

CCAC Strategic Plan

CHAPLAIN

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COUNCIL CHAPLAIN |

Cadet Corps Alumni Council
Strategic Plan for the Council Chaplain
Dated: 18 AUG 2026

Executive Introduction

The Cadet Corps Alumni Council (CCAC) Chaplain Strategy is built on a structured Lines of Effort (LOE) framework designed to provide consistent spiritual and ethical guidance, compassionate support, ceremonial and remembrance assistance, and continuity of Chaplain support across the CCAC community.

The Council Chaplain occupies a distinct position within CCAC. The Chaplain is not a governance authority, disciplinary official, investigator, clinical counselor, or program manager for other CCAC functional areas. The Chaplain serves as a trusted source of spiritual support, ethical counsel, reflection, remembrance, and compassionate presence for the organization and the broader Maverick Battalion community.

Effective Chaplain support requires more than participation in formal ceremonies. It requires an accessible and trusted structure through which members, alumni, cadets, families, and CCAC leaders can seek support during significant personal or organizational circumstances. It also requires appropriate boundaries so spiritual and ethical guidance remains advisory, voluntary, respectful of individual beliefs and preferences, and coordinated with the officers responsible for governance, communications, history, events, membership, and other organizational functions.

The Chaplain Strategy is therefore designed as a complete support lifecycle. It establishes how the Chaplain provides spiritual and ethical guidance, responds to members and families during important life events or periods of hardship, supports ceremonies and remembrance, connects individuals to appropriate outside resources when needs exceed the Chaplain's role, and preserves continuity across leadership transitions.

The Chaplain provides spiritual and ethical guidance but does not exercise disciplinary, investigative, adjudicative, or governance authority by virtue of the Chaplain position. Governance decisions remain with the President, Executive Committee, membership, or other responsible authority as established by the CCAC Bylaws and applicable policy.

Chaplain services should be offered in a manner that respects the religious, spiritual, and personal beliefs of those served. Participation in prayer, spiritual counseling, or other religious activity is voluntary and is not a condition of CCAC membership, participation, recognition, or access to organizational programs.

The Full System

Stage	LOE	Strategic Question
GUIDANCE	LOE 1	How do we provide consistent spiritual and ethical guidance to CCAC and its leadership?
CARE	LOE 2	How do we support members, alumni, cadets, and families during significant life circumstances?
REMEMBRANCE	LOE 3	How do we provide appropriate spiritual and ceremonial support for CCAC events, memorials, and remembrance?
CONTINUITY	LOE 4	How do we maintain an accessible, trusted, and sustainable Chaplain support capability?

The Chaplain Support Lifecycle

- 1. Provide guidance** — LOE 1: Spiritual and Ethical Guidance
- 2. Provide compassionate support** — LOE 2: Member and Community Care
- 3. Honor and remember** — LOE 3: Ceremonial, Memorial, and Remembrance Support
- 4. Sustain the capability** — LOE 4: Chaplain Support Network and Continuity

Recognize > Connect > Listen > Guide > Support > Refer > Follow Up > Sustain

Strategic Insight

The strength of this framework is that it treats the Chaplain function as a continuing organizational capability rather than a role limited to invocations or formal ceremonies.

Spiritual guidance without accessibility provides little practical support. Ethical guidance without clearly defined boundaries can unintentionally intrude upon governance or disciplinary responsibilities. Compassionate care without appropriate referral capability may place the Chaplain in situations beyond the scope of the position. Ceremonial participation without coordination can duplicate the responsibilities of the Historian, Hall of Honor, Communications, or event leadership. Finally, an effective Chaplain function that depends entirely upon one individual will lose continuity whenever leadership changes.

The Chaplain therefore serves primarily through presence, listening, counsel, support, reflection, remembrance, and appropriate referral.

The Chaplain does not replace professional clergy when a particular faith tradition requires specialized support, nor does the Chaplain replace licensed medical, mental-health, legal, financial, or other professional services. When circumstances exceed the Chaplain's experience, authority, or appropriate role, the Chaplain should help connect the individual with an appropriate resource.

