

PRIVATE ORGANIZATION GUIDE

IN COMPLIANCE WITH AFI 34-223



THIS BOOKLET PROVIDES
INFORMATION AND SAMPLE
DOCUMENTS FOR ORGANIZATIONS
TO BECOME OFFICIALLY RECOGNIZED
PRIVATE ORGANIZATIONS (POs)
ON AIR FORCE INSTALLATIONS

USAF
SERVICES
Combat Support & Community Service

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DEFINITION/AUTHORITY

- **This guide provides information and sample documents for organizations wanting to become officially recognized Private Organizations (POs) on Air Force installations**
- **POs are self-sustaining, special interest groups set up by people acting exclusively outside the scope of any official capacity as officers, employees, or agents of the federal government. POs are not Federal entities and are not to be treated as such.**
- **They are not Nonappropriated Fund Instrumentalities (NAFI), nor are they entitled to the sovereign immunities and privileges enjoyed by NAFIs or the Air Force**
- **They operate on Air Force installations with the written consent of the installation commander**
- **Unofficial unit-affiliated activities (e.g., coffee funds, water funds, sunshine funds are not considered Private Organizations, unless current assets (cash, receivables and investments) exceed a monthly average of \$1,000 over a three (3)-month period. On-hand inventory is not included in current asset calculations. Activities which exceed the asset limit (\$1,000) must become a recognized Private Organization, discontinue operations, or reduce its current assets below the \$1,000 threshold.**
- **AFI 34-223, *Private Organization Program*, is the governing policy for establishing POs and contains guidance on their operation. Compliance with this AFI is mandatory.**

OVERSIGHT

- **HQ USAF Directorate of Services (USAF/A1S) makes, issues, and monitors Air Force policy**
- **The Air Force Personnel Center, Directorate of Services, Management Support (AFPC/SV-DSM) issues implementing procedures and guidance**
- **The Air Force Personnel Center, Directorate of Services, Installation Support Division (AFPC-SVI) and bases implement the policy and guidance**
- **Installation commanders authorize POs to operate on their installations**
 - **Provide oversight to ensure compliance with AF policy**
 - **Provide limited supervision**
 - **Ensure oversight of unofficial activities/organizations**
- **Force Support Squadron Commanders/Civilian Leaders (FSS/CC/CL) monitor installation POs and unofficial activities/organizations**

INSTALLATION COMMANDER RESPONSIBILITIES

- **Authorizes establishment and operation of a PO on the installation**
 - **When he/she determines it will make a positive contribution to the quality-of-life of base personnel**
- **Ensures compliance with AFI 34-223, *Private Organization (PO) Program***
 - **Does not control or dictate internal PO activities or structure**
- **Withdraws authorization to operate**
 - **When no longer making a positive contribution to the installation**
 - **If the PO prejudices or discredits the United States Government, conflicts with government activities, and for other appropriate reasons and just cause**
 - **For not complying with the requirements of AFI 34-223 or other applicable directives**
- **Approves requests for fundraisers (may be delegated to Mission Support Group Commander (MSG/CC) or FSS/CC/CL)**
- **Is authorized to eliminate duplication of services, particularly when these services compete with the installation's revenue-generating activities**
- **Designates FSS/CC/CL to monitor and advise on PO and unofficial activity/organization activities**
- **Ensures background checks are completed for employees and volunteers of POs who have contact with children under the age of 18 in the Department of Defense (DoD) operated, contracted, or community-based programs that are used to supplement or expand child care or youth services, according to DoD Instruction 1402.5 (Reference (i))**
- **Authorizes use of installation name for PO, cannot be delegated**

FORCE SUPPORT SQUADRON COMMANDER/CIVILIAN LEADER RESPONSIBILITIES

- **Monitors POs and unofficial activities/organizations**
- **Advises PO officers**
- **Requires the FSS Resource Management Flight Chief (FSR) maintain a file on each PO and review annually at the close of the fiscal year to ensure financial statements, documents, records, and procedures outlined in this guide and AFI 34-223 are in order**
- **As a minimum, files must contain:**
 - **Constitution and bylaws (constitution example at Atch 1)**
 - **Revalidation letters showing dates of review**
 - **Financial statements/reviews, audit reports**
 - **Minutes of meetings**
 - **Proof of required insurance or appropriate waiver**
 - **Current list of officers and points of contact**
 - **Tax exempt approval from the IRS (if applicable)**
 - **Other documents required by AFPC/SVI and/or Installation Commander and approved waivers**
- **Reviews requests for fundraisers prior to forwarding to the Installation Commander for approval/disapproval (unless delegated)**
 - **Includes occasional fund-raising raffles (see specific limitations in AFI 34-223, paragraph 10.20)**
- **Ensures detailed procedures are established in written bylaws to notify members of personal liability and for disposition of cash and assets upon dissolution of the PO**

