming. Talk to your Provost Marshall or G2 for more information.

If your CTOF hosts the sub-account for a regional PWOC (as Fort Benning does), you will need to prepare all contracts for their semi-annual Regional Fall Focus. Ask the ICO for guidance.

June
Remind all UMTs to prepare UFRs for the end of the Fiscal Year. Sometimes DRM has extra! Per the guidance of your Director of Religious Education (DRE) and approval of the ICO, request all curriculum/materials for the Catholic Education program (used to be called CCD). This begins in September, but they need the materials earlier so the teachers can prepare.

September
The Chief of Chaplains requires all Installations to perform a "Roll-up". Anything in excess of 30% of your CTOF's net worth from the beginning of the year must go back to the Chief. If you have much excess, this can be a good time to send a donation to help with the Daily Bread devotions. If that is his wish, send a CTOF check to RBC Ministries PO Box 2222 Grand Rapids Michigan 49601. Ft. Benning has 7 accounts with RBC, and the CRM account is 118696433. However, the account number for the donation is 195213925 – this latter number should go on the check. Ask the ICO for his intent on any other end of year purchases.
Receive the Chief's Memorandum of Instruction (MOI) on his grants for Ecclesiastical Equipment & Matching Funds. Forward the MOIs to all UMTs immediately. Receive the UMTs requests, and consolidate them for ICO's priority list. If your Installation does receive funding for any of these grants, the money will be send down via Military Interdepartmental Purchase Requisitions (MIPRs). It will be a 1-2 page document with an LOA (line of accounting). It will probably go directly to your DRM and budget analyst, who will notify you. You, in turn, need to notify the ICO. If you have to write any contracts against the MIPR, ensure that you reference the MIPR number and date in the request for funding.

Update information on all of your APF labor Contractors the Contractor Manpower Reporting Application online. Call their helpdesk for assistance – this one is pretty technical.

October
Advise the ICO on APF purchases when the Funding Letter comes out. It's usually tight.

December
DLA will prompt you to order Seder/Passover supplies (for April). Order them now and DO NOT DELAY. It takes DLA FOREVER sometimes to ship the stuff!

Note - During the two weeks of Passover, MREs for Jewish Soldiers should be ordered by their Commander with his subsistence monies. You can provide them with the NSNs from DLA. It is the ICO's responsibility to provide Seder leader and participant kits from DLA (and the Seder meal, catered locally) But it is not the ICO's responsibility to feed Jewish Soldiers for 2 weeks.

<u>Other Annual Requirements</u> (the suspenses for which may vary)
Help your Contractors renew their vehicle decals. Submit a memo to the Provost Marshall's Office, listing their names, contract numbers, and any other required information.

Request TDY for you and the Fund Manager to attend the Chief of Chaplain's IRML conference (Information, Resource Management, and Logistics). Historically, it has been in Fall or Winter.

If you supervise any GS personnel or NCOs, prepare their annual Evaluation Reports. Work through CPAC and the Installation's 56M NCOIC, respectively. See my example packet on a GS employee's annual review. If you want to submit your GS employee for a Quality Step Increase (QSI) or Time Off award, you can also see my example packets on AKO. Once DRM approves a QSI and/or time off award, the ICO's office will need to submit an RPA (Request for Personnel Action) to CPAC.

Request certifications on all Distinctive Faith Group Leaders (DFGLs) from their military endorsing agencies. These are the lay people who lead worship services because you do not have a Chaplain to represent their faith group. Forward copies to DACH through your Regional CRM, and file the certifications for future audits.

Prepare for the annual APF GPC inspection by DOC. They will normally give you about a month's notice. It's really an inspection of your cardholder. Just be sure you have all of your required certificates, letters of appointment, etc.

Prepare for your Regional CRM's inspection of the CTOF whenever you get a new Fund Manager or every two years – which ever comes first. He will use the "Monthly Inspection Sheet-CTOF". See the example I've provided in the AKO folder of my continuity book.

Perform the ISR-Infrastructure, IMCOM's official inspection of all facilities. See my example packet of the "bubble sheet", the ISR Standards booklet, and Facility Condition Worksheet.