The Chaplain also operates within clear cross-functional boundaries.

The President and Executive Committee retain responsibility for governance, organizational decisions, discipline, and policy. The Secretary maintains official organizational records. The Historian maintains CCAC historical records, heritage, and traditions. The Vice President Hall of Honor manages nomination, selection, criteria, and Hall of Honor processes. Membership owns alumni identification, recruitment, membership relationships, engagement, and retention. Communications owns official communication channels and publication. Marketing owns positioning and promotion. Development generates financial, material, institutional, and strategic resources. Finance safeguards, accounts for, manages, and reports financial resources.

Within this system, the Chaplain owns the spiritual, ethical, compassionate-care, and appropriate ceremonial dimensions of the Chaplain function while supporting other officers when those dimensions intersect their responsibilities.

This division of responsibility preserves one clear primary owner for each organizational activity while allowing the Chaplain to provide meaningful support across CCAC.

Purpose of This Plan

This plan provides the Council Chaplain and CCAC leadership with a practical strategic framework for fulfilling the Chaplain's responsibility for spiritual and ethical guidance.

It translates the broad duties of the position into organized Lines of Effort that can be executed, assessed, sustained, and transferred from one Chaplain to the next.

The plan establishes a framework for spiritual and ethical guidance, voluntary individual support, compassionate outreach during significant life events, memorial and remembrance support, ceremonial participation, appropriate referral to external resources, coordination with other CCAC officers and functions, privacy and trust, development of a supporting Chaplain and community-resource network, and leadership transition and continuity.

The plan is designed so measurable standards and targets may be established later without restructuring the strategic framework.

Desired End State

The desired end state is a trusted, accessible, inclusive, and sustainable Chaplain function that strengthens the CCAC community through spiritual guidance, ethical counsel, compassionate support, appropriate remembrance, and consistent ceremonial assistance.

CCAC members, alumni, cadets, families, and organizational leaders understand how and when the Chaplain may support them and can voluntarily access that support when needed.

The President and Executive Committee have access to ethical and spiritual counsel without transferring governance, disciplinary, investigative, or decision-making authority to the Chaplain.

Members and families experiencing significant life events are treated with compassion, dignity, discretion, and respect and, when appropriate, are connected to qualified external resources.

CCAC ceremonies and remembrance activities appropriately honor service, sacrifice, achievement, and the shared heritage of the Maverick Battalion while respecting the beliefs and preferences of participants.

The Chaplain maintains sufficient procedures, relationships, and continuity resources so the capability survives leadership transitions without creating unnecessary personal records or institutional dependence upon one individual.

Strategic Planning Structure

The plan is organized using a clear and scalable hierarchy that translates strategic intent into executable actions and measurable outcomes. Each Line of Effort (LOE) is structured to move from purpose, to action, to execution support, and ultimately to a defined result.

Line of Effort - A Line of Effort (LOE) is a major area of coordinated activity that contributes to achieving the overall strategic goal. Each LOE organizes related objectives, tasks, and resources around a specific strategic function and provides a logical pathway from current conditions to the desired end state.

Operational Objective - The Operational Objective defines the purpose of the LOE and the desired condition if it is successfully achieved. It provides direction, establishes focus, and aligns all supporting actions toward a clearly defined outcome.

Key Tasks - Key Tasks are the primary actions required to achieve the Operational Objective. They define what must be accomplished at the operational level and establish the major areas of activity within each LOE.

Supporting Tasks - Supporting Tasks describe how each Key Task will be executed. They break down broader actions into specific, actionable steps that can be assigned, tracked, and completed.

Enabling Resources - Enabling Resources identify the people, systems, tools, information, and relationships required to execute Supporting Tasks. They highlight what must be available to ensure successful execution.

LOE Effect - The LOE Effect defines the measurable outcome produced when the Operational Objective is achieved. It captures the impact of the LOE and explains how it contributes to the overall Chaplain support system and long-term organizational success.

End State - The End State defines the sustained condition that should exist when the LOE has been successfully implemented. It describes what success ultimately looks like, incorporates the cumulative results of the LOE, and establishes the condition that must be achieved for the LOE to be considered successful.

