Non Appropriated Funds

Mr. Paul D. Burk
Deputy Director, Family and MWR Programs
1 June 2017

Installation Management Command integrates and delivers base support to enable readiness for a globally-responsive Army

We are the Army’s Home
Serving the Rugged Professional
Agenda

• History

• Resources / Funds / Authority

• Nonappropriated Fund Instrumentality (NAFI) Groups

• Morale, Welfare, Recreation (MWR) Categories

• Resourcing Relationships

• Uniform Funding Management

• Scope of Operations

• Core Programs
History

The Sutlers
The historical roots of morale, welfare, and recreation (MWR) activities and nonappropriated funds (NAF) date back to the American Revolution. The American Articles of War of 1775 provided for "sutlers" whose mission was to provide for the individual personal needs of Service personnel.

Post Traders and the Canteen Associations
In 1867, Congress authorized the establishment of Post Traders to replace the sutlers. This new cast of merchants represented some improvement, but Traders were not always available at forts or camps in remote locations. Soldiers began to form cooperatives to provide their own retail and social outlets. These cooperatives became known as "Canteen Associations." By 1893, the canteens were so widespread and so successful that an Act of Congress abolished the Post Trader.

The Post Exchange
The Post Exchange was established with the publication of War Department General Order No. 46, 1895. The Order directed Post Commanders to establish an exchange (general store) at every post where practicable.

The 1933 War Department Appropriations Act
In 1932, due to complaints from local civilian businesses about unfair competition, a Special Committee of the House of Representatives conducted the first in-depth congressional examination of post exchange operations.

Penalties Established for Misuse of NAF
The Fiscal Year 1993 Authorization Act codified congressional concerns about MWR support. The statute required that the Office of the Secretary of Defense (OSD) establish oversight of NAFs and NAF Instrumentalities (NAFIs) and define how NAFs may be used. In addition, the law established penalties for misuse of NAFs. Congress sought to ensure that Service members benefit from NAF and that those benefits are equitable across all Services.

Supplemental Funding for Operation Iraqi Freedom and Operation Enduring Freedom
Between 1993 and the present, Congress has continued to pressure DoD to provide the maximum amount of APF support to Category A and B MWR activities as is practicable. Major studies have resulted in recommendations for greater efficiency and consolidation where appropriate among the Category C activities. Congress authorized supplemental APF support for MWR operations in Operation Iraqi Freedom and Operation Enduring Freedom, in Desert Shield and Desert Storm, in the Bosnia / Herzegovina theater, and in many other contingency locations, re-confirming the long-standing policy that MWR activities are essential and should be supported by the taxpayer.
NAF/APF Resources/Funds/Authority

- 10 USC 2783 imposes an **Individual Fiduciary Responsibility** to use and manage NAFs properly IAW regulations promulgated by the Secretary. Misuse could lead to civil and criminal penalties.

- DODI 1015.10; DODI 1015.15; and AR 215-1 provides policy guidance.
  --NAFs may only be used for authorized MWR purposes.

- MWR Programs/Events are funded with a mixture of APFs & NAFs depending on MWR Category. Just because something may increase Soldier morale does not mean necessarily its an MWR program/event.

- APF budget constraints have increased attempts to use NAFs for unauthorized purposes. Such misuse would violate 10 USC 2783 and be an impermissible augmentation of appropriations and possible Antideficiency Act violation.

- 10 USC 2491 (Uniform Funding Management Statute) permits APFs otherwise authorized for MWR to be treated as NAF dollars for all purposes; however, this does not create an exception to the above principle.
  --NAFs may only be used for authorized MWR purposes.

- 10 USC 2492 allowed the NAFI in certain circumstances to sell/support APF missions at a profit through written MOA.
Nonappropriated Fund Instrumentality Groups

- **Program Group I: Military morale, recreation and welfare programs (MWR)**
  - All military MWR programs, to include Child Development Services and School Age Care, are included within this group.

- **Program Group II: Armed Forces exchanges**
  - Policies pertaining to this group of NAFIs are contained in AR 215–8. Exchanges are classified as a category C program.

- **Program Group III: Civilian morale, recreation and welfare programs**
  - Policies pertaining to this group of NAFIs are contained in AR 215–7. Civilian MWR programs are classified as a category C program.

- **Program Group IV: Lodging Program supplemental mission funds**
  - Army Lodging is an APF mission. The Army Lodging Program Supplemental Mission Fund is a NAFI and receives APF and NAF support comparable to a category C program.