ESTABLISHING A PO

- **A PO must submit written constitution, by-laws and other similar documents, through the FSS/CC/CL/FSR, and Staff Judge Advocate for consideration by the installation commander. See AFI 34-223, paragraph 9 for specific requirements. The constitution, bylaws, or similar documents must:**
 - **Address the nature, function, objectives, membership eligibility, and sources of income of the PO.**
 - **Notify all members of their personal financial responsibility for obligations of the PO.**
 - **Describe the responsibilities of the PO officers for asset accountability, liability satisfaction, and sound financial and operational management.**
 - **Provide specific guidance on disposition of residual assets upon Dissolution.**
- **The Constitution, bylaws, or similar documents must be updated every two years or when there is a change in the purpose, functions, or membership eligibility of the PO, whichever comes first.**
- **Liability insurance waivers must be reviewed annually.**

OPERATING POLICIES

- **DoD personnel acting in an official capacity may not execute such constitutions, bylaws, or similar documents or submit for approval**
- **To prevent the appearance of an official sanction or support by the DoD:**
 - **POs activities may not use the seals, logos, or insignia of the DoD or any DoD Component, DoD organizational unit, or DoD installation on organizational letterhead, correspondence, titles, or in association with organization programs, locations or activities**
 - **POs may not use the name (material parts of the name) of any Air Force NAFI, e.g. Morale, Welfare, and Recreation (MWR) Fund or Lodging Fund**
 - **POs operating on DoD installations may use the name or abbreviation of the DoD, an AF organizational unit, or installation in its name provided that the status as a PO is apparent and unambiguous and there is no appearance of official sanction or support by the DoD. The following applies:**
 - **POs must have written approval from the installation commander before using the name or abbreviation of the installation or organizational unit. Requests for use of the DoD or AF name or abbreviation, must be routed through the MAJCOM to AFSVA**
 - **Any use of the name or abbreviation of an AF organization unit or installation must not mislead members of the public to assume a PO is an organizational unit of the Air Force**
 - **POs must prominently display the following disclaimer on all print and electronic media mentioning the PO's name confirming that the PO is not part of the DoD: "THIS IS A PRIVATE ORGANIZATION. IT IS NOT A PART OF THE DEPARTMENT OF DEFENSE OR ANY OF ITS COMPONENTS AND IT HAS NO GOVERNMENTAL STATUS"**
- **POs may not discriminate in hiring practices or membership policies on the basis of age, race, religion, color, national origin, disability, ethnic group, or gender. Anyone who suspects unlawful discrimination by POs should contact the local Equal Employment Opportunity Counselor and follow the procedures in AFI 36-1201, *Discrimination Complaints*. See additional guidance in AFI 34-223, paragraphs 10.2– 10.4.5.**

OPERATING POLICIES (con't)

- **POs must be self-sustaining, primarily through dues, contributions, service charges, fees, or special assessments of its members. There will be no financial assistance to a PO from a NAFI in the form of contributions, repairs, services, dividends, or donations of money or other assets**
- **POs must properly plan and adequately control the money aspects of their goals and objectives, including cash and other assets**
- **Income must not accrue to individual members except through wages and salaries for PO employees or other payment for services rendered to the PO or military community**
- **POs and unofficial activities/organizations will not engage in activities that duplicate or compete with AAFES or FSS activities**
- **POs will not engage in frequent or continuous resale activities or operate amusement or slot machines, or any other games of chance, lotteries, raffles, or other gambling activities (except as authorized in AFI 34-223, paragraph 10.20)**
 - **POs will not engage in frequent or continuous resale activities either directly, through third parties, or in their media (e.g., newsletters, handouts, posters, special-order brochures, websites, etc.)**
 - **The prohibition against frequent or continuous resale activities does not preclude collective purchasing and sharing of purchased items by members of the POs or unofficial activities/organizations so long as there is no actual resale**
 - **“Resale” is defined as the sales of items or services at a markup intended to generate cash in excess of that needed to pay expenses; cash generated from rounding up costs to a sales price to make a sales price more convenient to the customer does not constitute resale**
 - **The Installation Commander may authorize continuous Thrift Shop sales operations**
 - **The Installation Commander may authorize occasional sales for fund-raising purposes (may delegate approval authority to the Mission Support Group Commander or FSS/CC/CL, that the PO conducts directly, through a third party, or its media**
 - **For example, bake sales, dances, carnivals, car washes or similar functions**
 - **“Occasional” is defined as not more than two (3) fund-raising events per calendar quarter**

OPERATING POLICIES (con't)

--- See AFI 36-3101, *Fund-raising within the Air Force*, for fund-raising authority during the Combined Federal Campaign

- POs operating on AF installations are prohibited from engaging in any conduct, which has the effect of advertising for, making referrals to, or encouraging use of any commercial business concerns. The only exception to this policy is when a PO conducts an approved fund raising event through a third-party (e.g., the spouses' club conducts an art sale as an approved fund-raiser and contracts with the art dealer (third party) to provide artwork to be sold**
- POs are not authorized to sell alcoholic beverages. EXCEPTION: At the discretion of the installation commander, See AFI 34-223 paragraph 10.14**
- POs will not solicit gifts or donations from non-members of the PO on the base**
- POs may be the beneficiaries of gifts and donations**
- POs are prohibited from actions that give the appearance the installation is endorsing or giving special treatment to the donors or givers involved**
- POs will not provide on-base advertising in exchange for gifts and donations (this does not preclude a PO from acknowledging a gift or donation by letter or during an on-base event or ceremony attended primarily by PO members)**
- Services may not co-sponsor events with POs for the purpose of obtaining commercial sponsorship, contributions, donations, gifts, advertising, or generating revenue for the POs**
- POs are not authorized use of the DOD MWR Commercial Sponsorship program**
- POs are required to have liability insurance unless waived by the Installation Commander (must coordinate with base Legal Office)**
 - POs for which waivers have been granted may be required to obtain insurance for certain special events which involve greater risk of injury or damage**
 - Forward all waiver requests through the base Legal Office prior to approval**
 - Insurance waivers must be reevaluated annually**