Example Structure

LOE 2 — Member and Community Care

Operational Objective

Establish an accessible and compassionate support system through which the Chaplain can provide appropriate spiritual support, presence, outreach, and referral to CCAC members, alumni, cadets, and families experiencing significant life circumstances.

End State

CCAC maintains a trusted Chaplain care capability through which members of the Maverick Battalion community experiencing loss, illness, hardship, or other significant circumstances can voluntarily receive appropriate support and, when necessary, connection to qualified external resources.

Key Tasks

1. Key Task 1 - Establish Chaplain Care and Outreach Procedures

- 1.1 Establish methods through which significant circumstances may be brought to the Chaplain's attention.
 - President and Executive Committee.
 - Membership leadership.
 - Individual members and families.
 - Other CCAC officers.
 - Military Science contacts when appropriate.

2. Key Task 2 - Provide Appropriate Spiritual and Compassionate Support

- 2.1 Contact individuals or families when appropriate and welcomed.
 - Telephone.
 - Personal visit when practical.
 - Email or written correspondence.
 - Other appropriate personal communication.

3. Key Task 3 - Establish Referral Resources

- 3.1 Identify qualified outside resources when needs exceed the Chaplain's role.
 - Clergy and faith-community resources.
 - Veteran-support resources.
 - Professional counseling resources.
 - Community assistance organizations.

LOE Effect

A trusted and responsive Chaplain care system that provides compassionate support during significant circumstances while maintaining appropriate boundaries, respecting personal preferences, and connecting individuals to qualified resources when necessary.

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LOE 1 — Spiritual and Ethical Guidance

Operational Objective

Provide consistent, accessible, and trusted spiritual and ethical guidance to CCAC members and leadership in a manner that reinforces integrity, dignity, service, respect, compassion, and responsible organizational conduct while preserving the governance authority of the President, Executive Committee, and other responsible officers.

End State

CCAC maintains a trusted Chaplain capability through which members and leaders may voluntarily seek spiritual support and ethical counsel. The Chaplain contributes to a culture of service, integrity, compassion, and respect without exercising disciplinary, investigative, adjudicative, or governance authority and without imposing religious participation or beliefs upon members.

Key Tasks

1. Key Task 1 - Establish the Chaplain's Spiritual Guidance Role

- 1.1 Define the Chaplain as an accessible source of voluntary spiritual guidance.
 - Provide individual spiritual support when requested.
 - Provide reflective or faith-based guidance when appropriate.
 - Respect individual religious, spiritual, and personal beliefs.
 - Avoid making participation in religious activity a condition of CCAC involvement.
- 1.2 Make Chaplain support accessible to the CCAC community.
 - Provide an appropriate method for contacting the Chaplain.
 - Ensure officers understand the general scope of Chaplain support.
 - Include Chaplain contact information in appropriate internal organizational resources.
 - Coordinate publication of Chaplain information through Communications when needed.
- 1.3 Provide spiritual guidance consistent with the circumstances and preferences of the individual.
 - Listen before providing guidance.
 - Determine whether spiritual support is desired.
 - Adapt support to the individual's expressed needs and beliefs when reasonably possible.
 - Refer to appropriate clergy or faith leaders when specialized religious support is required.

2. Key Task 2 - Provide Ethical Counsel to CCAC Leadership

- 2.1 Remain available to the President and Executive Committee for ethical reflection and counsel.
 - Identify ethical considerations when asked.
 - Encourage consideration of mission, organizational values, fairness, dignity, and long-term consequences.
 - Provide an independent advisory perspective when appropriate.
 - Distinguish ethical counsel from organizational decision-making.
- 2.2 Support leaders facing difficult organizational circumstances.
 - Provide a confidential listening resource within appropriate limits.
 - Help leaders consider competing responsibilities and stakeholder effects.
 - Encourage deliberate and principled decision-making.
 - Encourage consultation with appropriate governance, legal, financial, or professional authorities when required.
- 2.3 Preserve clear limits on Chaplain authority.
 - The Chaplain does not direct investigations.
 - The Chaplain does not adjudicate disputes.
 - The Chaplain does not determine officer or member discipline.
 - The Chaplain does not replace the President or Executive Committee in governance decisions.
 - The Chaplain may provide advice, perspective, and support when requested.