- **Program Group V: Supplemental mission funds**
  - Nonappropriated fund instrumentalities in this group include, but are not limited to—
    
    | c. Vehicle Registration Fund   | g. Stars and Stripes.         |
    | d. Cadet Activities Fund       | h. Military Treatment Lodging Facilities |

- **Program Group VI: Special purpose central funds**
  - These funds are sole providers of a consolidated NAF function, such as construction, accounting, procurement, personnel administration, employee health and life insurance, and risk management. These are HQ-level programs. Expenses of these funds are generally recovered through premiums or assessments charged or offset against earnings prior to distribution.
MWR Category of Activities

Category A: Mission-sustaining programs
Considered essential to sustaining readiness, these programs generally enhance and promote the physical and mental well being of Soldiers. Programs in this category have little or no capacity for generating NAF income and are supported almost entirely with APFs.

Category B: Community support programs
These programs are closely related, in terms of supporting the military mission, to those grouped in category A. They satisfy the basic physiological and psychological needs of Soldiers and their Families and provide, to the extent possible, the community support systems that make military garrisons temporary hometowns for a mobile military population. These support programs will receive substantial amounts of APF support, but differ from those programs in category A, in part because of their ability to generate NAF revenues. That ability to generate revenues is limited, however, and in no case may they be sustained without substantial APF support.

Category C: Revenue-generating programs
These programs have less impact on readiness. They offer desirable social and recreational opportunities. Programs in this category have the capability of generating enough income to cover most of their operating expenses, but they lack the ability to sustain themselves based purely on their business activity; consequently, they receive limited APF support.
MWR Program Resource Relationship
(Per Department of Defense Instructions 1015.10 Definition)

Common Support Services:
- Headquarters Policy & Oversight, Accounting, Procurement, Civilian Personnel, Financial Management, Information Technology

**MISSION SUSTAINING ACTIVITIES**
- e.g.: Libraries, Fitness
- Standard: Use APF to fund 100% of authorized expenses.
- Fund minimal of 85% of total expenditures.

**COMMUNITY SUPPORT ACTIVITIES**
- e.g.: Child Dev Centers, Rec.
- Standard: Use APF to fund 100% of authorized expenses.
- Fund minimal of 65% of total expenditures.

**BUSINESS ACTIVITIES**
- e.g.: Bowling Centers, Clubs, Golf
- Generally Non-Appropriated Fund Except:
  - Executive Control & Essential Command Supervision
  - Outside Continental United States Utilities
  - Sustainment, Restoration & Modernization,
  - Remote and Isolated as Authorized
Uniform Funding and Management (UFM)

UFM is an execution process
The process does not increase or decrease APF funding

“MWR APF”
- UFM is the process of merging appropriated funds (APF) and non-appropriated funds (NAF) for the purpose of providing morale, welfare, and recreation (MWR) services under the NAF set of rules and procedures in order to facilitate:
  - Procurement of property and services for MWR
  - Management of employees to provide the programs
  - Financial reporting and management
Appropriated Funds allocated from Army Budget Office

Cash Generated From Operations (After Expenses)

**Timely Allocations are key to execute MWR Programs**

Decreases in UFM results in:
- Increased use of NAF for APF expenses
- Reduced Major/Minor construction

Options to offset UFM decreases:
- Reduce APF authorized services
- Price increases to customers
- Close programs

UNITED STATES DEPARTMENT OF DEFENSE

APF $\Rightarrow$ APF

**Per annual MOA IMCOM G8 allocates funding to QDPC / QCYS and signs and submits 1034 to DFAS**

APF $\Rightarrow$ NAF via UFM

**Processes 1034 and does an Electronic Fund Transfer (EFT) to Army Banking and Investment (ABIF/IMCOM G-9). Funds are now considered NAF**

**ABIF/IMCOM G-9 deposits into individual garrison bank accounts to fund program expenses**

**CATEGORY A**

MISSION SUSTAINING (QDPC)
- Physical Fitness
- Libraries
- Recreation Centers
- Unit Activities
- Army Lodging

Per DODI 1015.10 Authorized minimum of 85% APF Support. Category A activities should break even

**CATEGORY B**

BASIC COMMUNITY SUPPORT (QDPC & QCYS)
- Auto/Arts & Crafts
- Child Development / Youth Svcs
- Outdoor Rec. / Entertainment
- Information, Tours, Referral