OPERATING POLICIES (con't)

- **PO should consider bonding for its treasurer. The treasurer is in a sensitive position, especially if handling and controlling large amounts of cash. POs may make a bonding determination by weighing the cost of commercial “fidelity” insurance protection from a qualified underwriter against the potential dollar risk**
- **POs must notify FSS/CC/CL of key officer changes**
- **Liability**
 - **PO members must be aware that they are jointly and severally liable for obligations of the PO and their understanding of this liability must be documented**
- **PO must advise the Force Support Squadron Commander/Civilian Leader of any signs of fraud or other improprieties**
- **POs must comply with all applicable federal, state, local, and foreign laws governing like civilian activities. Some POs may qualify for tax-exempt status**
 - **It is the responsibility of PO to obtain the proper tax exempt information and forms through the regional Internal Revenue office and the state taxing authority**

FINANCIAL MANAGEMENT

- POs should ensure their goals and objectives are properly identified and their assets are properly controlled and programmed
- POs must prepare an income-and-expense statement either on an accrual or cash basis. The income and expense statement reflects monetary events that have occurred during a given period (example at Atch 4a/b)
- POs must also prepare a balance sheet that accounts for total assets of the PO on a given date (example at Atch 3)
- Tools used in financial management budgets and financial statements are:
 - Budgets (example at Atch 2)
 - Are logical, detailed plans for operations that should occur, expressed in dollars for the year (may be broken out by month or quarter)
 - Reflect projected activities (income & expense) as well as capital purchase equipment/property
 - Establish financial objectives to generate sufficient income to cover planned expenses
 - Are comprehensive, realistic, and subject to revision
 - Consolidated budgets may be comprised of separate detailed income and expense projections
 - Comparing with actual financial statement is an excellent management performance indicator
 - Cash Accounting - Revenues are recorded when cash is received, expenses are recorded when paid (Atch 3a & 4a)
 - Accrual Accounting - Revenues are recorded when earned, without regard to when cash is received; expenses are recorded as obligations are incurred, without regard to when they are paid (Atch 3a & 4a)
- Size and complexity of statements varies significantly depending on total dollars generated and expended by the PO

AUDIT REQUIREMENTS

- **Gross annual revenues more than \$5,000, but less than \$100,000**
 - **Submit annual financial statements to the FSR for financial review not later than 20 days following the end of the PO's fiscal year**
 - **Installation Commander may require more frequent submissions**
- **Gross annual revenues of \$100,000 or more, but less than \$250,000**
 - **Financial review performed by an accountant**
 - **Written verification of accounting information by competent authority knowledgeable in financial reporting methods**
 - **Paid with PO funds**
 - **Conducted annually**
- **Gross annual revenues of \$250,000 or more**
 - **Audit performed by a Certified Public Accountant (CPA). Use of a Certified Government Financial Manager is permitted in overseas locations when unavailability of a CPA is documented through the FSR**
 - **CPA - An accountant who has met special requirements of a state and holds a CPA license. Use of a Certified Government Financial Manager is authorized in overseas locations when unavailability of a CPA is documented through the FSR**
 - **An official examination and verification of financial accounts and records**
 - **Results in the expression of an opinion regarding financial statement presentation**
 - **Paid with PO funds and conducted annually**
- **Internal control procedures established by POs can provide “checks and balances”**

AUDIT REQUIREMENTS (con't)

-- Areas normally reviewed: Adequate segregation of duties, proper procedures for authorizations, adequate documents and records, physical control over assets and records, and independent checks on performance

- Installation Commanders may request an audit by the Air Force Audit Agency to protect Air Force interests if there are signs of fraud or other improprieties

LOGISTICAL SUPPORT

- **POs must furnish their own equipment, supplies, and other materials. Newly elected PO officers must consult with Resource Management for guidance and training on local base requirements and procedures because:**
- **POs generally do not get either Appropriated or Nonappropriated support except where specifically identified in AFI 34-223**
- **POs may be provided space for meetings of reasonable duration and frequency subject to the following:**
 - **POs must reimburse for services (to include utilities) when a PO on an other-than-occasional basis uses a facility or space in a facility unless a separate directive or instruction authorizes non-reimbursable support. Thrift Shops operated by Wives Clubs are exempted from this requirement to pay utilities**
 - **POs must reimburse for any additional costs incurred by the Air Force resulting from such use, e.g., incremental increases in maintenance and janitorial expenses**
- **The use of government equipment and systems for other than official purposes is extremely limited, Government systems (daily bulletin boards and or electronic public folders may be used to provide notice of unofficial off-base fund raising campaigns and volunteers requests if approved by the Installation Commander. In no event should official email, mail, computers, copiers, BITS, etc., be used to provide notice of these type activities.**
- **Newly elected officers/treasurer should consult FSS Resource Management or FSS CC/CL for guidance and training on local base requirements and procedures**