3. Key Task 3 - Reinforce a Culture of Service, Integrity, and Mutual Respect

- 3.1 Incorporate appropriate ethical themes into Chaplain participation.
 - Service.
 - Integrity.
 - Leadership.
 - Compassion.
 - Respect.
 - Responsibility.
 - Stewardship of the Maverick Battalion legacy.
- 3.2 Support reflection on CCAC's mission and responsibilities.
 - Service to cadets.
 - Support of alumni.
 - Preservation of heritage.
 - Responsible nonprofit leadership.
 - Respect for institutional partners while preserving CCAC independence.
- 3.3 Encourage respectful engagement across differences.
 - Religious beliefs.

- Spiritual beliefs.
- Generational differences.
- Personal backgrounds.
- Professional experiences.
- Individual perspectives.

4. Key Task 4 - Protect Trust and Appropriate Privacy

- 4.1 Treat personal Chaplain communications with discretion.
 - Avoid unnecessary sharing of personal information.
 - Limit information provided to other CCAC officers to what is necessary and appropriate.
 - Obtain permission before sharing personal circumstances when practical and appropriate.
 - Follow applicable CCAC policy and legal requirements.
- 4.2 Avoid unnecessary creation of sensitive personal records.
 - Do not maintain detailed pastoral case files unless specifically required by approved policy.
 - Maintain only administrative information necessary to support continuity or requested follow-up.
 - Protect any sensitive information maintained by the Chaplain.
- 4.3 Clearly communicate limitations when circumstances require referral or outside assistance.
 - Explain when a matter exceeds the Chaplain's role.
 - Encourage appropriate professional assistance.
 - Preserve the individual's dignity during referral.

5. Key Task 5 - Coordinate Ethical and Spiritual Support with Other CCAC Functions

- 5.1 Coordinate with the President and Executive Committee.
 - Provide counsel.
 - Support organizational reflection.
 - Avoid assuming governance authority.
- 5.2 Coordinate with Communications when Chaplain content is published.
 - Chaplain provides the substantive spiritual or reflective content.
 - Communications manages official publication and channel execution.
- 5.3 Coordinate with Membership when member engagement creates an appropriate opportunity for Chaplain support.
 - Membership remains responsible for alumni relationships, recruitment, and engagement.
 - Chaplain provides spiritual or compassionate support when appropriate.

- 5.4 Coordinate with the Secretary when official organizational records are involved.
 - Secretary maintains official records.
 - Chaplain maintains only those working materials required for execution of the Chaplain function.

LOE Effect

A trusted spiritual and ethical guidance capability that strengthens CCAC's culture of service, integrity, dignity, compassion, and mutual respect while preserving clear boundaries between Chaplain counsel and organizational governance, discipline, investigation, and decision-making.

LOE 2 — Member and Community Care

Operational Objective

Establish an accessible and compassionate support system through which the Chaplain can provide appropriate spiritual support, presence, outreach, and referral to CCAC members, alumni, cadets, and families experiencing death, serious illness, hardship, significant transition, or other important life circumstances.

End State

CCAC maintains a trusted Chaplain care capability through which members of the Maverick Battalion community experiencing significant life circumstances may voluntarily receive compassionate outreach and spiritual support. Individuals whose needs exceed the Chaplain's role are appropriately connected to qualified clergy, veteran resources, community services, professional care, or other suitable assistance.

