



FIELD OPERATING PROCEDURES

DAILY OPERATIONS AND REQUIREMENTS

JANUARY 2016

(Supersedes All Previous Editions)

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AIR FORCE SERGEANTS ASSOCIATION

INTERNATIONAL HEADQUARTERS, POST OFFICE BOX 50, TEMPLE HILLS, MD 20757-0050

(Archive Copy of All Previous Versions will be Maintained at AFSA International Headquarters, All Previous Editions Should Be Destroyed)

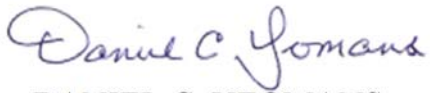
NOTE: Changes are marked with a solid line in the left margin

FIELD OPERATING PROCEDURES**FOREWORD**

1. These field requirements/procedures were developed in accordance with the AFSA Bylaws and Policies and Procedures. They are binding on all Air Force Sergeants Association (hereinafter referred to as AFSA) members, divisions, chapters, International Executive Council members, Headquarters staff, contractors, consultants, and other individuals or companies under contract with AFSA or on matters as they relate to field operations of the divisions and/or chapters.
2. Proposed amendments, additions, and changes (referred to as modifications) to these procedures and guidelines (hereinafter referred to as "principles") are encouraged and must be presented in proper *AFSA Talking Paper* format as follows:
 - a. Field submissions
 - 1) All AFSA recommendations must be submitted to the respective AFSA chapter leadership and to the chapter's general membership for action.
 - 2) AFSA modifications: If the chapter's general membership approves the recommendation, the recommendation must be submitted to the appropriate division Executive Council for action. If approved by the Division Executive Council, modifications are forwarded in *AFSA Talking Paper* format to the International Headquarters for review/recommendation by the appropriate committee and/or staff, which will then submit the modification to the AFSA International Executive Council for action.
 - b. Executive Council Members or International Headquarters submissions:
 - 1) Must be forwarded to the International Headquarters for review/recommendation by the appropriate committee and/or staff.
 - 2) Forwarded along with any recommendations/appropriate comments to the AFSA International Executive Council for action.
 - c. All proposed amendments, additions, and/or changes must be, whenever practicable, submitted to the International Headquarters prior to November 1 of each year, and addressed to the AFSA International Headquarters' Chief Executive Officer.

BY DIRECTION OF THE AFSA INTERNATIONAL EXECUTIVE COUNCIL:

OFFICIALS:



DANIEL C. YEOMANS
AFSA International President



ROBERT L. FRANK
Chief Executive Officer

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DAILY OPERATIONS AND REQUIREMENTS
OF THE
AIR FORCE SERGEANTS ASSOCIATION

PRINCIPLE 1 – DAILY OPERATIONS AND REQUIREMENTS

SECTION 1. ORGANIZATIONAL STRUCTURE

- a. As with most military-affiliated not-for-profit associations, the AFSA International organizational structure consists of two separate and distinct elements: a governing element and an administrative element. The governing element consists of officials elected by the membership at division and international meetings. Elected officials are responsible to the membership for the governance and operation of the association, as well as enforcing the association's code of conduct. At the international level, the Executive Council employs a salaried Chief Executive Officer (CEO) who is responsible for organizing and managing the association's administrative element.
- b. The CEO employs, organizes, trains, and supervises an international staff responsible for the day-to-day operation and management of the Association in accordance with Bylaw 13. Staff members are not involved in the governing elements (but work with these elements in the best interest of the Association), are prohibited by the AFSA Code of Conduct from participating in any association election activities (other than administrative support), and cannot belong to a chapter.
- c. The relationship between the governing and administrative elements is absolutely critical to the success of the Association.

SECTION 2. GOVERNING MANUALS

- a. The AFSA Bylaws (AFSA Manual 100-1), as filed with the Documents of Incorporation in the District of Columbia, is the basic governing document for the Air Force Sergeants Association and is the highest authority document of the Association. The AFSA Policies and Procedures document (AFSA Manual 100-2) supplements the bylaws and are issued by direction of the International Executive Council. If there are conflicts between documents, the higher authority document takes precedence, for example: if AFSAMs 100-2 and 100-1 conflict, AFSAM 100-1 takes precedence.
- b. The only authority that can make changes to AFSAM 100-1 is the AFSA general membership. The authority for AFSAM 100-2 is the International Executive Council.

SECTION 3. ANNUAL REPORTS

- a. All AFSA divisions and chapters are required to submit budgets for the upcoming Calendar Year and audits for the previous Accounting Year to the International Headquarters, Accounting and Finance Directorate by the requisite due date in accordance with AFSAM 100-2. Completed chapter annual reports must be sent to the Division President who will forward to headquarters. Completed division annual reports must be sent to the International President who will forward to headquarters.
- b. All AFSA Divisions and Chapters are required to submit an annual Directory of Officers. A completed Directory of Officers' report is due to AFSA Headquarters no later than January 15, even if there are no changes since the last report. This will ensure AFSA Headquarters has current information and does not assume that any changes have occurred. Changes due to resignation, PCS, elections, etc., happening after January 15, need to be submitted to AFSA Headquarters within 15 days of said change.

SECTION 4. QUARTERLY REPORTS. The quarterly reports include the Financial Report and the Activities and Americanism report. All AFSA divisions and chapters are required to submit these two quarterly reports. Completed AFSA division quarterly reports must be sent to the AFSA International President who will forward to AFSA Headquarters. Completed chapter quarterly reports must be sent to the Division President who will forward to AFSA Headquarters. All quarterly reports are due IAW AFSAM 100-2, principle 14, Section 1, s. (2).

SECTION 5. NON-SUBMISSION OF REQUIRED QUARTERLY REPORTS. Division Presidents should monitor reports and follow up with chapters who are not submitting reports in a timely manner. For an explanation as to why accurate and timely reports are absolutely critical, refer to this manual's section on [Field Organization Financial Management](#). Any Divisions/Chapters failing to submit a quarterly Activities and Americanism Report within the timeframes established in AFSAM 100-2, will be considered inactive.

SECTION 6. FIELD-GENERATED RECOMMENDATIONS

- a. All field-generated proposals, projects, or recommendations can be categorized into one of three distinct types, i.e., Bylaw changes, policies or procedures changes, and other (legislative, problem areas, projects, etc.) actions. Each will normally originate in the approved AFSA Talking Paper format (available on the Website) from the Chapter; proceed through the Division's council/meetings and forwarded to headquarters. The talking paper will then be referred to the appropriate International Committee or International Executive Council. The International Executive Council will be the final authority to direct/decide the future course of action for the talking paper.

- b. Request for Bylaw, Policies and Procedures Manual, and other changes/modifications/additions must be accomplished IAW Bylaw 15 and the Policies and Procedures Manual Principle 15. In order to meet governing requirements, deadlines for submissions will be determined and published by the International President.
- c. All field-generated input received at the Headquarters will be referred by the CEO to the appropriate staff directorate for review and action if appropriate. If the recommendations/ proposals, etc., are beyond the authority of the staff, they will normally be referred to a committee. Recommendations of the committee will be presented to the International Executive Council. However, the International Executive Council may establish policy or approve changes without using the committee system.
- d. Talking papers are normally treated as new business items, introduced in business meetings and may be acted upon or referred to a committee.

SECTION 7. AFSA INTERNATIONAL EXECUTIVE COUNCIL. The International Executive Council is the governing body of AFSA between general membership meetings (conferences/conventions). Bylaw 7 states the positions and duties of International Officers. Bylaw 8 and the Policies and Procedures Manual define authority and responsibilities of the AFSA International Executive Council.

SECTION 8. DIRECTOR OF MEMBER AND FIELD RELATIONS. The Director of Member and Field Relations is the principal point of contact at the International Headquarters for all field activities.

SECTION 9. DIVISIONS/CHAPTERS TITLES AND NICKNAMES. The Policies and Procedures Manual Principle 1, Section 1c set forth the Divisions/Chapters titles.

SECTION 10. GENERAL LIABILITY INSURANCE. Field activities are required to obtain liability insurance to cover Division/Chapter sponsored events. International Headquarters has arranged for a blanket general liability insurance to cover all Division/Chapter Presidents, Treasurers, and Secretaries. International Headquarters will provide, (posted on AFSA Website no later than last business day of December each Calendar year, subject to coverage renewal) each AFSA chapter with a document indicating that the Divisions/Chapters are included in the blanket liability insurance. Newly chartered AFSA chapters will receive a document indicating that the chapter officers are included in the blanket liability insurance when the petition for charter is approved.

SECTION 11. COMMUNITY RELATIONS

- a. Chapters operate on military installations at the sole discretion of the Installation Commander and are required to comply with lawful regulations and directives issued by appropriate authorities. The Division/Chapter President should keep the Installation Commander advised of all activities conducted or operated on the installation.

- b. The Installation Commander should be notified in advance whenever VIPs, or other persons not accredited to the installation, are invited to any AFSA-sponsored function being held on the installation.
- c. The Division and Chapter Presidents should maintain close liaison with the Installation Commander, the Command Chief Master Sergeant, and the First Sergeants. The Installation Commander and the Command Chief Master Sergeant should be contacted by newly elected Presidents to arrange an appropriate meeting between them and the Executive Council. This should be done soon after any election or change of the Installation Commander or Command Chief Master Sergeant.
- d. Whenever problems arise between an AFSA chapter and a military official, the appropriate AFSA President should immediately contact the International President and Chief Executive Officer for guidance and assistance. Notification should be made telephonically and followed-up in writing.
- e. Divisions/Chapter officials should work harmoniously with local Commanders, Government Officials, Civic and Veterans' organizations, and all public-spirited citizens in promoting the United States Air Force and AFSA's membership and fund-raising campaigns. Chapters do not act independently on matters relating to changing any local, state, or federal laws and regulations without coordinating with the Divisions/International authorities.