DISSOLUTION

- **In case of dissolution, funds in the treasury will be used to satisfy any outstanding debts, liabilities, or obligations**
- **The balance of assets will be disposed of as determined by the membership**
 - **Must be included in the constitution or bylaws**
 - **Examples include donation of residual assets to the installation morale, welfare, and recreation fund or contribution to an off-base charity (disposition must not reflect unfavorably upon the PO or the Air Force)**
- **PO should notify the FSS/CC/CL prior to dissolution of the intent to dissolve the PO and prepare a time-phased action plan to do so. Guidelines to consider prior to dissolution:**
 - **Limit expenditures to those required to liquidate liabilities or pay essential bills**
 - **PO assets will not be split among members or sold exclusively to members at dissolution. However, assets could be sold at a base-wide sale**
 - **Notify vendors of dissolution and cancel outstanding orders**
 - **For disposal of assets, use AFI 34-201, *Use of Nonappropriated Funds*, as a guide**
- **All records and documentation remain property of the PO**
- **Any unpaid obligations remain the responsibility of the PO members**

OPTIONAL COMPUTER SOFTWARE

- Larger organizations may consider purchasing software that can perform accounting functions, print financial reports and checks, maintain cash balances, track reports, etc.

-- A variety of computer software programs that are user friendly and relatively inexpensive are available

-- Although not officially endorsed by the Air Force, many spouses' clubs use "Quicken"

-- Consult your local computer retailer to determine which program best suits your needs. If additional help is required, consult the FSS/CC/CL

ATTACHMENT 1

Current template available at <https://jberlife.com/privateorg/>

CONSTITUTION

(Name of PO)

ARTICLE I

Name and Purpose

SECTION 1 - NAME: The name of this organization shall be the *(name)*.

SECTION 2 - PURPOSE: The purpose of the *(name)* is to

ARTICLE II

General Provisions

SECTION 1 - AUTHORITY: The *(name)* is a private organization operating on JBER under the authority of AFI 34-223. It is a self-sustaining interest group operated by people outside the scope of any official position they have with the Federal government. The *(name)* operates only contingent upon compliance with the requirement and condition of applicable Air Force directives.

SECTION 2 - OBJECTIVES: In order to maintain constancy of purpose, the *(name)* has established the following goals and objectives designed to fulfill the purpose.

- a. *(Goals)*
- b. *(Objectives)*

These goals and specific objectives are dynamic and will be reviewed and published bi-annually by the *(name)* Executive Committee, at the same time the constitution is reviewed and sent for renewal. The goals and objectives will be presented to the entire membership during the first meeting of *(Month)* for voting approval.

SECTION 3 - LIABILITIES: The liabilities of the *(name)* are as follows:

a. OBLIGATION: Obligations will be for the sole use and benefit of the *(name)*. No individual may obligate the *(name)* without approval from the executive committee. If an obligation is made without prior approval, the member will be held liable.

b. INSOLVENCY: Members of the *(name)* may become financially liable for the obligations or debts of the *(name)* if its assets fail to meet such obligations and debts. Said membership is also liable under the laws of Alaska for organizational debts in the event the organization's assets are insufficient to discharge liabilities. Members are jointly and severally liable for the obligations of the PO, and each member will be required to acknowledge his or her understanding of this liability in writing. A certification pursuant to AFI 34-223, paragraph 9.2, will be provided to FSS/FSR as sufficient notification of personal financial liability.

SECTION 4 - EMPLOYMENT: Any employment by the organization will not be based on age, race, religion, color, national origin, disability, ethnic group, or gender.

SECTION 5 - FEDERAL, STATE, AND LOCAL LAWS: The *(name)* will comply with all federal, state, and local laws governing like civilian activities.

ARTICLE III

Membership

SECTION 1 - QUALIFICATIONS: Membership in the *(name)* is voluntary and unrestricted with respect to age, race, religion, color, national origin, disability, ethnic group, or gender. IAW AFI 34-223 membership will be extended to the DoD family that are I.D. cardholders (active duty, retired members, dependents, surviving spouses, National Guard, Reserve Members and authorized DoD civilians).

SECTION 2 - TYPES OF MEMBERSHIP: The *(name)* will have only one type of membership: full membership with all privileges, obligations, and voting rights.

SECTION 3 - FEES AND DUES:

SECTION 4 - APPLICATION FOR MEMBERSHIP: Membership is open for all individuals who meet the requirements outlined in Article III, Section 1.

(Note: Articles IV thru VII provide suggestions/examples and may be modified to suit the individual PO. More information or clarification can be obtained from 673 FSS PO monitors or AFI 34-223.)