Key Tasks

1. Key Task 1 - Establish Methods for Identifying Chaplain Support Needs

- 1.1 Establish appropriate ways for support needs to reach the Chaplain.
 - Self-referral.
 - Family contact.
 - President or Executive Committee referral.
 - Membership referral.
 - Other officer referral.
 - Military Science coordination when appropriate.
- 1.2 Identify circumstances that may warrant Chaplain outreach.
 - Death of a member, alumnus, cadet, or close family member.
 - Serious illness or hospitalization.
 - Significant personal hardship.
 - Major family circumstances.
 - Deployment, military transition, or other service-related events when appropriate.
 - Other circumstances in which the individual or family requests spiritual support.
- 1.3 Confirm that outreach is appropriate and desired.
 - Respect personal and family preferences.
 - Avoid intrusive contact.
 - Coordinate with the person providing the information when necessary.
 - Respect requests for privacy.

2. Key Task 2 - Provide Compassionate Outreach

- 2.1 Contact individuals or families when appropriate and welcomed.
 - Telephone call.
 - Personal visit when practical.
 - Email.
 - Written note or card.
 - Other appropriate personal communication.
- 2.2 Provide an appropriate supportive presence.
 - Listen.
 - Offer spiritual support when requested.
 - Provide prayer when desired.
 - Provide reflection or encouragement when appropriate.
 - Avoid pressuring individuals to participate in religious activity.
- 2.3 Conduct appropriate follow-up.
 - Determine whether additional support is desired.
 - Maintain reasonable contact during extended circumstances.
 - Coordinate additional assistance through the appropriate CCAC function when necessary.
 - Close active follow-up when support is no longer required or requested.

3. Key Task 3 - Support Bereavement and Loss

- 3.1 Respond appropriately when CCAC learns of a death within the Maverick Battalion community.
 - Confirm information before organizational action.
 - Coordinate with the family or designated representative when appropriate.
 - Offer condolences.
 - Determine whether Chaplain participation is desired.
- 3.2 Support family and community remembrance when requested.
 - Prayer.
 - Reflection.
 - Memorial remarks.
 - Funeral or memorial participation when appropriate and invited.
 - Coordination with the individual's clergy or faith community when appropriate.
- 3.3 Coordinate organizational remembrance responsibilities.
 - Historian maintains appropriate historical and memorial information.
 - Communications publishes approved notices.
 - Membership updates appropriate alumni or membership records.
 - Chaplain provides the spiritual and compassionate dimension.

- Other responsible officers execute their assigned functions.

4. Key Task 4 - Develop an Appropriate Referral Capability

- 4.1 Establish categories of external support resources.
 - Local clergy and faith communities.
 - Military and veteran chaplain resources.
 - Veteran-service organizations.
 - Professional counseling resources.
 - Crisis or emergency resources.
 - Grief-support organizations.
 - Community support organizations.
- 4.2 Recognize circumstances requiring referral.
 - Needs beyond the Chaplain's training or experience.
 - Requests for specialized religious rites or counseling.
 - Medical or mental-health concerns.
 - Legal or financial issues.
 - Serious family or social-service needs.
 - Circumstances requiring immediate professional assistance.
- 4.3 Support the referral without assuming professional responsibility.
 - Identify an appropriate resource.
 - Provide contact information when available.
 - Encourage the individual to seek qualified assistance.
 - Follow up appropriately if requested.

5. Key Task 5 - Coordinate Organizational Support When Appropriate

- 5.1 Identify needs that may involve another CCAC functional area.
 - Member communication.
 - Event participation.
 - Historical remembrance.
 - Volunteer assistance.
 - Development of resources.
 - Organizational support.
- 5.2 Coordinate through the responsible functional owner.
 - Membership for member and alumni engagement.
 - Communications for official notifications and publication.
 - Historian for historical records and memorial information.
 - Development when outside resources or support must be generated.
 - Finance when financial resources are involved.

- President or Executive Committee when organizational decisions or commitments are required.
- 5.3 Preserve the Chaplain's role as support rather than program ownership.
 - Identify the need.
 - Provide spiritual or compassionate support.
 - Refer organizational requirements to the appropriate primary owner.
 - Continue Chaplain support when appropriate.