SECTION 12. BULK MAILING PERMIT. Upon application to the local postmaster, an AFSA organization may obtain a special non-profit bulk-mailing permit. This permit will allow the organization to pay reduced postage with over 200 pieces in a single mailing.

SECTION 13. POST OFFICE BOX. Many Divisions and Chapters use a post office box for receipt of mail. This allows multiple persons access to the box and can assist in ensuring the division's/chapter's business continues to be performed in the absence/deployment of some Executive Council members. The Chapter President is responsible for arranging a post office box lease, and should be available for a nominal fee.

SECTION 14. DIVISIONS

- a. AFSA's field organization consists of divisions covering designated geographical areas throughout the world. This structure was developed to ensure regional representation and to build a strong field organization based on demographic principles. Division Presidents, elected at annual division meetings, are responsible for ensuring proper and effective operation, administration, and training of their respective division and chapter organizations. As members of the International Executive Council, Division Presidents are directly involved in developing AFSA policies and operating and managing the association. In their roles as International Officers, they have an ethical, moral, and fiscal obligation to conduct business that is in the best interest of the association.

- b. Division and chapter authorities and responsibilities are defined in Bylaws 11 and 12 and in the Policies and Procedures Manual Principle 10.
- c. Division and chapter leadership are to coordinate and work closely with the Director of Member and Field Relations on actions such as merger, transfer, deactivation, activation, dissolution, and reorganization of chapters as directed in the Bylaws (12 and 16) and Policies and Procedures Manual (Principle 16).
- d. The International Executive Council (Bylaw 3) determines the geographical boundaries of the divisions. The Division Presidents (Bylaw 3) determine chapter boundaries, zip codes, and member assignments for their respective divisions. Division Presidents do this by following the zip code change procedures listed below.

SECTION 15. ZIP CODE CHANGE PROCEDURES

- a. Division Presidents request a "current" zip code listing from the Director of Member and Field Relations.
- b. Division Presidents validate all zip codes with the appropriate Chapter Presidents for chapters within their division. If a zip code is located within another division, Division Presidents are required to coordinate with and seek approval of affected Division Presidents prior to forwarding changes to the International President.
- c. Division Presidents forward requested "changes" to the International President for approval. If zip codes are located within other divisions, Division Presidents will ensure affected Division Presidents are included on the email requesting changes.
 - 1) Request must identify each zip code, chapter to which it is currently assigned or unassigned, chapter to be assigned, names of the members affected and the members' desires if members are also being reassigned.
 - 2) Request must identify if the zip codes and members are to be moved or if members will be left and only zip codes are to be moved. If members are to be moved, Division or Chapter Presidents (via a committee or other method determined by the Division President) must notify the members and verify that the members have no objections to being reassigned to a new chapter in accordance with the Bylaws that allow the "member to select his/her chapter assignment."
- d. The International President forwards approved requests to headquarters for action.
- e. Headquarters notifies all affected Division Presidents when changes are completed.

NOTE: No change requests will be accepted between the three months prior and one month after the International Conference/Convention/Meeting (typically June - September). Changes may take up to 20 business days to complete.

SECTION 16. CHAPTERS. Chapters are an integral part of the Association. At chapter level, members participate in governance, direction, and building their association. The chapter mission is to support its members and the local community (includes base community). Chapters that function/exist on military installations do so solely at the discretion of the Installation Commander. Therefore, it is imperative that these chapters and their leadership coordinate closely with local Commanders, Command Chiefs, First Sergeants, and other leaders. Active involvement in chapter activities offers a uniquely personal and satisfying opportunity for individual leadership.

- a. Assignment. With the exception of members of the International Staff, Honorary members, members desiring no chapter assignment, and others exempted by the International Executive Council, all AFSA members should be assigned to chapters.
- b. Location. In determining the location of chapters, the largest city, town, or military installation is selected as a point of reference in determining the chapter's boundaries. There are no restrictions on locating the chapter in a community as long as the location selected remains within the chapter's area of jurisdiction. Member's chapter of assignment will be based upon mailing zip code unless the member requests otherwise. Technical training recruits are assigned to Chapter F8888 for administrative tracking purposes, unless they request otherwise.
- c. Classification. Chapters are classified as "active" or "inactive". Active chapters are those that meet minimum membership strength requirements, have elected officers, file regular directories of officers, hold regularly scheduled meetings, file appropriate, accurate, and meaningful annual budgets/audits, quarterly reports, and are responsive to the needs of their membership and AFSA as a whole. If chapters do not meet all the requirements listed above, they will be classified as "inactive" and closed accordingly.

SECTION 17. AFSA UNIT/LOCAL REPRESENTATIVES

- a. Presidents of active chapters located on military installations should appoint AFSA member(s) as unit(s) representative(s). For military installations not having an active chapter, the Division President may appoint an AFSA representative(s) as unit representative(s). In addition, Division Presidents may appoint "local" representatives to service specific regions/communities within the division.
- b. Representatives act for, and on behalf of, the appointing president on matters strictly relating to AFSA. Representatives' main functions are to educate potential AFSA members, distribute literature, conduct training programs, and serve as membership campaign coordinators within the designated area. They should establish a close working relationship with Commanders, First Sergeants, community leaders, and advise on the latest AFSA legislative and other programs. Unit/Local representatives should be invited and highly encouraged to participate in Division/Chapters Executive Council and general membership meetings whenever possible.

SECTION 18. DEPARTMENT OF VETERANS AFFAIRS VOLUNTARY SERVICES (VAVS) PROGRAM CERTIFICATION

- a. Chapters may designate one VAVS representative, and up to three deputy representatives to represent the chapter at any VA medical facility by sending a letter to the Military and Government Relations Directorate at AFSA Headquarters, requesting certification. Following certification, the volunteer representative will be scheduled for an orientation at his/her local VA facility.
- b. Once certified, volunteer workers should notify the VAVS staff that they are affiliated with AFSA (VA ADP Code 274). This code is used to track hours of service and to provide credit to AFSA as a sponsoring organization.

SECTION 19. COMMITTEES AND ACTIVITIES. Committees and activities play an important role in achieving the goals of the Association. Productive committees/activities are a vital part of the total AFSA operation. An effective committee/activity can generate qualified group judgment, provide continuity of thinking, and facilitate bringing together a cross section of member's knowledge and experience. Its ability to provide direct member involvement is also a positive. The committee/activity is both a classroom and proving ground for future association leaders by grooming and developing better informed and more knowledgeable members and providing for the succession of leadership at all levels. Activities include other team/groups that may not necessarily be called a committee. Activities are governed by the Policies and Procedures Manual Principles 9 and 10.

PRINCIPLE 2. INTERNATIONAL/DIVISION/CHAPTER GOVERNING BODIES

SECTION 1. GENERAL. AFSAM 100-1 Bylaws 5 & 6, and AFSAM 100-2 Principle 5 & 6, set forth the composition, method of elections and terms for elected officers.

SECTION 2. ROLES OF INTERNATIONAL/DIVISION/CHAPTER OFFICERS. The roles and responsibilities of international officers are defined in AFSAMs 100-1, Bylaw 7 & 100-2, Principle 7; division/chapter officers are defined in AFSAM 100-1, Bylaws 11 & 12; appointed officers are defined in AFSAMs 100-1, Bylaw 10 & 100-2, Principle 11.

SECTION 3. DIVISION PRESIDENTS

- a. The Division President is the person responsible for division operations, reporting, and other actions. This responsibility cannot be delegated, although tasks may be delegated.
- b. The success or failure of any division hinges upon the Division President. The Division President leads and directs division affairs, and appoints effective individuals capable of managing activities impacting the entire division. If the president is not effective, the division itself will likely face severe issues that may lead to failure. The election of an effective Division President is a primary critical success factor that should never be taken lightly. Refer to AFSAMs 100-1 and 100-2, as necessary.

SECTION 4. DIVISION EXECUTIVE COUNCIL MEETINGS. Division Executive Councils should meet a minimum of two times per year at such times and places as the Division Executive Council may prescribe. Special meetings are held when required.

SECTION 5. REIMBURSEMENTS TO ELECTED OFFICERS OR OTHERS ON OFFICIAL AFSA BUSINESS

- a. Elected officers and members are not paid for their services. However, they may be reimbursed for things such as travel and meals when they are performing business for the association.
- b. The individual making the trip will prepare an AFSA Claim for Expenses within 30 days of the completion of approved travel. Exceptions can be approved by the International President when special circumstances dictate. Refer to AFSAM 100-2 for additional information.

PRINCIPLE 3. CHAPTER GOVERNING BODY

SECTION 1. ELECTED OFFICIALS. AFSAM 100-2, Principle 6, Section 5, requires the general membership to elect the following officers: President, Vice President, and Trustee for Retired and Veterans Affairs (trustees may be appointed if authorized by the general membership). Terms of office are established in AFSAM 100-2, Principle 6, Section 9.

SECTION 2. CHAPTER EXECUTIVE COUNCIL.

- a. AFSAM 100-2, Principle 8, Section 2 establishes roles and responsibilities of the Chapter Executive Council. Once elected or appointed to office, a chapter officer is responsible to the chapter membership for the effective management of the chapter and for the development of plans and programs of interest to the general membership. They will also instill pride, prestige, and recognition of the chapter throughout the chapter membership and the Air Force Sergeants Association.
- b. Chapter officials must adhere to standards as set forth in AFSA Manual 100-3 in all their deliberations and in their dealings with chapter membership, local military and civilian leaders, and the general public. The Executive Council should educate themselves about their organization and promote organizational awareness by supporting International programs, sponsors, and activities.
- c. Chapter Executive Council and general membership meeting should be held at least monthly in accordance with AFSAM 100-2, Principle 8, Section 2. Any proceedings of general interest should be reported to the membership by means of a chapter newsletter, special communications, or announced at the general membership meeting. General membership meetings must be held quarterly in accordance with AFSAM 100-2, Principle 5, Section 10, but ideally should be convened on a monthly basis.