ARTICLE IV *Officers and Governing Body*

SECTION 1 - DESCRIPTION: The *(name)* will be governed by an executive committee consisting of five elected officers: President, Vice-President, Recorder, Treasurer, and Chairman of Ways and Means Committee. Officers will ensure the *(name)* complies with all requirements of this Constitution.

a. PRESIDENT:

(1) Responsible for enforcement of the Constitution, and all other rules, regulations, and conventions of the *(name)*.

(2) Presides over all meetings of the *(name)*.

(3) Appoints and terminates special working committees as necessary.

(4) Countersigns all *(name)* minutes.

(5) Represents the *(name)* at all functions requiring an organizational representative.

(6) May sign checks in absence of treasurer if designated on the account.

(7) Acts as Treasurer in his or her absence.

(8) Appoints a Recorder in case of his or her absence.

(9) Responsible for the disposition of any assets or discharge of any liabilities remaining in the event the *(name)* is dissolved.

b. VICE-PRESIDENT:

(1) Perform duties of the President in the absence of the President.

(2) Assumes the duties of the President in the event of resignation or removal of the President.

(3) Monitors progress of all committees.

- (4) Monitors membership continuity.
- (5) Performs duties as Parliamentarian.
- (6) May sign checks in absence of treasurer if designated on the account.

c. TREASURER:

- (1) Receives and disburses funds belonging to the *(name)* as directed by the voting membership and / or the executive committee.
- (2) Collects funds as required.
- (3) Maintains *(name)* financial records.
- (4) Presents a financial summary at each membership meeting.
- (5) Maintains the *(name)* checking account.
- (6) Signs checks.
- (7) Acts as Vice-President in his or her absence.
- (8) Whenever the Treasurer leaves office, the account will be audited by a disinterested party prior to the new Treasurer taking office.

d. RECORDER/SECRETARY:

- (1) Records proceedings of general membership meetings, executive committee meetings, and special meetings called by the President.
- (2) Maintains *(name)* membership lists with records of attendance and participation.
- (3) Makes available to the membership copies of Constitution, by-laws, and minutes of all meetings.
- (4) Distributes meeting minutes to all applicable members.
- (5) Provides membership-meeting minutes to the 673d Force Support Squadron (FSS) PO monitor.
- (6) May sign checks in absence of treasurer if designated on the account.

e. CHAIRMAN OF WAYS AND MEANS COMMITTEE:

- (1) Acts as focal spot for fund raising opportunities.
- (2) Receives information from group regarding possible fund raising opportunities.
- (3) Identifies and investigates details and mechanics of fund raising opportunities.
- (4) Presents facts (pro's and con's) of fund raising opportunities to group with recommendations.

SECTION 2 – ELECTIONS:

a. **NOMINATIONS:** Nominations will be made at open membership meetings. Nominees must give consent, in person or in writing, of willingness to serve if elected before elections may be held.

b. **PROCEDURES:** All officers will be elected by a majority vote, using secret ballots, of all members present at the election meeting.

c. **ABSENTEE BALLOTS:** Absentee ballots will be allowed for members who are TDY, or on leave. Absentee ballots must be received by the executive committee or designated individual before the general election.

d. **TERM OF SERVICE:** Elections will be held at the September membership meeting and the new officers will serve for one year beginning 1 October.

e. **SPECIAL ELECTIONS:** Except for the Presidential vacancy, special elections will be held at the next possible meeting to fill the officer positions. In the event of a Presidential vacancy, the Vice-President will automatically assume the position and hold Vice-Presidential elections.

f. **VACANCY APPOINTMENTS:** The president may appoint a member to fill an interim officer vacancy to ensure continuity until elections are held.

g. **NEW OFFICERS:** New officers will consult the 673FSS for guidance and training on local base requirements, procedures, and information that supplements AFI 34-223, if needed.

SECTION 3 - TERMINATION OF OFFICERS:

a. **REMOVAL FOR CAUSE:** Officers may be removed from office for improperly discharging duties and responsibilities or for actions that discredit the *(name)*. A two-thirds vote of the current membership shall be required to remove an officer. Officers being considered for removal will be allowed the opportunity to address the membership.

b. **RESIGNATION:** Officers may resign by submitting their resignation in writing to the executive committee. Resignations will be effective 45 days later.

c. **PCS/PCA:** Officer Terms are automatically terminated 45 days prior to PCS or PCA.

d. **TDY:** Members who hold an official capacity and will be TDY longer than 90 days may be required to resign from that office or position. These occurrences will be presented on a case-by-case basis to the membership for determination.

ARTICLE V ***Meetings***

SECTION 1 - TYPES OF MEETINGS:

a. **GENERAL MEMBERSHIP MEETINGS:** General meetings are held monthly and are the forum for conducting normal *(name)* business.

b. **SPECIAL MEETINGS:** Called by the President, these meetings are used to fill officer vacancies or conduct immediate business that must be resolved before the next scheduled general membership meeting.

SECTION 2 - QUORUM REQUIREMENTS: Ten members and at least two officers will constitute a quorum.

SECTION 3 - TIME AND PLACE OF MEETINGS: Notification of meetings will be made through meeting minutes or as otherwise deemed appropriate by the executive committee.