6. Key Task 6 - Assess Chaplain Care Effectiveness

- 6.1 Maintain appropriate non-sensitive administrative awareness of support activity.
 - General number and type of support contacts when useful.
 - Referral categories.
 - Resource gaps.
 - Follow-up requirements.
- 6.2 Avoid performance measures that compromise confidentiality or dignity.
 - Do not measure success by disclosure of personal circumstances.
 - Do not require individuals to report religious participation or outcomes.
 - Focus assessment on accessibility, responsiveness, continuity, and resource availability.
- 6.3 Maintain the structure so future measures can be established.
 - Responsiveness standards.
 - Resource availability.
 - Referral capability.
 - Continuity measures.

LOE Effect

A responsive and compassionate Chaplain care system that provides members, alumni, cadets, and families appropriate support during significant life circumstances, protects dignity and privacy, respects individual beliefs and preferences, and connects people to qualified external resources when needs exceed the Chaplain's role.

LOE 3 — Ceremonial, Memorial, and Remembrance Support

Operational Objective

Provide appropriate spiritual, reflective, and remembrance support to CCAC ceremonies, memorial activities, and significant organizational events while coordinating with the officers who retain responsibility for event management, historical accuracy, Hall of Honor administration, communications, and other functional requirements.

End State

CCAC ceremonies and remembrance activities appropriately recognize service, sacrifice, achievement, loss, and the shared heritage of the Maverick Battalion. The Chaplain provides meaningful and respectful spiritual or reflective participation when appropriate while event ownership, historical content, official communication, and program administration remain with the responsible CCAC functions.

Key Tasks

1. Key Task 1 - Identify Events Requiring or Benefiting from Chaplain Support

- 1.1 Coordinate Chaplain participation in appropriate CCAC events.
 - Annual meetings.
 - Hall of Honor events.
 - Reunions.
 - Memorial events.
 - Remembrance observances.
 - Other significant CCAC events.
- 1.2 Support appropriate ROTC or cadet events when invited and coordinated.
 - Commissioning-related activities.
 - Memorial observances.
 - Recognition events.
 - Other activities where Chaplain participation is appropriate.
- 1.3 Determine the appropriate form of participation.
 - Invocation.
 - Benediction.
 - Prayer.
 - Reflection.
 - Memorial remarks.
 - Moment of silence.
 - Other appropriate spiritual or ceremonial support.

2. Key Task 2 - Develop Appropriate Ceremonial Content

- 2.1 Prepare content suited to the event and audience.

- Purpose of the event.
- Nature of the gathering.
- Individuals being honored or remembered.
- Organizational traditions.
- Audience composition.
- 2.2 Ensure ceremonial content reflects dignity and respect.
 - Avoid unnecessary sectarian assumptions when addressing diverse audiences.
 - Respect individual or family wishes in memorial circumstances.
 - Preserve the solemnity appropriate to remembrance events.
 - Reinforce CCAC's mission and values where appropriate.
- 2.3 Maintain adaptable ceremonial resources.
 - Invocations.
 - Benedictions.
 - Memorial reflections.
 - Remembrance language.
 - Moments of silence.
 - Other commonly required ceremonial material.

3. Key Task 3 - Support Memorial and Remembrance Activities

- 3.1 Coordinate remembrance of deceased members of the Maverick Battalion community.
 - Chaplain provides spiritual and reflective support.
 - Historian maintains historical accuracy and records.
 - Communications manages official publication.
 - Membership maintains appropriate member or alumni information.
- 3.2 Support memorial ceremonies when requested.
 - Invocation or prayer.
 - Reflection.
 - Reading.
 - Benediction.
 - Participation with family clergy or other religious representatives.
- 3.3 Support recurring remembrance traditions when approved.
 - Recognition of deceased alumni.
 - Memorial observances.
 - Appropriate remembrance during annual gatherings.
 - Other approved traditions.

4. Key Task 4 - Coordinate with the Hall of Honor Function

- 4.1 Support Hall of Honor activities without assuming Hall of Honor administration.
 - Provide invocation or benediction.
 - Support memorial portions of the program.
 - Provide spiritual or reflective content when requested.
- 4.2 Preserve VP Hall of Honor ownership.
 - Nomination procedures.
 - Selection criteria.
 - Candidate evaluation.
 - Inductee selection.
 - Hall of Honor program administration.
- 4.3 Coordinate historical information with the Historian.
 - Chaplain does not independently establish the historical record.
 - Historical facts used in Chaplain remarks should be coordinated with appropriate source material.