- d. All Executive Council meetings should be chaired by the President or, in the President's absence, the Vice President. The chairs of all required activities should participate in all Executive Council meetings but not vote unless otherwise entitled to do so.

SECTION 3. CHAPTER PRESIDENT

- a. The Chapter President is the person responsible for chapter operations, reporting, and other actions. This responsibility cannot be delegated, although specific tasks to accomplish these responsibilities may be delegated.
- b. The success or failure of any chapter hinges upon the Chapter President. The Chapter President is the primary determinant of success or failure. The Chapter President leads and directs chapter affairs, and appoints effective individuals capable of managing activities impacting the entire chapter.
- c. If the president is not effective, the chapter itself will likely face severe issues that may lead to failure. The election of an effective Chapter President is a critical success factor that should never be taken lightly. Refer to AFSAM 100-1 and 100-2, as necessary.

SECTION 4. APPOINTED OFFICIALS. The Chapter President, with the concurrence of the Chapter Executive Council, may appoint members of the chapter to perform certain administrative and operational functions for the chapter IAW AFSAM 100-2, Principle 11. Chapter Presidents should seek advice or assistance from any of the following individuals:

- a. Other AFSA Chapter Presidents
- b. Division Presidents
- c. International Headquarters
- d. International Officers
- e. International President

SECTION 5. MINUTES OF MEETINGS. Meeting minutes should be maintained/distributed according to Robert's Rules of Order.

PRINCIPLE 4. CHAPTER GENERAL MEMBERSHIP MEETINGS

SECTION 1. CONFORMING TO MEMBERS' DESIRES. Basic decisions on chapter meetings, i.e., decisions on frequency, type, time and place of meeting, should reflect members' preferences as much as possible. However, no decision relating to chapter meetings could be expected to please the entire membership. An easy and effective way

of determining members' desires is to circulate a questionnaire. The objective should not be to please all the members, but to please as many as possible.

SECTION 2. FREQUENCY OF MEETINGS. The vast majority of AFSA chapters schedule meetings monthly; however, some chapters meet every other month and a few meet quarterly. AFSA Manual 100-2 states that a chapter should hold a general membership meeting monthly; however, one general membership meeting must be held at least quarterly. Two key items to keep in mind are consistency and publicity. Consistency is meeting regularly on the same day, same time, and same place (i.e., second Thursday of each month at 2:00 p.m. at the enlisted club). Publicity is letting people know about the meeting, and make sure everyone knows they are welcome and wanted.

SECTION 3. ATTENDANCE ROSTER AND VOTING. A "Roster of Attendance," should be available at the meeting room entrance. The Sergeant-at-Arms should ensure each member signs the roster, and if votes are to be taken, ensure that only AFSA Active or Family members are allowed to vote.

PRINCIPLE 5. SPECIAL REQUIREMENTS OF AFSA CHAPTERS LOCATED ON AIR FORCE INSTALLATIONS

SECTION 1. CHAPTER REQUIREMENTS

- a. The Air Force Sergeants Association is a Professional Military Association and Veteran Service Organization, formally chartered by Congress. There are elements of each chapter that must follow the rules of private organizations while on a military installation. Air Force Instruction 34-223 prescribes requirements for private organizations located on Air Force installations. AFSA Chapter Presidents affected should obtain a copy of this document from the appropriate location.
- b. As local affiliations of a veteran's organization, AFSA chapters are classified as private organizations, as defined in this instruction. As such, these chapters operate on an Air Force installation with the consent of the Installation Commander. An annual review is made by the local base military officials to see if the bylaws, policies and procedures, etc., prescribing membership provisions and purposes, still apply, and to determine whether the chapter's authorization to operate shall be continued.
- c. The Chapter President will provide the local base military officials with a copy of the bylaws, policies and procedures, letter of approval, and other pertinent documents as requested by local officials. If there are questions, the president must immediately contact AFSA Headquarters.
- d. Chapters may not compete with the Army and Air Force Exchange Service, Services activities or non-appropriated fund (NAF) instrumentalities. All federal, state, and local laws governing similar civilian activities must be followed.

- e. Chapters with annual gross revenue (income) of \$100,000 or more must have, at their expense, a professional annual audit of their financial records by a public accountant. A copy of this audit will be provided to local base military officials and to AFSA Headquarters.
- f. AFSA chapters encountering difficulties in complying with these requirements should contact headquarters for assistance and guidance.

SECTION 2. CHAPTER-OPERATED CLUBS AND OTHER ACTIVITIES

- a. The Air Force Sergeants Association shall not be responsible or liable, financially or otherwise, for the operation/management of any club or other venture either sponsored or endorsed by an AFSA chapter.
- b. No AFSA chapter will endorse or sponsor a club or venture involving finances, unless such club or enterprise shall be in compliance with the laws and rules of the applicable state, country, AF installation, or other jurisdiction.
- c. Failure of any AFSA chapter to comply with the above will be sufficient cause for the revocation or suspension of the chapter's charter.
- d. Depending on the nature of the club or venture, a separate set of financial records may be required for these activities. Chapters contemplating a financial venture should contact the International Headquarters for assistance and guidance.

SECTION 3. ACTIVATING/REACTIVATING CHAPTERS. AFSA has designated chapters at predetermined locations throughout the world. The first and most important element that must be present to activate a chapter is to identify, recruit, train, and motivate a slate of volunteer leaders. A group of solid, dedicated leaders willing to devote time to a chapter provides the chapter with the greatest chance for success.

SECTION 4. PROCEDURES FOR ACTIVATING/REACTIVATING/REORGANIZING CHAPTERS

- a. The Division President must plan for the activation/reactivation/reorganization of chapters. The Division President and the Division Executive Council members are the primary source of plans and publicity for the orderly and systematic activation/reactivation/reorganization of chapters.
- b. Following coordination between the Division President, the International President, and AFSA HQs and agreement to activate/reactivate/reorganize a chapter, the Division President should appoint an Organizing Committee from members of the proposed/inactive chapter, supplemented by division or adjoining chapter officials. The Organizing Committee should, using the chapter roster (if available) provided by AFSA Headquarters, contact chapter members until they obtain assurance from at least 25

members they are interested in activating/reactivating/reorganizing the chapter. Once this is accomplished, planning should start for an organizational meeting.

NOTE: If chapter members have been reassigned to other chapters, a chapter report will be impossible to obtain. In that case, the Division President must take steps to contact members to activate the chapter.

SECTION 5. CHAPTER ACTIVATION/REORGANIZATION MEETING

- a. Meeting. The organizational meeting should be held at a location that is convenient to the majority of the members. A “get acquainted” social function (30-45 minutes) should be scheduled preceding the organizational meeting. The organizer(s) should briefly explain the AFSA objectives, how AFSA originated and the relationship that chapters have as field units:
- b. Elections. Organizers must conduct an election of chapter officers. The AFSA Bylaws require the general membership to elect a President and Vice President, and elect or appoint a minimum of three Trustees. A Secretary and Treasurer may be appointed by a newly elected President at the organizational meeting or at a later date.
- c. Forms and Reports. The organizer(s) must provide the following completed forms to the Division President and to International Headquarters:
 - 1) Request for Charter (Form Letter available on Website)
 - 2) Directory of Officers
 - 3) Minutes of Meeting
- d. Headquarters Issue of Items. Upon receipt of the above forms, headquarters will issue the following to the chapter:
 - 1) Charter
 - 2) Gavel
 - 3) AFSA forms and publications required for chapter operation
 - 4) Recruiting literature
 - 5) Grant in the amount as determined and budgeted in the current International Budget (\$150.00), for activation or reactivation (if the chapter has been officially inactive for at least two (2) years)
 - 6) Miniature three-flag set for meetings

SECTION 6. FINANCIAL RECORDS WHEN A CHAPTER IS REACTIVATED. Upon reactivation of an AFSA chapter, International Headquarters will provide the new Chapter President with all available financial records if available.

SECTION 7. FUNDS WHEN A CHAPTER IS REACTIVATED. If reactivation occurs within one year from the date of deactivation, any chapter funds in escrow at International Headquarters will be provided to the new Chapter President for official chapter purposes.

PRINCIPLE 6. FIELD ORGANIZATION FINANCIAL MANAGEMENT

SECTION 1. PURPOSE. The purpose is to establish procedures regarding field organizations financial management, and to promote the proper and efficient accounting for of AFSA field organization funds.

SECTION 2. WHY AFSA REQUIRES ACCURATE AND TIMELY AUDIT, BUDGET, FINANCIAL, ACTIVITY AND AMERICANISM, AND DIRECTORY OF OFFICER REPORTS

- a. AFSA is tax exempt under Section 501(c) (19) of the Internal Revenue Code. To extend this tax-exempt umbrella to the divisions and chapters, AFSA files annually a 990 Form Group Return. To properly prepare the group return, AFSA must have the financial information and activities of each division and chapter, and a properly signed authorization to let AFSA Headquarters include the division and chapters on the Headquarters 990 Form. A majority of the information provided is financial: assets, liabilities, fund balances, revenues, and expenses. The other required information pertains to activities and officers, divisions and chapters, addresses. It is important to keep accurate records, submit accurate/timely reports, and keep headquarters informed.
- b. The Internal Revenue Service is aggressively pursuing the non-profit sector because there are billions of dollars each year that non-profit organizations collect and spend that are not taxed. AFSA must make sure that all the information submitted to IRS is thorough and accurate so the Association does not violate any of the rules or tax laws. The 990 Group Return must also be easily accessible to the public, Internal Revenue Service, and Government Accountability Office. All financial information must be accurately disclosed and all reports must be submitted in a timely manner to avert the loss of this tax-exempt umbrella. Otherwise, divisions and chapters will be required to pay taxes on revenues received each year in accordance with IRS tax regulations.