SECTION 4 - PARLIAMENTARY PROCEDURES: General membership meetings will include the following:

a. RECURRING BUSINESS:

- (1) Review and approval of previous minutes
- (2) Treasurer's Financial Report
- (3) New/Departing Members
- (4) Ways and Means Committee

b. OLD BUSINESS

c. ITEMS FROM MEMBERS

d. NEW BUSINESS

e. EXECUTIVE MEETING UPDATES

f. ADJOURNMENT/NEXT MEETING

Meetings will be adjourned by a motion from the floor and agreement by majority vote of members present.

SECTION 5 - MEETING MINUTES: The Recorder or secretary (or designated replacement) will record the contents of each meeting. The minutes, including financial statements, will be distributed to all *(name)* members and the 673 FSS within two weeks.

ARTICLE VI
Voting

SECTION 1 - GENERAL:

a. VOTING ENTITLEMENTS: All members have full voting rights. The President may not vote except in a tie or during an election of *(name)* officers.

b. PASSAGE REQUIREMENT: A simple majority of eligible members present is required for passage.

c. TIE VOTES: In the event of a tie, the President will cast the tie-breaking vote.

SECTION 2 - SPECIAL VOTING PROCEDURES: Approval of the charter, by-laws, Constitution, or any revision thereof will require a two-thirds majority vote of all members. Removal of an officer for cause shall require a two-thirds majority of all members.

ARTICLE VII
Committees

SECTION 1 - STANDING COMMITTEES:

a. EXECUTIVE COMMITTEE: This committee is charged with ensuring compliance with the bylaws of the Constitution. The five officers of the *(name)*, with the President acting as Chairperson, will compose the body of this committee. Minimum duties of this committee include:

(1) Review of all proposed constitutional changes.

(2) Annual review of charter and bylaws before submitting them to 673 FSS for review.

(3) May disburse up to one hundred dollars between general membership meetings with the concurrence of the majority of the executive committee members.

(4) Charged with supervising the annual election of new officers will accept nominations from the floor during the August meeting and will prepare ballots for the September election.

(5) During the September meeting, the Committee will introduce the nominees to the membership. Nominees will be given the opportunity to speak. Afterwards, the committee will conduct the elections.

b. WAYS AND MEANS COMMITTEE: This committee is charged with organizing and conducting fund raising activities. The Chairperson of this committee will be elected by the membership during the annual elections and the President will appoint additional members, of an appropriate number, to support specific fund raising events.

SECTION 2 - SPECIAL COMMITTEES: Special committees will be appointed to plan, organize, and execute specific projects. The President will appoint the Chairperson of the committee and the remaining committee members must be volunteers.

ARTICLE VIII ***Fund Raising Activities***

Fund raising projects will be voted on and administered by the membership of the *(name)*. These events will be coordinated through the 673 FSS/CC and approved by the installation commander or designated representative. The organization will not engage in any activities that compete with those of any appropriated fund FSS activity, Army and Air Force Exchange services, or NAFI programs on JBER or are prohibited by AFI 34-223.

ARTICLE IX ***Accounting***

SECTION 1 - RESPONSIBILITY:

a. *(name)*: The *(name)* shall be responsible for asset accountability, liability satisfaction, and responsible financial management.

b. APPROPRIATED FUNDS/NAFI: Neither appropriated funds activities nor NAFIs may assert any claim to the assets or assume any obligations of private organizations.

c. TREASURER: The Treasurer shall be responsible for the deposit of funds into a checking account with a designated banking facility on JBER.

SECTION 2 - FINANCIAL STATEMENTS: The Treasurer will maintain a monthly financial statement and present the status of all financial transactions and current balance, at each regular meeting of the *(name)* and submit a copy of monthly financial statements to 673 FSS Private Organization monitor.

SECTION 3 - AUDIT REQUIREMENTS: The account will be audited prior to the installation of a new Treasurer or when the membership deems necessary. The audit will be performed by a disinterested party of two individuals with no ties to the *(name)* officers. If gross annual revenue is \$5,000 or more, an annual financial statement will be submitted to the installation commander or his representative. If gross annual revenue is more than \$100,000, but less than \$250,000 an annual review by a public accountant is required.

SECTION 4 - SELF-SUSTAINMENT: The organization must be self-sustaining. The *(name)* will be self-sustaining, primarily through fundraising that will be conducted by the organization in accordance with AFI 36-3101, Fund-raising within the Air Force.

SECTION 5 - CHECKS: All checks for *(name)* expenditures will be signed by the Treasurer or other officer if designated at the banking facility.

ARTICLE X ***Revision and Approval of Charter***

Suggested revisions to the charter may be submitted as new business at any scheduled *(name)* meeting. Upon approval by a two-thirds majority of members, the charter will be amended to reflect the change. The charter will then be effective upon signature of the President of the *(name)*. The charter will be forwarded to the 673 FSS for review and staffing through 673ABW/JA, with final approval by the installation commander or appropriately delegated approval authority.