Per DODI 1015.10 Authorized minimum of 65% APF Support. Category B activities should break even

**CATEGORY C**

BUSINESS ACTIVITIES
- Bowling / Golf
- Army Recreation Machines
- Clubs
- Armed Forces Recreation Centers
- External Revenue
  - AAFES Dividends
  - Interest Income
  - ARMP

Per DODI 1015.10 Authorized minimum of 55% APF Support. Category C activities should break even

UNCLASSIFIED
9 of 13

May 2017
Paul D. Burk / 210-466-1190 / paul.d.burk.naf@mail.mil
FMWR Scope of Operations

$ Total Revenue (Appropriated & Non-appropriated) Managed = $2.3B in FY16

- MWR Major Construction projects from 2008-2017, Valued at = $880M
- Armed Forces Recreation Centers Operated / Managed worldwide = 4
  - FY16 Income = $35.9M
- Children receiving care in CDCs = 39,535
- School Age Centers (SACs) = 17,687
- # of Youth enrolled in Child, Youth & School programs 2016 = 82,016

- Centrally managed the execution of over 11,494 contract actions totaling $391M in FY16
- Fitness Centers Operated / Managed Worldwide = 223
  - 155 in US
  - 68 Overseas
- Army Community Service Centers (ACS) Worldwide = 75
- Soldier Family Assistance Centers (SFACs) = 13

- Named Brand Casual Dining Chain Restaurants Provided to Installations Worldwide = 5
- Food and Beverage Operations Worldwide = 142
- Golf Courses Managed / Operated Worldwide = 42
- Bowling Centers Managed / Operated Worldwide = 71

- Number of Child Development Centers (CDCs) Worldwide = 192
- Number of School Activity & Youth Centers = 157
- Children receiving care in CDCs = 39,535
- School Age Centers (SACs) = 17,687
- # of Youth enrolled in Child, Youth & School programs 2016 = 82,016
Core Programs

Family Programs

• **Army Community Service (Not MWR)**
  - Broad array of life-skills education, prevention and intervention services
  - Builds and sustains Soldier and Family strengths, readiness and resilience and helps them adapt to a military lifestyle (e.g., transitions, separations, deployments)

• **Child, Youth & School Services (CAT B)**
  - Reduces the conflict between on-the-job missions and parental responsibilities
  - Mitigates the stress on Families impacted by persistent conflict, multiple deployments, transformation, and parental absences; sustains Soldier readiness to perform missions and strengthens child and youth mental and physical resiliency

• **Soldier and Community Recreation (CAT A&B)**
  - Supports readiness and retention by mitigating stress and promoting healthy lifestyles through activities that strengthen and sustain physical and mental fitness and resilient communities
  - Sustains a healthy work-life balance

Business Operations

• **NAF Centralized Programs – Business Operations (CAT C)**
  – Clubs, Food & Beverage, Golf, Bowling
  – Armed Forces Recreation Centers (AFRCs)
  – Army Machine Recreation Program (ARMP)
FMWR Program Overview

G9 – NAF Services

Programs Delivered

- NAF Financial Management
- NAF Contracting
- NAF Human Resources
- NAF Employee Benefits
- Facilities Management
- Marketing / Gifts and Donations

REGION ROLE

- Approves annual budget/capital purchases <750K

IMCOM G9 ROLE

- Is the Banker
- Is the Insurer
- Converts APF to NAF
- Executes NAF Major Construction Program (NAFMC)
- Centralized Training and Contracting
- Enterprise purchasing
Questions?
Back up
FMWR Program Overview

G9 - Army Community Service (ACS)

PURPOSE
✓ Self-sufficient Families
✓ Safe homes and cohesive communities
✓ Enhanced readiness

MISSION
Deliver consistent and comprehensive prevention, life skills, response and transition services through an integrated system tailored to foster the Army’s commitment to maximize Soldier, Family and Civilian adaptability and self-reliance.