SECTION 3. WHY AFSA REQUIRES THE ACTIVITY AND AMERICANISM REPORTS

- a. The submission of the Activity and Americanism Report allows AFSA to use restricted insurance revenues generated from AFSA's Insurance Programs to fund general

operations (General Fund). AFSA is a veteran's organization, therefore, the IRS allows AFSA to document Americanism activities.

Reporting these activities, allows AFSA to make available (to AFSA) monies from vendors, the insurance programs, etc. that would otherwise be classified as restricted and as 'unrelated business income'. This income is taxed at a rate of 35% or higher. AFSA is in the business of utilizing all available resources to legally fund the goals and objects of the organization.

- b. It is the Division/Chapter President's responsibility to review, sign, and submit all Financial Reports, Budgets, Audits, Activity and Americanism Reports, and Directory of Officers to the International Headquarters. If sending electronically, a summary from the President must accompany each transaction listing the reports/dates prepared.

SECTION 4. ACCOUNTING YEAR AND INTERNAL REVENUE SERVICE

- a. Accounting Year: The AFSA accounting year is from January 1 to December 31. All financial and budgetary records must be maintained based on this timeframe.
- b. Federal Tax Identification Number: Each AFSA division and chapter is assigned a tax identification number (TIN) or employer identification number (EIN) that should be used on bank accounts and whenever an identification number is required. If an ID number has not been assigned, request a TIN by submitting IRS Form SS-4 (Application for Employer Identification Number) or contact AFSA Headquarters.

SECTION 5. DIVISION/CHAPTERS TREASURER

- a. The Division/Chapter President has the overall responsibility for all assets and reporting of the division/chapters; however, a treasurer will assist the president to complete, retain, and manage financial matters.
- b. The Division/Chapter President should appoint a treasurer prior to the installation of the elected officers so that the treasurer may be sworn in with the other officers. The treasurer's term of office should correspond with the President's term of office. Division Presidents should appoint an individual who resides in close proximity to the Division President's residence to permit frequent contact concerning financial matters.
- c. The treasurer is under the supervision of the president and is the officer responsible for the stewardship of the organization's funds. The treasurer is responsible for monitoring the budget process. The treasurer will provide forms, necessary data and assistance to the Budget and Finance Activity, and will ensure that established suspense dates for budget preparation and submission are met. The treasurer will also make copies of the proposed and approved budget for later use. Other responsibilities include:
 - 1) Keep financial records, and Federal Tax Identification Number/FEIN

- 2) Prepare division/chapter budget
 - 3) Prepare accurate financial statements
 - 4) Monitor the budget process and anticipating financial problems
 - 5) Safeguard and manage the organization's financial assets
 - 6) Comply with AFSA reporting requirements to satisfy federal statutes
 - 7) Comply with USAF requirements when the organization is on a military installation
- d. The Treasurer is charged with maintaining the organization's financial records in an appropriate manner; reliable and complete records from both a legal and compliance standpoint are essential.

SECTION 6. BOOKKEEPING PROCEDURES. The Treasurer must know what is involved in elementary bookkeeping but, with the guidance provided in this manual, there should be no difficulty in understanding basic procedures and requirements.

- a. Accounting Method: AFSA Divisions and Chapters will use the cash basis of accounting. This means that only transactions involving the receipt or disbursement of cash will be recorded and reported. The nature of AFSA Divisions/Chapter activities has no material amounts owed to others (liabilities) or due from others (receivables).
- b. Accounting Entities: Each AFSA Division/Chapter is a separate, independent entity for accounting purposes. AFSA Division/Chapter funds will not be co-mingled. This, in no way, precludes the undertaking of joint projects by AFSA Divisions and Chapters.
- c. Loans: Loans to AFSA members, employees, elected/appointed AFSA officer, consultant, or other individuals are prohibited in AFSAM 100-1, Bylaw 14, Section 5.

SECTION 7. BANK ACCOUNTS

- a. Each AFSA Divisions/Chapters must have a checking account, preferably interest bearing at a minimum. If an interest-bearing checking account is not available, a savings account is desirable if funds in excess of immediate requirements accumulate. Many chapters use a credit union share-draft account for both purposes. Whenever possible, arrangements should be made to have bank statements prepared (cut off) as of the end of the month to facilitate the reconciliation of account balances.
- b. The chapter's TIN/EIN must be used on bank account documents.
- c. The Division/Chapter President should authorize three persons to sign/countersign checks or to withdraw funds from Divisions/Chapters savings accounts. This will

provide some flexibility in the event of TDY trips, illness, vacations, etc. Two authorized signatures are required to issue checks and for savings withdrawals.

- d. It is recommended that each AFSA chapter obtain a Visa/MasterCard Debit Card at the bank or financial institution where their checking and savings accounts reside. This option allows each AFSA Divisions/Chapters the flexibility to pay (by debit card) for supplies, memberships, web site/on-line purchases/payment opportunities, etc.
- e. The name of the account should begin with the Air Force Sergeants Association followed by the Division/Chapter number. Serious consideration should be given to having only the Division/Chapter number and nickname imprinted on the checks when ordered, unless the Division/Chapter rents a post office box in a central location. Checks will normally be in the possession of the Divisions/Chapters Treasurer.
- f. It is imperative that bank statements be reconciled by the Divisions/Chapter Treasurer on a monthly basis or as frequently as statements are received. The reverse side of most bank statements has a space for this purpose. Banks are not infallible, and errors may take several weeks to correct if not reported promptly.
- g. Loss or theft of blank checks or savings passbooks must be reported to the appropriate financial institution immediately upon discovery.
- h. Each Division/Chapter will provide account and routing numbers to Headquarters upon account establishment or change; all payments to the chapter will be made via EFT, requiring this information.

SECTION 8. INTERNAL CONTROL

- a. Internal control is the system of procedures that, in the absence of collusion, minimizes the likelihood of misappropriation of assets or misstatement of the accounts, and maximizes the likelihood of detection if it does occur. Each person responsible for the handling or accounting of AFSA funds has the responsibility to the general membership of safeguarding the assets of the association.
- b. One of the most effective internal controls is the use of a budget that is compared to actual results on a periodic basis. If deviations from the budget are carefully reviewed by all concerned, the likelihood of a large misappropriation taking place without being detected is reduced considerably.

SECTION 9. CONTROL OF RECEIPTS

- a. Pre-numbered duplicate receipts should be issued for all cash at the time of receipt to create a written record of cash received. The original copy of the receipt should be given to the person from whom the money was received, and the duplicate must be

retained. Periodically, a comparison will be made of the total receipts issued with the amounts deposited and indicated on the bank statement. At minimum, the receipt must contain the date, to whom the receipt was issued, the purpose, and the amount received. If a receipt is voided, both the original and duplicate copies must be kept/accounted for.

- b. Cash collections should be under the control of two people whenever possible. Whenever only one person handles funds, there is always the risk of misappropriation.

However, there is a greater possibility that someone may erroneously believe misappropriation has occurred. Distrust is not the issue, but rather the elimination of the opportunity for someone to perceive mishandling of AFSA funds. Checks should be promptly endorsed in writing or by rubber stamp as in the following example:

FOR DEPOSIT ONLY
AIR FORCE SERGEANTS ASSOCIATION
DIVISION/CHAPTER XXXX
ACCOUNT NO: _____

- c. All receipts, cash/checks, etc., must be deposited in the bank on a timely basis. The purpose of this control is to ensure that there is a complete record of all receipts. If Divisions/Chapters receive cash, no part of this cash should be used to pay its bills. The cash must be deposited intact and checks issued to pay expenses. In this way, there will be a record of the total receipts and disbursements of the chapter on the bank statement.
- d. AFSA funds must never be co-mingled with personal funds.
- e. AFSA membership dues collected by individuals or a chapter must be forwarded to International Headquarters with minimum delay. Cash should not be sent through the mail; a money order or bank draft should be obtained for transmittal purposes.

SECTION 10. CONTROL OF DISBURSEMENTS

- a. All disbursements must be made by check, and supporting documentation must be kept for each disbursement.
- b. All checks will normally be prepared, signed by the Division/Chapter Treasurer, and countersigned by the Divisions/Chapter President or an individual designated by the Divisions/Chapter President. Both individuals must review the disbursement support documents to ensure the expenditure is for official AFSA Divisions/Chapter purposes.
- c. Checks must be pre-numbered and written in consecutive order.
- d. The signing or countersigning of blank checks is prohibited.
- e. The drawing of checks payable to cash or bearer is prohibited.

- f. Disbursement support documents include invoices, statements, receipts, etc. If an invoice, statement, or receipt is not provided, the Divisions/Chapter President must prepare and sign a memorandum for the Divisions/Chapter Treasurer to use as a support document. This memo must contain the date, to whom the payment is to be made, the purpose of the disbursement and the total amount.