ARTICLE XI ***Dissolution***

In case of dissolution of the *(name)*, written notice will be given to the 673 FSS/CC. Whatever funds are contained in the Treasury at the time will be used to satisfy any outstanding debts, liabilities, or obligations. **(In Article XI POs need to clearly define their plan for disposition of residual assets. AFI 34-223, paragraphs 9.2.4 and 12 clearly define disposition of residual assets and liabilities upon dissolution.)**

ARTICLE XII ***Insurance Coverage***

A waiver of insurance will be requested from the Installation Commander or designee due to the low risk nature of this organization. Insurance for special activities involving members of the general public, or which are potentially hazardous, will be obtained commensurate with the risk involved.

ARTICLE XIII ***Annual Review***

SECTION 1 - REVIEW IN ACCORDANCE WITH AFI 34-223: Each organization is required to undergo an annual review by the 673 FSS to determine if its constitution, bylaws, charter, articles of agreement or other organizational documents, prescribing membership provisions and purposes, still apply. The date of this review will be one year from the date of establishment or date of review.

SECTION 2 – 673d FORCE SUPPORT SQUADRON NOTIFICATION: In accordance with AFI 34-223, we must provide the 673 FSS with:

- (1) Copy of the Constitution and Bylaws.
- (2) Copy of Insurance/Waiver of Insurance.

- (3) List of Current Officers (including office symbols, phone numbers, & Email addresses).
- (4) Copies of meeting minutes.
- (5) Copies of financial statements.
- (6) Copies of tax exempt status documents.

Failure to comply with AFI 34-223 will result in recommendation for dissolution.

This charter was approved by a majority of the *(name)* and became effective *(date)*.

Signature
President, *(name)*

1st Ind, 673 MSG/CC

MEMORANDUM FOR *(name)*

Approved/Disapproved

(MSG Commander)
Colonel, USAF
Commander

Attachment 2

Officers' Spouses' Club Proposed Budget For the Month of September, 2019

Income

| | Prior Year Actual | This Year Budget | Next Year Budget |
|------------------------------------|----------------------|---------------------|---------------------|
| Membership Dues | \$ 8,000 | \$ 8,200 | \$ 10,000 |
| Savings Account interest | 360 | 320 | 360 |
| Ways & Means | | | |
| Art Auction | 1,500 | 2,000 | 2,100 |
| Bazaar | 3,300 | 4,000 | 4,200 |
| Christmas Ball | 2,880 | 3,000 | 3,200 |
| Luncheons/Dinners | 2,400 | 2,880 | 3,000 |
| Special Fund Raiser | 13,000 | 13,000 | 13,000 |
| Other | 0 | 200 | 50 |
| Thrift Shop | 24,000 | 23,000 | 24,000 |
| Tours | 7,000 | 5,000 | 0 |
| Misc. | 20 | 50 | 50 |
| Total Income & Receipts | \$62,460 | \$61,650 | \$59,960 |

Expenses

| | | | |
|---|------------------|------------------|------------------|
| Ways & Means | | | |
| Art Auction | \$ 1,100 | \$ 1,500 | \$ 1,600 |
| Bazaar | 2,800 | 3,500 | 3,600 |
| Christmas Ball | 2,500 | 2,700 | 2,900 |
| Luncheons/Dinners | 2,000 | 2,300 | 2,400 |
| Special Fund Raiser | 4,000 | 3,200 | 4,000 |
| Other | 0 | 80 | 20 |
| Thrift Shop | 19,000 | 18,400 | 19,200 |
| Tours | 6,500 | 4,500 | 0 |
| Protocol | 200 | 240 | 250 |
| Publicity | 200 | 240 | 250 |
| Donations | | | |
| Scholarships | 10,000 | 10,000 | 11,000 |
| Air Force Village | 4,000 | 4,000 | 4,200 |
| Base Youth Center | 5,000 | 5,000 | 5,100 |
| Community Charities | 400 | 400 | 500 |
| Awards | 200 | 210 | 220 |
| Treasurer | 50 | 55 | 60 |
| Recording Secretary | 50 | 50 | 60 |
| Miscellaneous | 420 | 600 | 600 |
| Total Expenses & Distributions | \$ 58,420 | \$ 56,975 | \$ 55,960 |
| Net Income (Loss) | \$ 4,040 | \$ 4,675 | \$ 4,000 |

Attachment 3a

Officers' Spouses' Club Statement of Cash Position For the Month of September, 2019 *(Cash Basis)*

| | This Month Ending Balance | Last Month Ending Balance | This Month Increase/(Decrease) |
|----------------------------|------------------------------|------------------------------|-----------------------------------|
| <u>Assets</u> | | | |
| Cash | \$ 8,100 | \$ 6,880 | \$ 1,220 |
| Checking | 6,600 | 5,620 | 980 |
| Savings | | | |
| <u>Total Assets</u> | \$ 14,700 | \$ 12,500 | \$ 2,200 |