Note when your recurring contracts will expire (Priest, Imam, musicians, Youth Minister, etc.) and submit all of the required paperwork allowing approximately 6 months of lead time. There are three things that typically take a lot of time. First, you need the approval of the Statement of Work (SOW) or job description of the contract from the IMCOM Staff Chaplain's office. You must prepare the SOW and initiate request. Sometimes it takes 2-3 months to hear from IMCOM. You also need the approval of funding for the contract (which often goes to the Regional level). It can also take 2-6 weeks to hear from the Region (through DRM). And lastly (depending on the Specialist who is assigned the task by DOC), it can take a while for Contracting to write the actual contract. The worst I've experienced has been 7 months in DOC!

Renew the CCLI license that allows our chapels to reproduce lyrics for public use. Fort Benning's bill comes in the mail in late August or early September. The cost in 2006 was approximately $550. Pay it out of APF funds, as it pertains to Title 10 worship.

Submit Contract Manpower Equivalents report (date varies)

At some point in the year, IMCOM may notify you of the Annual Review of your CLS. The intent of the Annual Review is to give Garrisons, Senior Mission Commanders, and Regions an opportunity to review and comment on CLS as it stands now and possibly incorporate these comments into the next version of CLS. They've been "tweaking" CLS for over 5 years now.

If you do receive notice of an Annual Review, it will be a required report, but you just have to "fill in the blanks". I say 'if' because (in 2008) IMCOM's Senior Executive Leadership (SEL) authorized Communities of Practice (COPs) who made recommendations from the installations, through the Regions, up to IMCOM. The COP members were recruited (by a functional POC for each CLS at IMCOM) because of their interest in and comprehension of their SSPs. The COPs made several recommendations to the SEL through their functional chain. The SEL might want to see the affects of these changes on each CLS before they ask for more grassroots feedback

However, because the details of the SSPs in each CLS are so complex, even if the SEL do require an Annual Review, they generally only want feedback on some specific aspects of each SSP. For example, in 2007, they only want to know 1) if the Performance Measures and Targets (as written then) truly provided meaningful ways of measuring success and 2) if the Capability Level2 (CL2) Definitions and Targets made sense given the associated funding percentages.

So, if the SEL does require an Annual Review, your garrison office of Plans, Analysis, and Integration (PAI) will provide a Feedback Tool on the post's website and instructions on how to find and complete the tool. You will use dropdown boxes to identify your Region, Garrison/ Installation, Organization (Religious Support), and comment on each of your SSPs individually. In the Feedback Tool, you will also use a dropdown box to identify yourself as a Service Owner.

While an Annual Review of CLS is concerned with the content of the SSPs within each CLS (the formulas, measures, definitions, capability levels, etc.), a Comparative Analysis (CA) is concerned with actual money spent or to be spend. If IMCOM requires a CA, the Garrison DRM will be the overall lead. You might be asked, for example, to compare your current BOS (Base Operational Support) Spend Plan at the level of each SSP to the amounts (by SSP) requested for next year's Spend Plan and explain the variance. I.e., you'll need to explain why you are asking for amounts of money (by the SSP) that differ from what you've been given for this year.
If you have any requests pending for future construction, monitor the accuracy and status of the DD Form 1391s in your Master Planner's Office. This form is a type of "narrative blueprint" that communicates the ICO's desire through the Installation Commander, to the Region, IMCOM, the Chief's Office (the ACSIM), and to Congress for funding. Therefore, DD Form 1391s must be accurate before they leave the installation. There are three pieces of information that you need to look for on the forms: the nomenclature of the facility (specific titles have specific meanings at DACH IRML), the square footage that should correspond to that type of facility by nomenclature, and the cost of the same. If you're updating DD 1391s, adjust for inflation as needed. Don't be afraid to talk to the ICO and get his permission to call DACH IRML. The Region and even IMCOM can halt and return the 1391 to the Installation, but this would require an intentional, united, and concerted effort among all of the aforementioned Commanders. At the installation level, you need to re-look your 1391s occasionally, however. For example (as of 2008), if the 1391 presently represents the request for a 'Center' is being request to accommodate 400 personnel, the DD Form 1391 must reflect the proper nomenclature,