SECTION 11. SAVINGS ACCOUNTS

- a. When Divisions/Chapters have funds in excess of immediate requirements and these funds are not in an interest-bearing checking account, they should be placed in a separate interest-bearing savings account. This is done to maximize earnings on idle available funds. The interest earned is added to the interest line under Income Received. This will increase Total Income for the Divisions/Chapters.
- b. The Savings account must also have two person controls over all transactions. This may be accomplished by providing all three account signatories with electronic access to the on-line account records. Transfers may be accomplished electronically between a Divisions/Chapters checking/savings account to optimize management and interest earnings of funds.
- c. Each Division/Chapter electing to not require two signatures for all checks/account withdrawals will establish a written policy/procedure to ensure two person controls over all Division/Chapter assets in accordance with the guidance provided above.
- d. Divisions/Chapters officers authorizing a withdrawal must be fully aware of the reason or requirement for the withdrawal. Approval must not be given routinely.
- e. Withdrawals from savings accounts will be deposited intact into the Division/Chapter checking account. All disbursements will be made from the regular checking account.

SECTION 12. ASSETS

- a. Divisions/Chapters possessing assets such as office equipment (typewriters, computers, filing cabinets, desks, chairs, etc.) must maintain a complete permanent record of the asset, as follows:
 - 1) Description of the asset (including manufacturer's name)
 - 2) Serial number, if applicable
 - 3) Date acquired
 - 4) Cost or other method of acquisition

- 5) Physical location
- b. An inventory of all assets must be taken and reported quarterly to verify that the assets are on hand.

SECTION 13. CASH-BASIS BOOKKEEPING

- a. Bookkeeping is the process of recording, in a systematic manner, financial transactions that have taken place. It is simply maintaining records in a manner that will facilitate summarizing them at the end of a period in the form of financial reports. There is little need to know a great deal about accounting theory, and common sense will dictate the records that must be kept.
- b. There are basically only three steps involved in any bookkeeping system:
 - 1) Record each transaction in a systematic manner when it occurs. This recording may be on the checkbook stub or, for Divisions/Chapters with many transactions; it may be an entry in a journal or worksheet or via use of a computer with/without an accounting software program.
 - 2) Summarize transactions so that all like transactions are grouped together. This summarizing can be done on the monthly statement you receive from your bank or on a simple worksheet.
 - 3) Prepare financial reports from the monthly statement or worksheets.

SECTION 14. CHECKBOOK SYSTEM OF BOOKKEEPING

- a. Most people are familiar with the first step in checkbook record keeping. The process of recording each check and each deposit on the checkbook stub is the first step in a checkbook system of bookkeeping -- the step of initially recording the transaction. The checkbook becomes the book of original entry. It is important to write down enough information or description on the stub to identify the purpose of the receipt or disbursement. (Note: If your checkbook does not use stubs, record information on both the check itself and on the checkbook register.)
- b. In the case of disbursements, there should be reference to the vendor's invoice or other memorandum. It is also important to keep track of receipts by noting whose checks are included in each deposit, perhaps using the back of the stub if there isn't room on the front. Alternatively, this information can be put on a copy of the deposit slip, which can then be kept with the bank statement or in a separate file.
- c. Since the checkbook becomes the source of all bookkeeping entries, it is important that all receipts be deposited intact and all disbursements be made by check or electronically

using the Division/Chapter debit card. This will ensure that a record is established of all transactions.

- d. The second step of summarizing all the transactions for the period is almost as easy. A worksheet can be used that has several columns, one for each of the categories of income or expense. It should be noted that each month's transactions are summarized from the checkbook stubs and entered in total on the worksheet. A reconciliation of the cash account should be located at the bottom of the worksheet. This is the treasurer's proof that a mistake hasn't been made in summarizing the transactions. While the worksheet can be for the entire year, in practice, the worksheet should be totaled either every month or every time financial reports are prepared. At that point, the treasurer would want to prove the cash position in this manner. This reconciliation should not be confused with the bank statement reconciliation, which should be prepared directly from the checkbook stubs and the monthly bank statement.

SECTION 15. HOW TO PREPARE THE FINANCIAL REPORT (AFSA Form 700-5)

a. Heading Entry:

1) Mark the applicable quarter

- a. 1st Quarter: January/February/March
- b. 2nd Quarter: April/May/June
- c. 3rd Quarter: July/August/September
- d. 4th Quarter: October/November/December

2) Enter the current name and mailing address of the President and Treasurer

b. Gross Income (Section 7)

- 1) Enter the total income for the quarter being reported for each source of income received during the period:
 - a. Chapter Activation Grant
 - b. Administrative Support Payments
 - c. Social Function Income
 - d. Fund-Raising Income (Specify)
 - e. Contributions Income

- f. Interest Income
 - g. Advertising Income (Publication)
 - h. Miscellaneous Income (Specify)
- 2) For the first-quarter report, the data entered in this column will be exactly the same as that entered in the Income Received and Expenses Paid (1 Quarter) Column.
- 3) For the second- third- and fourth-quarter reports, the data entered in this column will be cumulative year-to-date total for the current calendar year for each element of income and expense, and total income received and expenses paid.
- c. Expenses (Section 8)
- 1) Enter the total disbursements for the quarter being reported for each element of expense:
- a) Social Functions
 - b) Fund-Raising
 - c) Contributions
 - d) Postal
 - e) Printing
 - f) Convention
 - g) Bond/Insurance
 - h) Bank Charges
 - i) Office Supplies
 - j) Awards
 - k) Miscellaneous (Specify expenses)
- 2) For the first-quarter report, the data entered in this column will be exactly the same as that entered in the Income Received and Expenses Paid (1 Quarter) Column.

- 3) For the second- third- and fourth-quarter reports, the data entered in this column will be cumulative year-to-date total for the current calendar year for each element of income and expense, and total income received and expenses paid.

d. Fund Balance (Section 9)

- 1) TOTAL EXPENSES are deducted from TOTAL GROSS INCOME and the difference is displayed in the space labeled “INCOME minus EXPENSES” area. If total expenses exceed total income, the amount will be bracketed to indicate a negative value. Example:

Total Income Received	\$50
Total Expenses Paid	(75)
Excess of Expense over Income	(\$25)

- 2) Enter the beginning fund balance in the space labeled “BEGINNING FUND BALANCE.” This amount will be the ending fund balance for the preceding quarter. In cash basis accounting, this amount will equal the checking and savings account balances of the last day of the preceding quarter.
- 3) “INCOME minus EXPENSES” amount will be added to the “BEGINNING FUND BALANCE” amount, and will display a sum in the space labeled “ENDING FUND BALANCE.” If the INCOME minus EXPENSES is a negative value, this amount will be deducted from the BEGINNING FUND BALANCE to arrive at the ENDING FUND BALANCE. In either case, in cash basis accounting, the Fund Balance End of Period amount must equal the checking and savings account balances (plus other assets, if applicable) as of the last day of the reporting quarter.
- 4) Example:

	<u>Positive</u>	<u>Negative</u>
Total Income Received	\$ 100	\$ 50
Total Expenses Paid	<u>- 75</u>	<u>- 75</u>
Income minus Expenses	\$ 25	(\$ 25)
Beginning Fund Balance	<u>+200</u>	<u>+200</u>
Ending Fund Balance	\$ 225	\$ 175

NOTE: The Beginning Fund Balance for the Current Period was the Ending Fund Balance for the prior quarter or the End of the Calendar Year.

- 5) The total expense amount is deducted from the total income amount in this column; the difference is calculated in the space labeled “INCOME minus EXPENSES.”

- 6) The calculated difference will increase/decrease the Beginning Fund Balance in the column resulting in an Ending Fund Balance.
 - 7) The “Beginning Fund Balance” will be the fund balance as of December 31 of the preceding calendar year and will remain the constant YTD Total for the remainder of the current accounting year.
 - 8) The added “Income Over Expenses/Income (Under) Expenses” amount in this column plus the “Beginning Fund Balance” amount in this column, will generate a sum in the space labeled “Ending Fund Balance.” The Ending Fund Balance amount must equal the checking and savings account balances as of the last day of the quarter being reported.
- e. Accounts Information and Cash on Hand (Section 10)
- 1) Enter the sum of each category of cash and total.
 - 2) The total cash should equal “Ending Fund Balance” from current period and year to date in Section 9 of the form.
 - 3) Fill in the applicable information for all accounts and investments.
- f. Certification (Bottom of Page)
- 1) Print or type the Chapter President’s and Treasurer’s names.
 - 2) The Chapter President’s and Treasurer’s signatures will certify the accuracy of the data presented on this form. When using electronic submission, insert the name of the Chapter President and Treasurer.

SECTION 16. FORMAL CASH-BASIS BOOKKEEPING SYSTEM

- a. The checkbook system of bookkeeping is adequate for most Divisions/Chapters, but it has limitations as to the number of transactions that can be handled without being cumbersome. Some larger Divisions/Chapters may require more formal systems, which require greater knowledge of accounting theory. Basic records include:
- 1) Cash receipts journals
 - 2) Cash disbursements journals
 - 3) General journals
 - 4) General ledgers

- b. Most important: Keep systematic records that are summarized into meaningful classifications.

PRINCIPLE 7. INCOME SOURCES

SECTION 1. CHAPTERS ONLY

- a. Chapter Activation Grant: Each newly chartered or reactivated (if inactive for a two-year period) chapter will receive a grant from International Headquarters. The Executive Council determines the grant amount and as listed in the General Budgets.
- b. New Member Recruiting Rebates: Chapters may receive a one-time new member rebate for each new member recruited and for each member retained (renewed). The AFSA Budget and Finance Committee and the International Executive Council determine the authorized amount. All other rebates will be as authorized by the International Executive Council and included in the approved budget.
- c. Funds from Headquarters will only be sent via Electronic Funds Transfer (EFT). Each chapter must provide routing and account information to the Headquarters upon charter, reactivation, or for a changed bank or account number.