SCOPE
78 Installation ACS Centers with Multiple Facilities
5 Centrally-managed Contracts
5 websites
✓ www.armyfrg.org
✓ www.myarmyonesource.com
✓ www.acsstaff.org
✓ www.goldstarpins.org
✓ www.sos.army.mil
Army Community Service (ACS) Programs & Services

Information, Referral and Follow-up

Family Advocacy Program
✓ New Parent Support
✓ Transitional Compensation
✓ Victim Advocacy
✓ Military & Family Life Counselors

Exceptional Family Member Program
✓ Respite Care
✓ Systems Navigators

Mobilization and Deployment Support
✓ Repatriation Case Management
✓ Virtual Family Readiness Groups
✓ Emergency Family Assistance Centers

Soldier & Family Assistance Centers

Survivor Outreach Services

Financial Readiness
✓ Army Emergency Relief

Relocation Readiness

Employment Readiness

Army OneSource
✓ Technology
✓ Community Outreach

Army Family Team Building
✓ Master Resilience Training

Army Volunteer Corps

Army Family Action Plan
Mission Statement:
Reduce the conflict between parental responsibilities and unit mission requirements

Vision Statement:
The driving force for excellence in school support, youth programs and child care for the Army, Department of Defense and the Nation.

GOALS:

- Achieve and sustain QUALITY by pursuing nationally recognized benchmarks and performance standards
- Increase and sustain AVAILABILITY through on and off post child care options and supervised programs for youth
- Maintain AFFORDABILITY for both Soldiers and the Army
- Ensure ACCOUNTABILITY is achieved by requiring measurable outputs and outcomes
- Influence READINESS by allowing the Soldier to better concentrate on his/her job
- Increase RETENTION by positively influencing a Family’s decision to remain in the Army
- Enhance RESILIENCY by providing positive growth and development options for children of Soldiers
# G9 – Child Youth and School Services (CYSS)

## Core Programming

<table>
<thead>
<tr>
<th>Service Type</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Child Development Centers (CDC)*</td>
<td>Full, Part Time and Part Day Care</td>
</tr>
<tr>
<td></td>
<td>Hourly / Respite / Extended Hours</td>
</tr>
<tr>
<td>Family Child Care (FCC)*</td>
<td>Shift Care / “Round the Clock Care”</td>
</tr>
<tr>
<td></td>
<td>Full, Hourly / Respite / Extended Hours</td>
</tr>
<tr>
<td>School-Age Care (SAC)*</td>
<td>Before / After School Program Options</td>
</tr>
<tr>
<td></td>
<td>Summer Care / Camps</td>
</tr>
<tr>
<td></td>
<td>Weekend Activities</td>
</tr>
<tr>
<td>Middle School / Teen Programs (MST)*</td>
<td>After School Program Options</td>
</tr>
<tr>
<td></td>
<td>Camps</td>
</tr>
<tr>
<td></td>
<td>Evening and Weekend Activities</td>
</tr>
<tr>
<td>Sports and Fitness Programs*</td>
<td>Children and Youth 4 weeks to 18 years of age,</td>
</tr>
<tr>
<td></td>
<td>Team Sports, Skill Building, Health and Nutrition Classes</td>
</tr>
<tr>
<td>School Support Services*</td>
<td>School Liaison Officers, Transition Support,</td>
</tr>
<tr>
<td></td>
<td>Homeschool Linkage, Community Partnerships</td>
</tr>
</tbody>
</table>

*Children/Youth with special needs included in all options

## Parent and Outreach Programming

- Extended Child Care Operating Hours
- Respite Child Care
- Kids On Site Child Care
- Discounted Parent Fees – 20% fee reduction for Deployed Soldiers/Families
- Tutoring & Homework Support for Kids – Tutor.Com/military
- Support for Wounded Warriors & Survivors of Fallen Soldiers – Fees charged at Category 1

## Program Delivery Accomplished On- and Off-Post

- On-Post Child Care Programs & Youth Centers
- Off-Post Child Care Programs & After School Programs
- Off-Post Partnerships with Schools & Community Youth Organizations, e.g., B&GCA, 4-H Clubs
- On- and Off-Post Independent Contractors (Family Child Care Providers)
G9 – Soldier & Community Recreation

Core Programming

**Better Opportunities for Single Soldiers (BOSS)**

**Sports, Fitness & Aquatics**
- Physical Fitness/Facilities
- Intramural Sports
- Soldier Aquatics Training, Personal Fitness
- Recreational Swimming

**Library Services**
- On-Post physical libraries, collections, etc.
- E-libraries, access to 30K data bases, sites, etc.

**Recreation Centers/Warrior Zones**
- Community-wide activities, services, classes, etc.
- Soldier-centric activities, hi-tech gaming, etc.