square footage, and cost. There are presently three standard designs: a 200-seater 'Chapel' (1660 square meters), a 400-seater'Center' (2100 square meters), and a 600-seater 'Complex' (3050 square meters and is a $10 million project). Once the DD 1391 reaches ACSIM, they can't change it. It's a Commander's document and must be changed at the Installation level. Once it's in the POM, the amount has been locked. It needs a category code (chapel, RE facility, or Family life center). Current mission projects get the higher priority. DD 1391s go from the Command through the region and IMCOM to ACSIM. It does not "exist" unless it gets to ACSIM. The Chief of Staff of the Army during WWII (General George Marshall) directed that 1500 chapels be built. He said we don't need more machines overseas – we need to spiritually feed our men and women in the war effort. The Project Review Board at ACSIM often sees us having less of a need than we see. The installation's population according to ASIP (Army Stationing Installation Plan) will determine whether we need more chapel space. These 1391s (on chapels and all other facilities from other Directorates) are routed up through Command channels and DA begins to prioritize them. A fourth standard design is being considered. IET environments do not need pews (soldiers with weapons tear them up, and we don't need all the extra classes). The Chief's office also recognizes the need for a design for liturgical soldiers.

If you have a CTOF team (and are not stuck wearing all hats), remember to take care of your people. Request TDY funds to certify alternates for your Fund Clerk and Fund Manager. Write their achievement and PCS awards, as appropriate. Do the REQUIRED quarterly counseling and NCOER in writing and in person on performance and submit to the 56M NCOIC for his review. Help the Fund Manager to become proficiency in Access Online.

OTHER IRREGULAR OR "NON-SCHEDULED" CRM REQUIREMENTS

Renovations and Work Orders
Your ICO may designate another Chaplain as POC for work orders and renovations. But it would be wise for you to be in the loop. Generally speaking, the Engineers do the major projects (or sub-contract them out). The   Directorate of Public Works (DPW) is responsible for smaller works ($25,000 and under). And your installation's DPW might have a key Contractor (such as Shaw) who also works for them. All work requests must go on a DA Form 4283. Ask for help.
RM Training (on-the-spot and scheduled)

You will have several folks requesting APF and CTOF who know even less our Chaplain Resource Management than you do. Train them. It will seem painful and time-consuming at first, but as they get smarter your life will get easier. Specifically, they will need help understand the policies and procedures regarding the use of GPCs and Contracts and the difference between NAF and APF. See my example brief, "Civilian Users Guide to Use of the CTOF".

Requests for new Contracts
If the ICO approves his APF for a new contract, first you'll need to see if the potential vendor is registered in CCR (Central Contracting Registration), the online data base for all vendors who are eligible to contract with the Federal government. If they are not, you can send them my

brief, "Helping Vendors Register in CCR". Once they are registered, follow the steps outlined in my brief "Submitting Purchase Requests for APF Contracts in PRWeb".

Note - if more than one person bids on a contract, the CRM and program element supervisor must prepare on a list of questions and provide the candidates with the exact same interview.

TDY Requests
All TDY requests must first have the approval of the ICO. If he has the money available and wants to send someone on TDY, (as I've already mentioned) you must submit a RAC. The requesting travel, however, must also be registered in DTS (Defense Travel Systems – the online software used to submit official travel requests and travel vouchers). If they are not registered, direct them to the DTS POC in DRM. Once they are registered and begin to request the TDY in DTS, the software will calculate the cost. Then you will know how much to request on the RAC.

My fellow CRMs, I have run out of time. However, there are at least 2 areas that I wish I had developed more: a "cost per capita" for Religious Support. I thought it might be as simple as totaling the costs of the required supplies and services in a given FY and dividing that by the number of personnel who attended the services in the same FY. Now, I believe it to be more complicated. For example, musicians' contract costs vary with individual bids. Repair and replacement costs vary from year to year, depending on the life-cycle of equipment & facilities.

We also need a good "standard" Internal Control Plan. An effective ICP prevents, detects, and corrects material weaknesses. The Army defines a material weakness as anything could result in a loss of resources (personnel, money, equipment, information, time, etc.) due to poor Management/Internal Controls, and must be reported to the next higher Command. I believe that our ICP should cover the CTOF, GPCs, GTCs, DTS, ATAAPS, and WTM at a minimum.