SECTION 2. DIVISIONS AND CHAPTERS

- a. Administrative Support Payments: Active and responsive Divisions and Chapters will receive quarterly payments from International Headquarters based on Division/Chapter member strength (Active) as of the last day of each report quarter. Payments will normally be transmitted via EFT to the Division/Chapter account beginning on or about the 20th of the month following the end of the quarter. AFSA administrative support payments are based upon Active dues paying members assigned as of March 31, June 30, September 30, and December 31 excluding unassigned and “bad address” members. The AFSA Budget and Finance Committee and the International Executive Council determine the authorized amount. Comments on reports that simply say “No Activity” do not constitute “Active and Responsive”.
- b. Purpose of Support Payments: Support payments are provided to Divisions/Chapters for the primary purpose of membership development. They are not meant solely as funds for investments to gain interest, etc. The following categories comprise accepted uses of support payment funds:
 - 1) Divisions/Chapters award and recognition programs
 - 2) Contributions and donations to functions supporting the Wing or external veteran’s community
 - 3) Fund raising costs

- 4) Key personnel travel to Division/International conferences, meetings, events, etc.
- 5) Office and administrative supplies
- 6) Divisions/Chapters social events that add value to the Association
- 7) Activities designed to assist in Divisions/Chapters recruiting and retention
- 8) Activities designed to support Divisions/Chapters legislative programs
- 9) Activities designed to enhance Divisions/Chapters communications to include newsletters, websites, social media, etc.

SECTION 3. INCOME ELEMENTS

- a. Fund-Raising Income: Divisions/Chapter-sponsored fund-raising projects may provide an additional source of income. Gross income (to the AFSA organization) should be recorded when received, and expenses associated with the project should be paid by check and accounted for separately as an expense under Fund Raising Activities.

Fund raising income consists of gaming, events and sales or gifts.

- 1) Gaming includes bingo any type, pull tabs, raffles, scratch-offs, etc
 - 2) Events include dinners, dances, concerts, sporting events, carnivals, auctions, etc
 - 3) Sales or gifts of goods or services
- b. Interest Income: Interest earned from the investment of division/chapter funds in an interest-bearing savings account, or the like, is another source of income. The amount of interest earned may be found on the statement issued by the financial institution on a monthly or quarterly basis.
 - c. Contributions Income: Some businesses or individuals may wish to make a tax-deductible financial contribution to some worthy cause sponsored by the division or chapter. Contributions are gifts, grants or similar amounts given by the public which can be an individual or organization.
 - d. Miscellaneous Income: Any source of income other than those categories described above would be considered miscellaneous.

SECTION 4. EXPENSE ELEMENTS

- a. Awards Expense: This expense element includes the cost of obtaining plaques, trophies or other gifts (including engraving) to be presented to deserving individuals or organizations the division or chapter wishes to recognize.
- b. Scholarship Expense: divisions or chapters may award monies to individuals in the form of scholarship or grants.
- c. Contributions Expense: This expense includes charitable contributions to worthy causes, such as the AFSA Building Fund, etc.
- d. Fund-Raising Expense: This element of expense is the total cost of supporting a fund-raising project.
- e. Office Supplies Expense: This element of expense includes expenditures for telephone, mailings, bank fees, printing costs, equipment rental, supplies and other similar costs.
- f. Travel Expenses: This expense element includes meals, lodging, per diem, fares, auto expense, fares and mileage allowance.
- g. Miscellaneous Expense: Additional lines were added for expenses not listed above. These expenses may be recorded for those types not fitting other categories, expenses you wish to capture representing a large dollar amount, etc.

SECTION 5. AUDIT COMMITTEE

- a. The Audit Committee occupies a unique and important position in AFSA Chapter organizations. It is strongly recommended that the Audit Committee audit each quarterly report for the following reasons:
 - 1) The volume of transactions to be reviewed will be smaller than if the audit is accomplished annually. Consequently, the audit can be performed in an hour or so rather than the four to eight hours required annually.
 - 2) Chapter officers are frequently subject to transfer, particularly if on active duty. If an Audit Committee has a question about a transaction that occurred during the first quarter, the individuals involved will be available to answer the query. If the audit is conducted only at the end of the year, the persons involved may be unavailable.
- b. The Audit Committee will consist of two persons appointed by the Division/Chapter President. Audit Committee members must be independent of the management of the organization, i.e., free from any relationship that would interfere with their exercise of independent judgment in financial matters. This concept of independence will exclude the President, Vice President, Trustees and Treasurer from Audit Committee membership. The ideal Audit Committee member will be someone who is independent of chapter management, with no financial ties to the organization, possessed of a sense

of fiscal responsibility, able to diligently oversee management's fiscal performance without meddling in management's prerogatives and, more importantly, has the time to do a conscientious job as a committee member.

- c. The primary purpose of the Audit Committee is to oversee financial reporting to the members of the chapter and headquarters, and the underlying operating policies and processes embodied in the financial reports, as described in this chapter. The Audit Committee will certify that the financial reports correctly reflect the financial condition of the division/chapter.
- d. The Audit Committee should meet on a quarterly basis to review the financial reports prepared by the Division/Chapter Treasurer. Timeliness is essential to ensure that the reports outlined in this volume are submitted within the established suspense dates. The Audit Committee must be free to probe any financial activity, to ask any questions, and to obtain any information it needs to accomplish its role.
- e. If the Audit Committee discovers apparent improprieties in its review of the financial records, or failure of the organization to comply with procedures established in this volume, the committee should immediately contact the Division/Chapter President to reconcile the apparent discrepancies. If, subsequent to discussions with the Chapter President, there are still apparent unresolved improprieties or discrepancies, the Audit Committee must immediately contact the headquarters for assistance and guidance.

NOTES: The Division/Chapter President should meet monthly with the treasurer to accomplish a physical review of the books and records.

- Division Presidents and Division Executive Council members should review chapter books and records during visits to the chapter.
- Division and Chapter audits should be accomplished quarterly but at a minimum of annually. It is imperative that divisions and chapters conduct audits due to strict IRS regulations and established rules concerning non-profit organizations.
- Electronic submission of audits is acceptable and all audits must be signed by the Division/Chapter President and Audit Committee members.

PRINCIPLE 8. TAX REQUIREMENTS

SECTION 1. STATE SALES TAX EXEMPTION. Chapters may be exempt from the payment of state sales taxes in certain states. Each chapter must check with the local taxing authority for application/information regarding tax-exempt status.

SECTION 2. FEDERAL INCOME TAX REPORTING. AFSA files a Group Return of Organizations Exempt Form Income Tax (Form 990) which includes AFSA Chapter's financial information. In accordance with The Internal Revenue Service requirements,

each AFSA Divisions/Chapters must submit to AFSA a Chapter Group Filing Authorization form to be included in the AFSA Group Return. If the authorization form isn't received at the AFSA Headquarters by 15 November annually, the divisions/chapters are required to file a separate 990 Return. Divisions/Chapters receiving correspondence or inquiries (other than those concerning the chapter's EIN or TIN) from the Internal Revenue Service should IMMEDIATELY forward the documents to headquarters for resolution.

PRINCIPLE 9. FINANCIAL RECORDS AVAILABILITY, RETENTION, AND DISPOSITION

SECTION 1. SUBJECTION TO AUDIT. The financial records discussed in this chapter are subject at any time to inspection by the Chapter Audit Committee, Chapter Executive Council, Division President, and the International Headquarters Staff. Division records are subject at any time to inspection by the Division Audit Committee, Division Executive Council, International President, and the International Headquarters Staff. In addition, AFSA Chapters located on Air Force installations are subject to audit by Air Force officials if there are indications of fraud or other improprieties.

SECTION 2. RETENTION OF RECORDS. Records should be kept on file by the Division/Chapter President or other designated officials. If the secretary keeps the minutes on file, the president should have a copy. The guidelines for retention of AFSA records are as follows:

- a. Organizational property and division/chapter assets are to be retained permanently
- b. Division/Chapter minutes are to be retained permanently
- c. Financial records, which would include the Division/Chapter Treasurer's files and the quarterly financial statements, are to be retained for three years
- d. Activity & Americanism report or any other field report should be retained for one year
- e. Other miscellaneous records should be retained for one year
- f. Bank and credit card statements should be retained for three years
- g. IRS EIN (Employer ID Numbers) letters should be retained permanently

SECTION 3. FINANCIAL RECORDS ORIENTATION. Outgoing AFSA Division/Chapter Presidents will ensure that their successors are provided with all of the financial

records discussed in this volume on a timely basis. An orientation in financial matters for the incoming Division/Chapter President will be beneficial in ensuring a smooth transition.

SECTION 4. RECORDS AND DOCUMENTS TRANSFER TO NEW PRESIDENT.

Following is a summary of financial records and other documents (not all-inclusive) that should be provided by outgoing Division/Chapter Presidents to their successors:

- a. Checkbook and blank checks
- b. Savings account passbook
- c. Bank statements and reconciliations
- d. Check stubs, deposit slips and canceled checks
- e. Cash receipt book and file
- f. Disbursement support documents
- g. Organizational property (asset) records
- h. Summary worksheets, journals and ledgers
- i. Financial report file
- j. Division/Chapter budget records
- k. Liability insurance documents
- l. Unpaid invoices or memoranda
- m. Chapter charter
- n. All manuals (AFSA Bylaws, Policies and Procedures, and other Guideline Manuals)
- o. All administrative/management forms, publications and supplies
- p. AFSA EIN or TIN Letters with EIN/TIN Numbers
- q. AFSA State Sales Tax Exemption Certificate

PRINCIPLE 10. HEADQUARTERS FUNDS TRANSFER AND CHECKS

SECTION 1. ELECTRONIC FUNDS TRANSFER (EFT). Payments from the Headquarters to divisions/chapters will be primarily accomplished via an EFT process.