5. Key Task 5 - Coordinate Ceremonial Responsibilities with Event Owners

- 5.1 Receive event requirements from the responsible event leader.
 - Date.
 - Time.
 - Location.
 - Audience.
 - Program sequence.
 - Desired Chaplain role.
- 5.2 Provide Chaplain requirements early enough for integration into the program.
 - Time required.
 - Placement within the event.
 - Special ceremonial considerations.
 - Coordination with other clergy when applicable.
- 5.3 Maintain clear functional ownership.
 - Event owner manages the event.
 - Communications manages official publication and communications.
 - Marketing supports promotion where appropriate.
 - Historian owns historical content.
 - Hall of Honor owns its program processes.
 - Chaplain owns spiritual and reflective participation.

6. Key Task 6 - Preserve and Improve Ceremonial Continuity

- 6.1 Maintain reusable ceremonial resources.

- Approved or previously used ceremonial formats.
 - Event coordination checklist.
 - Memorial-support considerations.
 - Contact information for external clergy or ceremonial resources.
- 6.2 Review major events after execution.
 - Appropriate length.
 - Tone.
 - Coordination.
 - Audience suitability.
 - Opportunities for improvement.
- 6.3 Maintain the structure so future performance measures can be added.
 - Event-support requirements.
 - Coordination timelines.
 - Resource readiness.
 - Continuity standards.

LOE Effect

A consistent and respectful ceremonial and remembrance capability that strengthens CCAC events, honors service and sacrifice, supports the Maverick Battalion community, and preserves clear boundaries between Chaplain responsibilities and the responsibilities of event owners, the Historian, Hall of Honor, Communications, Marketing, and other functional areas.

LOE 4 — Chaplain Support Network and Continuity

Operational Objective

Establish and maintain the relationships, resources, procedures, and transition mechanisms necessary to provide continuous and appropriate Chaplain support across changes in leadership, geographic separation, differing spiritual needs, and circumstances beyond the personal capability of a single Chaplain.

End State

CCAC maintains a sustainable Chaplain support capability that does not depend entirely upon one individual. The elected Chaplain has access to appropriate clergy, military and veteran chaplain resources, community organizations, professional referral resources, continuity materials, and transition procedures sufficient to support the CCAC community while protecting privacy and respecting functional boundaries.

Key Tasks

1. Key Task 1 - Develop a Chaplain Support Network

- 1.1 Identify appropriate clergy and spiritual-support contacts.
 - Military chaplains.
 - Veteran-community chaplains.
 - Local clergy.
 - Faith-community leaders.
 - University or campus ministry resources where appropriate.
- 1.2 Develop relationships capable of supporting diverse needs.
 - Different religious traditions.
 - Memorial and funeral support.
 - Geographic limitations.
 - Specialized spiritual needs.
 - Temporary Chaplain absence.
- 1.3 Clarify the role of outside resources.
 - Referral.
 - Specialized spiritual support.
 - Ceremonial assistance.
 - Temporary support when the Council Chaplain is unavailable.
 - No implied governance or organizational authority.

2. Key Task 2 - Develop a Community and Professional Referral Network

- 2.1 Identify categories of non-clergy support resources.
 - Veteran-service organizations.
 - Grief-support organizations.

- Professional counseling resources.
- Community assistance.
- Military-family resources.
- Other appropriate support organizations.
- 2.2 Maintain current resource information.
 - Organization.
 - Type of support.
 - General contact information.
 - Geographic area.
 - Eligibility requirements when known.
- 2.3 Avoid organizational endorsement beyond approved authority.
 - Referral identifies potentially appropriate resources.
 - Individuals retain responsibility for selecting professional or spiritual providers.
 - Significant formal partnerships are coordinated through the appropriate CCAC function.