I'm sure there are other subjects I've not addressed in the narrative above, I hope you'll find something helpful in my other files in AKO. God bless you as you enable others' ministry!

A few CRM notes from my predecessor, Chaplain Patrick Basal

IMCOM and the Chaplaincy

Standard Garrison Organization (SGO) is an effort to standardize our installations. When IMCOM first stood up, we had to fight for every position. If any IMCOM UMTs tried to depend on FORSOM or TRADOC Commanders' dollars, the IMCOM UMTs will be severely restricted.

The Year of Manpower promised that it was going to model the Chaplaincy such that – if we input manpower driver numbers – they would come up with a working structure. The IMCOM Staff Chaplain's office said, if YOM comes up with a model and the Army is willing to buy the extra structure, it will array our IMCOM UMT structure across the Army. Every individual was to personally take the YOM survey (like a desk side audit). The auditors (before they every come to us) know our job descriptions and THEN come and ask us what we do. Then they go

back and compare. If they don't match, they go back and report, which results in a great budget cuts at the highest levels. CH Buckner had projected that we would grow 300-500 new positions after the YOM. The actual results had told the Army that we only needed about 300 positions across all of IMCOM. We are dependant on Troop Diversions (TDs) in the TRADOC and FORSCOM UMTs who work in our IMCOM facilities (chapels). The UMTs who do funerals, notifications, duty chaplains, etc. are also TDs CH Buckner is asking YOM to "give us" our 900 positions (without justifying them), and we will use some known numbers (contracts, GS employees, etc.) to jerryrig a model.

Decision Point 91 (DP 91) is an effort by FORSCOM/TRADOC to take IMCOM and place them into their organizations. They were concerned that IMCOM would not be resourced to cover some things (e.g., rear-detachment concerns,) and said "we need 40 Colonels from IMCOM". We can not provide that and still function as IMCOM. The Army recognized this attempt to return to old ways and said, 'no'. There will likely be delineations in who owns what functions, but we are not going backward.

When the former 18th Airborne Commander became the Chief of Staff, he said, "wouldn't it be nice if Commanders didn't have to worry about the installation. CH Bucker said, "if we lose the Chaplaincy in IMCOM, we lose the Chaplaincy. The O5 and O6s disappear, which affects recruitment and functional leadership.

WTUs and SFACs. MEDCOM owns the Warrior Transition Unit. IMCOM owns the SFACs. The Arm's Vice Chief is pushing to bowl over any red tape that might hinder WTUs. Soldiers who were injured in Vietnam were put out on the streets. The senior leaders' history informs the President. They remember their buddies from Vietnam. On 1 January 2008, 31 WTU sites will stand up, and we're trying to hire these positions. The problem is that we don't have people knocking on the door to fill these. Our Army personnel position selects for summer and winter rotations after the assignment conference. The mission in the meantime will go to IMCOM. There are two levels of WTU and SFACs. The small one is called a company, from 1 to 250-300. Everything above that is a battalion. They're asking for a Captain Chaplain to man this battalion. We need someone who's had at least one unit of CPE (preferably more) and still have 100% coverage down range. We also need more than one UMT in a WTU. Covering 700 sick soldiers is very different from covering 700 well soldiers. "How many surgeons does it take to cover these?" It's ludicrous to ask one Chaplain to cover the same. The soldiers who will move out of the Army (that small group who are in the AW2 community because they have experienced catastrophic injuries), the Vice Chief has authorized that every one of them will have a case officer to track them for life. We do not need to put civilian clergy (contracts) into the SFAC. A contractor has an allegiance only to their church. If a civilian pastor is in a Army chapel, we'll have dozens of others demanding access. How will we turn them back? Doctors have a single credential from the AMA – it is not the same.

Transformation may take the IMCOM headquarters is about to move to San Antonio, Texas. That's a long way from the Army headquarters. The goal of the IMCOM redesign is to co-locate as much as possible. CH B has convinced DA that we need to keep USAEUR and Korea separate from CONUS.