Each division/chapter is responsible for providing routing and account information to the Headquarters Accounting and Finance Directorate in a timely manner upon charter, reactivation, or any change in the account number or bank. Checks will not be issued from the Headquarters without approval by the Chief Executive Officer, and for only the rarest of circumstances.

SECTION 2. CHECKS RECEIVED FROM HEADQUARTERS. In the rare event a check must be issued by Headquarters, the chapter/division must deposit the check upon receipt. The checks become “stale-dated” six months from the date of issuance and will not be accepted for payment after this date.

SECTION 3. STALE CHECK DISPOSITION. If replacement of the funds is approved by the CEO, an EFT payment will be processed after the transaction has been researched to ensure a stop-payment order and replacement EFT/check have not been previously issued. Appropriate charges for the stop-payment and transmittal will be the responsibility of the division/chapter affected.

SECTION 4. ADDITIONAL GUIDANCE. Any AFSA Chapter with an accounting problem or question about the procedures contained in this chapter should contact the International Headquarters Director of Finance.

PRINCIPLE 11. BUDGET. A budget is a plan of action representing the organization’s blueprint for the coming accounting year expressed in monetary terms resulting from the organization’s decisions as to its program for the future. A budget is also a tool to monitor the organization’s financial activities throughout the year. Properly used, a budget will provide a comparison point that will alert the organization that its financial goals may not be met. Budgets must be submitted to headquarters as established in AFSAM 100-2.

SECTION 1. GENERAL BUDGETING CONCEPTS

- a. The budget must be realistic, well-conceived and approved by the Division/Chapter/International Executive Council. For comparative purposes, the budget must be broken down into periods corresponding to the periodic financial reports. The Executive Council must be prepared to take action when the comparison of actual results with the budget indicates a significant deviation.
- b. The relative size of the organization does not preclude the requirement to plan its financial activities. Financial planning (budgeting) is based on a realistic projection of income and a plan of how these funds should be expended.
- c. The AFSA accounting year is from January 1 to December 31 of the succeeding year. All financial and budgetary records must be maintained based on this accounting year.
- d. AFSA chapter budgets will be prepared separately.

SECTION 2. BUDGET AND FINANCE COMMITTEE. The Budget and Finance Committee is composed of members appointed by the International President. The Chairperson may be a member of the Executive Council. The Budget and Finance Committee prepares the budget as outlined in this volume, coordinates with other Committee Chairpersons, and submits the budget to the Executive Council for approval.

SECTION 3. BUDGET PREPARATION

- a. The Executive Council will prepare a list of objectives or goals of the organization for the forthcoming accounting year based on the Annual Plan of Action submitted by the Programs Committee. While re-evaluating existing programs, care should be taken to avoid concluding that a program should continue unchanged. The approved list of organization goals and objectives will be provided to the Chief Executive Officer for coordination with the Budget and Finance Committee.
- b. The Budget and Finance Committee will receive the Executive Council's list of organization goals from the Chief Executive Officer and will estimate the cost of each objective and goal on the list. For continuing programs, the previous year's actual and budgeted expenses will be the starting point. For new programs or modifications of existing programs, considerable effort may be necessary to accurately estimate the cost involved and to determine the elements of expense involved.
- c. The anticipated income of the organization should be realistically estimated by the Budget and Finance Committee with due consideration being given to the expected economic climate for the forthcoming year. Some existing programs may be expanded if they are financially viable. Overly optimistic income projections can prove to be the downfall of the organization if there is no margin for error.
- d. The total projected income for the year should be compared to the expenses estimated to be necessary to achieve the objectives and goals of the organization. Frequently, expected expenses will exceed projected income, which will require value judgments to be exercised. Which programs are most important? Where and how can estimated expenses be reduced? Reconciling projected income with estimated expenses is an extremely important part of the budget process. Consideration must be given to the reliability of the estimated income and expense figures. For example, if income has been overestimated by 10 percent and expenses underestimated by 15 percent, there will be a serious shortfall. If the organization has small cash reserves, then a realistic safety margin should be built into the budget.
- e. The proposed budget will be submitted to the Executive Council for ratification. This budget should be carefully presented and considered so that, once approved, all members will be committed to the final plan.

SECTION 4. BUDGET COMPARISON

- a. The most carefully prepared budget will be of little value if the Headquarters Chief Financial Officer doesn't compare it regularly with the actual operational results.
- b. For simplicity, budgeted annual income and expenses may be divided by the period reported in the financial reports, i.e., by 12 if a monthly report or by four if a quarterly report. However, it must be recognized that this comparison may be misleading when income and expenses do not occur on a uniform basis throughout the year.
- c. The various elements of budgeted income and expenses for the period of the financial reports will be compared with the actual amounts reflected on the reports. This comparison can be annotated on the financial reports, if desired. The Chief Executive Officer will record deviations, and will prepare a simple written summary of the reasons for significant deviations from the budget; the summary is provide to the International President, Chairperson of the Budget and Finance Committee and the Chairperson of the Audit Committee.
- d. The budget serves little purpose if the organization takes no action once it becomes apparent that expenses are exceeding budget or that there is a shortfall in income. The Budget and Finance Committee will review the financial reports and budget deviations, and make recommendations to the Executive Council when these deviations are significant and it becomes apparent that the budget cannot be met. The Executive Council must be willing to face unpleasant facts once it becomes apparent that corrective action must be taken. Many budgets fail because the organization neglects to take aggressive corrective action, indicating that the Executive Council is not fulfilling its responsibilities to its members.

SECTION 5. BUDGET FORMAT

- a. Division budgeted expenses will be presented in the combination of natural and functional classifications. The natural classification presents expenses as to their type, e.g., postal expense, office supplies expense, etc. The functional classification presents the expenses according to the functional area for which the funds will be disbursed, e.g., Executive Council, Vice President, etc. Budgetary control can only be effectively exercised through people; therefore, expenses must be designated as to the persons responsible for their disbursement.
- b. Chapter budgeted expenses will be presented only in the natural classification, as described above.
- c. The Division/Chapter Budget and Finance Committee will prepare an income narrative summary indicating the rationale used in determining the income projections.

SECTION 6. APPROVED BUDGET DISTRIBUTION

- a. Executive Council
- b. Committee Chairmen
- c. Treasurer
- d. Historian
- e. Division President (chapters only)
- f. International Headquarters

PRINCIPLE 12. REIMBURSEMENTS**SECTION 1. TRAVEL AUTHORIZATION PROCEDURES**

- a. Division/Chapter Officers and others designated by the Division/Chapter President may be authorized reimbursement for reasonable and necessary out-of-pocket expenses directly related to their performance of official division/chapter business during the time (overnight) they are away from their domicile or place of employment.
- b. Division/Chapter reimbursable expenses include the costs of transportation, parking fees, meals, lodging, tips, telephone, and miscellaneous expenses. Transportation costs are reimbursable at the actual common carrier rate or at the maximum rate established by the division/chapter (not to exceed IRS limits) per mile when privately owned vehicles are used. The least expensive means of transportation should be employed where possible. Reimbursement will be made at the regular economy coach airfare rate when use of a privately owned vehicle is for the individual's convenience and is more expensive, or when the actual cost of transportation exceeds economy coach airfare.
- c. Members of the Executive Council, various committees, or other Association members may be authorized reimbursement for reasonable and necessary expenses directly related to their performance of official AFSA International business to include official meetings, speaking engagements, or conference/convention involvement. Reimbursable expenses include costs of transportation (flight or mileage for driving paid at the rates listed in b. above), parking fees, meals, lodging, tips, telephone, or other miscellaneous expenses. Additional expenses may be authorized for reimbursement upon approval from the International President and deemed authorized by the Chief Executive Officer. Expense incurred by these individuals should be purchased through the business credit card managed by the Headquarters to the maximum extent possible. All travel should be coordinated with the Executive Secretary as soon and as far in advance as possible to secure the most economic means available.

SECTION 2. EXPENSE/TRAVEL CLAIM PROCEDURES. For travel reimbursed by Headquarters, the traveler will forward the Claim for Expenses with all receipts to claims@hqafsa.org within 30 days. This address will distribute the claim to the International President, Chief Executive Officer, and Executive Secretary.

a. Division/Chapter President

- 1) Receives the Claim for Expenses with all receipts attached, from the traveler.
- 2) Forwards the approved Claim for Expenses, with all receipts attached, to the Divisions/Chapters Treasurer for payment.

b. Division/Chapter Treasurer

- 1) Receives the Claim for Expenses, with receipts attached, from the Division President.
- 2) Within 72 hours of receipt, compares receipts with amounts claimed, checks addition and, if there are no discrepancies, prepares a check and annotates check number on the claim for reference purposes. Reconciles discrepancies with the traveler as required.
- 3) Attaches the original copy of the check to a copy of the Claim for Expense and forwards to the traveler.
- 4) Files the original copy of the claim with the check number noted on the form.

c. Travel reimbursed by Headquarters

- 1) The International President must approve all claims for expenses.
- 2) The Chief Executive Officer will ensure all expenses are authorized for reimbursement.
- 3) The Executive Secretary will process the voucher for payment with 72 hours of approval, and will compare receipts with the amounts claimed, check all figures, and report to the CEO any potential errors in the claim. Once the claim has been validated, the Executive Secretary will forward to the Accounting and Finance office for processing. The primary method for claims payment by the Headquarters will be via Electronic Funds Transfer. Each member seeking reimbursement from the Headquarters must ensure they forward their routing and account number. **Note: Executive Council members should provide account information upon assuming office.**

SECTION 3. PURCHASE ORDER PROCEDURES

- a. Disbursements for purposes other than approved Claims for Expenses must be supported by the appropriate documents.
- b. Division/Chapter officials desiring to obtain goods or services required to support official AFSA Division/Chapter activities will forward a written purchase request in two copies to the Division/Chapter President prior to ordering the goods or services. The purchase request will include:
 - 1) Description of the goods or services
 - 2) Quantity required
 - 3) Estimated total cost
 - 4) Primary supply source
 - 5) Date required
 - 6) Applicable cost center and account codes
 - 7) Whether or not the goods or services were included in the current year's budget
 - 8) Name and title of the individual making the request
- c. Specific Division/Chapter Officer Requirement:
 - a. Division/Chapter President
 - a) Receives two copies of the purchase request from the requesting individual.
 - b) Determines if the purchase is necessary and if the estimated cost of the purchase is at least equal to the benefits to be gained. Investigates alternate supply sources and prices. Reviews budget constraints and approves, or disapproves, the purchase request. If disapproved, returns both copies of the purchase request to the individual making the requisition, with a written explanation of the rationale behind the disapproval. If approved, assigns a purchase order number, in consecutive order, starting with 01 at the beginning of the accounting year, e.g., 01-01. Annotates the purchase order number on both copies of the request.
 - c) Places the order with the supply source, in writing or verbally, as appropriate.
 - d) Annotates the order date on both copies of the purchase request.