**Outdoor Recreation Program**
- Life Skill building activities, classes, services, etc.
- Warrior Adventure Quest Training

**Automotive Skills**
- Self-help preventative maintenance & repair

**Arts and Crafts**
- Life Skill development

**Leisure Travel Services**
- Tickets, Tours, Cruises, Travel Packages, etc.

**Entertainment**
- Theater, concerts, talent shows, etc.

Deployment Programming

- MWR at main camps and forward operating bases
- Civilian/Contract MWR Specialists
- Strength and Cardiovascular equipment packages
- Recreation Centers and Internet cafés
- Fitness kits (equipment and training guides)
- MWR Sports, Fitness and Recreation kits:
  - Small Unit Recreation Kits (sports equipment and recreational games)
  - Theater-in-a-box (large screens, DVD players, projection units, speakers and movies)
  - Electronic Game Kits (TVs, PlayStation platforms, DVDs and games)

- Book Kits, Playaways, On-line resources

Program Delivery On- and Off-Post

- On-Post Community Recreation Programs/Facilities/Activities/Services
- Off-Post Partnerships with non-profit organizations, businesses, contractors and local communities
- On-Post Re-Deployment Program Warrior Adventure Quest (high adventure outdoor recreation programs)
- On-Post Soldier specific facilities (Warrior Zones)
G9 – MWR Business Operations

➢ Purpose
• Provides networking and competition; promote socialization; serve as a focal point for command/official functions; provide revenue to reinvestment; and support readiness, retention and Soldier and Family Member well being.

➢ Programs/Services
• Bowling Centers (71 worldwide totaling 1,378 lanes)
• Bingo (63 FMWR locations - mainly in Bowling Centers and Clubs)
• Golf (45 courses worldwide - most open to public)
• Food and beverage - Over 470 operations composed of snack bars, Officers’ clubs, community clubs, catering centers, name-brand casual dining (Texas Roadhouse), IMCOM Branded Theme Operations (Strike Zone, Mulligan’s, Habaneros), and most complement other programs, like golf or bowling

➢ Funding Sources
• Except for limited APF authorization for Category B and Category C Remote & Isolated garrisons, all Business Operations locations are supported exclusively through funds generated by their own programs/services
FMWR Program Overview

Hospitality Programs

❖ Armed Forces Recreation Centers
  Direct HQ Operations
  w/limited Region ADCON

❖ Edelweiss Lodge and Resort
  ❖ Dragon Hill Lodge
  ❖ Hale Koa Hotel
  ❖ Shades of Green

❖ Army Lodging Program Management

❖ Europe Region 11 Locations 1300 Guest Rooms
  ❖ Pacific 4 Locations 390 Rooms
  ❖ TJAGLCS 81 Rooms

Dragon Hill Lodge  Chievres Army Lodging  Wiesbaden Army Lodging
## Armed Forces Recreation Centers (AFRC) FY15*

<table>
<thead>
<tr>
<th>Location</th>
<th>Details</th>
<th>FY 16 Focus</th>
<th>Revenue</th>
<th>Net Income (NIBD)</th>
<th>Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hale Koa Hotel® (HKH) Honolulu, Hawaii</strong></td>
<td>• Opened 1975&lt;br&gt;• Expanded 1995&lt;br&gt;• 817 rooms</td>
<td>• FY16 Focus: Infrastructure Improvements, Guestroom Upgrades, Diversify Food Program</td>
<td>$79.2M</td>
<td>$17.9M</td>
<td>98.8%</td>
</tr>
<tr>
<td><strong>Dragon Hill Lodge® (DHL) Seoul, Korea</strong></td>
<td>• Opened 1990&lt;br&gt;• Expanded 1994/2000&lt;br&gt;• 394 rooms</td>
<td>• FY 16 Focus: USFK Drawdown / Re-stationing Plan</td>
<td>$38.4M</td>
<td>$12.4M</td>
<td>86.7%</td>
</tr>
<tr>
<td><strong>Shades of Green® (SOG) Orlando, Florida</strong></td>
<td>• Opened 1994&lt;br&gt;• Expanded 2004&lt;br&gt;• 583 rooms</td>
<td>• FY 16 Focus: Infrastructure Improvements; Palm Wing Guest Rooms Renovation; Magnolia Wing Design</td>
<td>$37.8M</td>
<td>$7.5M</td>
<td>93.6%</td>
</tr>
<tr>
<td><strong>Edelweiss Lodge and Resort (ELR) Garmisch, Germany</strong></td>
<td>• Opened 1945&lt;br&gt;• New Hotel 2004&lt;br&gt;• 258 rooms / cabins</td>
<td>• FY16 Focus: Right Size Staff Levels with Changing Market &amp; Environment/Project &amp; CPMC Execution</td>
<td>$21.4M</td>
<td>$2.0M</td>
<td>82.9%</td>
</tr>
</tbody>
</table>