3. Key Task 3 - Establish Chaplain Continuity Materials

- 3.1 Maintain a Chaplain continuity file.
 - Role and functional boundaries.
 - Current Strategic Plan.
 - Approved procedures.
 - Ceremonial templates.
 - Event-support guidance.
 - External-resource directory.
 - Recurring coordination requirements.
- 3.2 Maintain only information appropriate for leadership transition.
 - Do not transfer unnecessary confidential personal information.
 - Remove outdated contact information.
 - Preserve organizational knowledge rather than private counseling details.
- 3.3 Maintain alignment with CCAC policies and Bylaws.
 - Review the Chaplain function following material governance changes.
 - Update continuity information as new policies are adopted.
 - Identify changes requiring Executive Committee attention.

4. Key Task 4 - Establish Transition Procedures

- 4.1 Conduct an orderly transition between outgoing and incoming Chaplains.
 - Strategic Plan.
 - Current responsibilities.

- Recurring events.
- Support-network contacts.
- Pending organizational coordination.
- Appropriate Chaplain resources.
- 4.2 Protect sensitive information during transition.
 - Do not automatically transfer private personal details.
 - Transfer only information required and appropriate for continued support.
 - Seek individual permission when continuing personal support requires transfer of information where practical.
- 4.3 Coordinate organizational transition with the President and Secretary.
 - President ensures leadership continuity.
 - Secretary maintains official organizational records.
 - Chaplain maintains functional continuity resources.

5. Key Task 5 - Establish Backup Chaplain Support

- 5.1 Identify options when the elected Chaplain is unavailable.
 - Qualified CCAC member when appropriate.
 - External clergy.
 - Military or veteran chaplain.
 - Other approved resource.
- 5.2 Establish procedures for ceremonial backup.
 - Event notification.
 - Required content.
 - Point of contact.
 - Program sequence.
- 5.3 Establish procedures for urgent support requests.
 - Determine whether another qualified resource is available.
 - Provide referral rather than delay support unnecessarily.
 - Direct emergencies to appropriate emergency or professional resources.

6. Key Task 6 - Assess and Improve Chaplain Capability

- 6.1 Conduct periodic review of Chaplain support readiness.
 - Contact methods.
 - Referral resources.
 - Ceremonial resources.
 - Support-network currency.
 - Continuity documentation.
- 6.2 Identify capability gaps.
 - Geographic coverage.

- Faith-specific resources.
 - Veteran resources.
 - Grief support.
 - Ceremonial support.
 - Continuity requirements.
- 6.3 Recommend appropriate improvements.
 - Additional relationships.
 - Updated resources.
 - Improved procedures.
 - Policy recommendations when needed.
- 6.4 Maintain the structure so measurable targets can be inserted later.
 - Resource-network readiness.
 - Continuity standards.
 - Periodic review requirements.
 - Response capability.

LOE Effect

A sustainable Chaplain support system that preserves institutional knowledge, expands access to spiritual and community resources, supports diverse needs, provides backup capability, protects sensitive information, and ensures continuity of spiritual, ethical, compassionate-care, and ceremonial support across leadership transitions.

Appendix

Plans & Concepts

The following supporting plans, policies, concepts, and implementation tools may be developed under or in support of this Strategic Plan:

- Chaplain Operating and Coordination Guide.
- Chaplain Care and Outreach Procedures.
- Chaplain Referral Resource Directory.
- Memorial and Bereavement Support Guide.
- Ceremonial Support Guide.
- Invocation, Benediction, and Reflection Resource File.
- Hall of Honor Chaplain Support Checklist.
- Annual Event Chaplain Support Calendar.
- Chaplain Privacy and Information-Handling Guidance.
- Chaplain Continuity File.
- Chaplain Transition Checklist.
- Backup Chaplain and External Clergy Contact List.
- Military and Veteran Chaplain Resource List.
- Community Support Resource Directory.
- Chaplain–Historian Coordination Procedures for Memorial and Remembrance Activities.
- Chaplain–Communications Coordination Procedures for Published Notices and Spiritual Content.
- Chaplain–Membership Coordination Procedures for Member and Family Support.
- Annual Chaplain Readiness and Resource Review.