Attachment 3b

Officers' Spouses' Club Balance Sheet For the Month of September, 2019 *(Accrual Basis)*

| | This Month Ending Balance | Last Month Ending Balance | This Month Increase/ (Decrease) |
|--|--|--|--|
| <u>Assets</u> | | | |
| Cash | 8,100 | 6,880 | 1,220 |
| Checking | 6,600 | 5,620 | 980 |
| Savings | | | |
| Accounts Receivable | 50 | 150 | (100) |
| Dues | 400 | 0 | 400 |
| Art Auction | 200 | 900 | (700) |
| Bazaar | 0 | 0 | 0 |
| Christmas Ball | 200 | 200 | 0 |
| Luncheons/Dinners | 900 | 600 | 300 |
| Special Fund Raiser | 0 | 0 | 0 |
| Prepaid Expenses | 150 | 150 | - |
| Total Assets | 16,600 | 14,500 | 2,100 |
| <u>Liabilities</u> | | | |
| Accounts Payable | | | |
| Art Auction | 300 | 150 | 150 |
| Bazaar | 200 | 700 | (500) |
| Christmas Ball | 0 | 0 | 0 |
| Luncheons/Dinners | 220 | 200 | 20 |
| Special Fund Raiser | 180 | 450 | (270) |
| Other | 0 | 0 | 0 |
| Prepaid Revenues | 2,600 | 1,000 | 1,600 |
| Total Liabilities | 3,500 | 2,500 | 1,000 |
| Fund Equity (Net Worth) | 13,100 | 12,000 | 1,100 |
| Total Liabilities & Fund Equity | 16,600 | 14,500 | 2,100 |

Attachment 4a

Officers' Spouses' Club Monthly Income and Expense Statement For the Month of September, 2019 *(Cash Basis)*

| <u>Income</u> | This Month | This Year To-Date |
|---|-----------------------|------------------------------|
| Membership Dues | 780 | 5,800 |
| Savings Account Interest | 30 | 240 |
| Ways & Means | | |
| Art Auction | 1,700 | 1,700 |
| Bazaar | 700 | 3,900 |
| Christmas Ball | 0 | 0 |
| Luncheons/Dinners | 240 | 2,000 |
| Special Fund Raiser | 700 | 8,100 |
| Other | 90 | 200 |
| Thrift Shop | 2,000 | 17,800 |
| Tours | 1,600 | 2,600 |
| Misc. | - | 50 |
| Total Income & Receipts | \$ 7,840 | \$ 42,390 |
| <u>Expenses</u> | | |
| Ways & Means | | |
| Art Auction | \$ 1,200 | \$ 1,200 |
| Bazaar | 500 | 3,200 |
| Christmas Ball | 0 | 100 |
| Luncheons/Dinners | 180 | 1,600 |
| Special Fund Raiser | 620 | 2,700 |
| Other | 30 | 60 |
| Thrift Shop | 1,700 | 14,400 |
| Tours | 0 | 200 |
| Protocol | 20 | 120 |
| Publicity | 20 | 120 |
| Donations | | |
| Scholarships | 0 | 10,000 |
| Air Force Village | 0 | 3,000 |
| Base Youth Center | 1,000 | 3,000 |
| Community Charities | 200 | 200 |
| Awards | 100 | 100 |
| Treasurer | 10 | 90 |
| Recording Secretary | 10 | 30 |
| Miscellaneous | 50 | 450 |
| Total Expenses & Distributions | \$ 5,640 | \$ 40,570 |
| Net Income (Loss) | \$ 2,200 | \$ 1,820 |

Attachment 4b

Officers' Spouses' Club Monthly Income and Expense Statement For the Month of September, 2019 *(Accrual Basis)*

| <u>Income</u> | This Month | This Year To-Date |
|---|-----------------------|------------------------------|
| Membership Dues | 680 | 6,000 |
| Savings Account Interest | 30 | 240 |
| Ways & Means | | |
| Art Auction | 2,100 | 2,100 |
| Bazaar | 0 | 4,100 |
| Christmas Ball | 0 | 0 |
| Luncheons/Dinners | 240 | 2,080 |
| Special Fund Raiser | 1,000 | 9,000 |
| Other | 90 | 200 |
| Thrift Shop | 2,000 | 17,800 |
| Tours | 0 | 0 |
| Misc. | - | 50 |
| Total Income & Receipts | \$ 6,140 | \$ 41,570 |
| <u>Expenses</u> | | |
| Ways & Means | | |
| Art Auction | \$ 1,350 | \$ 1,500 |
| Bazaar | 0 | 3,400 |
| Christmas Ball | 0 | 100 |
| Luncheons/Dinners | 200 | 1,600 |
| Special Fund Raiser | 350 | 2,800 |
| Other | 30 | 60 |
| Thrift Shop | 1,700 | 14,400 |
| Tours | 0 | 200 |
| Protocol | 20 | 120 |
| Publicity | 20 | 120 |
| Donations | | |
| Scholarships | 0 | 10,000 |
| Air Force Village | 0 | 3,000 |
| Base Youth Center | 1,000 | 3,000 |
| Community Charities | 200 | 200 |
| Awards | 100 | 100 |
| Treasurer | 10 | 90 |
| Recording Secretary | 10 | 30 |
| Miscellaneous | 50 | 450 |
| Total Expenses & Distributions | \$ 5,040 | \$ 41,170 |
| Net Income (Loss) | \$ 1,100 | \$ 400 |