*Projected FY15 financial figures. Make reservations at www.armymwr.com

---

Paul D. Burk / 210-466-1190 / paul.d.burk.naf@mail.mil

May 2017

UNCLASSIFIED

22 of 13
## Army Lodging

### Fort Lee, VA (privatized effective 30 SEP 15)
- 1423 guest rooms
- Primary market TDY
- $26.8M revenue
- $9.6M net income before depreciation (NIBD)
- $25.7M official travel savings vs. per diem
- 85.5% occupancy
- 478.5K guests served

### Fort Benning, GA (privatized effective 30 SEP 15)
- 920 guest rooms
- 860 room new hotel opened 2015
- Primary market TDY
- $8.4M revenue
- $1.4M net income before depreciation (NIBD)
- $8.2M official travel savings vs. per diem
- 84.6% occupancy
- 200.7K guests served

### Europe Region (11 locations)
- Ansbach Army Lodging
  - 1262 guest rooms
  - Primary market PCS/TDY
  - $37M revenue
  - $17.7M net income before depreciation (NIBD)
  - $36M official travel savings vs. per diem
  - 70.1% occupancy
  - 622.8K guests served

#### Pacific Region (5 locations)
- Camp Humphreys Army Lodging
  - 491 guest rooms
  - Primary market: PCS/TDY
  - $8.6M revenue
  - $3.1M net income before depreciation (NIBD)
  - $7.4M official travel savings vs. per diem
  - 64.7% occupancy
  - 176.9K guests served

### Revenue and Savings Summary
- **1.5M guests served in FY15**
- **NIBD $31.8M**
- **$25.7M official travel savings vs. per diem**
- **85.5% occupancy**
The ARMP workforce of 95 employees operates lines of business in CONUS, Europe (Germany, Italy, Spain, Netherlands, Greece) and the Far East (Korea, Mainland Japan, Okinawa) for the Army, Navy and USMC

• Current Lines of business:
  o **Enduring:**
    ✓ 1,950 Gaming (Slot) Machines in 75 MWR locations
    OCONUS operated to commercial gaming internal control standards and offering high return to the customer

  o **Divesting in FY15:**
    ✓ Warrior in Transition support (internet, cell phones, cable television)
    ✓ Video Amusement Machine operations
    ✓ Internet services

FY15 Projected Revenues: $65Million *(all lines of business)*

FY15 Projected Return to MWR Worldwide: $48Million *(gaming operations)*

All profits generated from gaming operations are returned to MWR
FMWR Program Overview

Marketing Communications

- IMCOM HQ Marketing Communications Support
- Market Research and Analysis
- MWR Brand Management (mwrbrandcentral.com)
- Creative Services
- Digital Signage

- Commercial Sponsorship and Advertising
- Partnerships
- MWR Events and Promotions
- Social Media and Content Marketing
- Gifts and Donations
- Marketing, Sponsorship and Advertising Policy
- ArmyMWR.com Content Management
Uniform Funding Management

Background – What is it?

- UFM is a major business process re-engineering initiative to merge APF and NAF for the purpose of providing MWR services under the NAF set of rules and procedures in order to facilitate:
  - Procurement of property and services for MWR.
  - Management of employees to provide the programs.
  - Financial reporting and management
- UFM is a DOD-wide MWR initiative.
Uniform Funding Management (con’t)

- Authorized pursuant to 10 U.S.C. 2491
  - Regulatory implementation is DoDI 1015.15
- Available only for MWR programs and only for authorized APF expenses
  - Exclusions: Army Community Services (ACS), Army Lodging, and other Supplemental Mission programs (i.e., museum funds) are not eligible since these are not defined as military MWR per DoDI 1015.15.
- Funds remain available until expended
- UFM does not increase or decrease funding. It is an alternate means of execution
Uniform Funding Management (con’t)

How does it work?

- MOA between Government and NAF Instrumentality serves as basis for transferring APF to NAF.
  - Outlines MWR requirements and funding.
  - Payment schedule.
  - Purpose for which funds are to be used.
- Government creates upfront obligation, accrual, expense and disbursement of APF to the NAF Instrumentality based on MOA payment schedule.
- Once transfer occurs, NAF management and accounting systems are responsible for tracking and reporting use of dollars.