- e) Forwards the second copy of the annotated purchase request to the individual making the requisition to confirm that the request was approved and the date the goods/ services were ordered.
 - f) Files the original copy of the purchase request in suspense to await the receipt of the vendor/supplier's invoice or statement.
 - g) Upon receipt of the invoice or statement, compares description, quantities, and prices with the original purchase request, and communicates with the person responsible for receiving the goods/services to confirm the ordered quantities and types have been received. Reconciles discrepancies as required.
 - h) Prepares a Purchase Order, entering the purchase order number assigned to the purchase request. Indicates the Cost Center Code and that the invoice is approved for payment and forwards the original and second copy of the approved purchase order, with invoice or statement attached, to the division treasurer for payment.
 - i) Attaches the third copy of the purchase order to the original copy of the purchase request and files numerically by purchase order number.
- d. Activities of the Executive Council, various committees, or other members in support of AFSA International business not covered under travel reimbursement must submit their request prior to expending funds. The request must contain a full justification and price estimates (including up to 3 price comparisons when available). Submit the request to claims@hqafsa.org, where the request will be distributed to the International President, Chief Executive Officer, and Executive Secretary. Upon receipt, the following will occur:
- 1) The International President will evaluate the request and approve or disapprove. If disapproved, it will be returned to the request submitter.
 - 2) If approved, the Chief Executive Officer will evaluate the request, and determine if the purchase is better suited for execution by the Headquarters. If so, he will confer with the International President. If not, the CEO will ensure the request is authorized for purchase or reimbursement.
 - 3) If approved and authorized, the Executive Secretary will coordinate with the requestor to provide payment by the Headquarters corporate credit card wherever possible, and the Executive Secretary will complete the Request for Payment to document the activity. If reimbursement is appropriate base on rare circumstance, the Executive Secretary will submit a claim for expenses on behalf of the requestor for payment via Electronic Funds Transfer. The requestor should provide their routing and account number for the account they would like the funds deposited.

2) Division Treasurer

- a) Receives the original and second copies of the approved purchase order, with invoice or statement attached, from the Division President.
- b) Within 72 hours of receipt, checks invoice or statement extensions and addition, and compares with the amount indicated on the purchase order. Reconciles discrepancies as required. Ascertains the terms of the invoice or statement, and establishes a payment date to take advantage of offered discounts. Places in a 30-day suspense file by payment date.
- c) Reviews the suspense file on a frequent basis and prepares checks for those purchase orders to be paid.
- d) Attaches the original copy of the check to any remittance advice provided and forwards to the vendor or supplier of services. Notes check number on the purchase order for reference purposes.
- e) Files the purchase order.

PRINCIPLE 13. HEADQUARTERS SUPPORT TO DIVISIONS

SECTION 1. INTRODUCTION. Since Divisions receive quarterly support payments for each dues-paying member assigned to the Division, the International Executive Council established a policy that sets forth what support a Division would receive on a reimbursable and non-reimbursable basis from International Headquarters.

SECTION 2. NON-CHARGEABLE SUPPORT. International Headquarters will provide the following without charge:

- a. Recruiting/retention applications, brochures, etc
- b. Initial issue of 250 business cards for each International Executive Council member
- c. Electronic rosters, Electronic mailing labels, and Electronic forms.

SECTION 3. CHARGEABLE SUPPLIES. The following support will be provided to Divisions on a chargeable basis:

- a. Printed rosters, mailing labels, etc
- b. Division Designed brochures and programs (designed by Division and coordinated with AFSA Headquarters—strictly on an “as possible” basis)
- c. Plaques and awards

- d. Lapel pins and other jewelry items
- e. Gavels
- f. Special decal sheets
- g. Pocket badges and clips (except newly-elected Division Presidents)
- h. AFSA Promotional Video and Public Service Announcements
- i. Business Cards following the initial issue.

PRINCIPLE 14. DIVISION/CHAPTER WEBSITE POLICY

SECTION 1. PURPOSE OF POLICY. This document is an extension of Air Force Sergeants Association policies for Divisions and Chapters Web Sites. This document describes the requirements and responsibilities for all AFSA Divisions and Chapters Web sites. These requirements and responsibilities will also be addressed in AFSAM 100-5 for consideration of Website of the Year by the International Awards Committee.

SECTION 2. PURPOSE OF WEBSITES. The purpose of a chapter or division website should be to motivate, inform, recruit, and retain members. It is another avenue for sharing information but not a sole means of maintaining contact with members. The site should supplement and not replace division/chapter meetings, newsletters, Facebook, Twitter, etc. The website may not contain membership and databases.

SECTION 3. REQUIREMENTS AND RESPONSIBILITIES

a. Design.

- 1) The names, initials, seals, and logos associated with AFSA are registered trademarks owned by AFSA. Any alteration of these marks (art work or graphics) design is expressly prohibited. Use of these items must be approved by the CEO. Requests shall be in writing to the CEO for approval.
- 2) All chapter and division home pages (index) must clearly identify the title of the Web Site it belongs to in the top third of every page. The title of the webpage may include division/chapter number, name, location, and logo. However, it is a good practice to identify the chapter or division on every webpage.
- 3) All webpages must link to the homepage for the website to which they belong. An exception to this rule is the homepage itself. For any navigation that uses images, a text version must be provided somewhere on the body of the page.

b. Content

- 1) All information on websites must be kept accurate and up-to-date. Inaccuracies which compromise meaning (e.g., missing text, misarranged table cells, broken links, etc.) must be avoided at all costs. The electronic version of a printed document must reflect the same general style, but since HTML does not precisely mimic the printed page, the document may be formatted differently as long as it faithfully conveys the information.
- 2) Information on any activity must include information on who is permitted to take part in the activity. For example, some activities may be restricted to current members in order to comply with IRS requirements, while others may be intended to promote AFSA to non-members and should show that they are open to both members/non-members.
- 3) Confine content to information you wish to share with the public. Ensure that all content promotes a positive image of the Air Force, AFSA and its divisions and chapters. Information related to specific individuals should be carefully screened in order to maintain confidentiality.
- 4) Any forms, such as recruitment material, which originate from AFSA HQ must not be altered or retyped.
- 5) The following are expressly prohibited on any AFSA-related website:
 - a) Chapters and Divisions may not copy content originated from the HQ AFSA Website (i.e., news releases, newsletters, etc.) for redisplay on their websites. However, links to content is acceptable.
 - b) Advertising or endorsing any business in competition with an AFSA business partner companies, banks, or other benefit providers that AFSA has contractual arrangement with. For a complete and current listing of those contractors/providers, contact the Chief Executive Officer.
 - c) Links that are political, non-family oriented, or which are for organizations in competition for members with AFSA (such as NOCA, TREA, or AFA). This requires checking each page on the proposed link, as well as links on their site.
 - d) Posting a chapters or divisions Membership Roster.
 - e) Posting of the chapters or divisions Directory of Officers.
 - f) Displaying or using any objectionable materials or links to a website that uses objectionable materials. The definition of 'objectionable' being any item which would not be suitable for viewing by children or grandparents. This also includes materials that brings discredit or cause an embarrassment to AFSA.

- g) Displaying or using any materials which promote a specific political party or the philosophy particular to a specific political party, or any materials promoting a particular political philosophy. AFSA is a non-political organization and works well with politicians of all parties. Failure to maintain a neutral stance could jeopardize the efforts of our lobbyists.
- h) Classified advertisements, personal advertisements or any other content which is unrelated to the workings of AFSA and the chapters or divisions represented by the website. Such advertisements must be coordinated and expressly approved in writing by the Chief Executive Officer to preclude litigation with the numerous, binding contracts that AFSA is subjected to.
- i) Programs which may involuntarily store user information or e-mail addresses without the user's specific consent. Programs that voluntarily ask for information (like a guestbook) can be utilized. The program must be voluntary and a proper warning statement must be displayed informing users that other people who visit the site may obtain the information they provided.

An appropriate statement would be: "Warning, the personal information you are about to enter may be viewed by other visitors to this site. You acknowledge that by entering information on this site that you do so at your own risk."

- j) Any activities which are illegal or immoral, or which go against the principles of the Airman's Code of Conduct, AFSA's Bylaws, Policy and Procedures, and AFSA's Standards.
- 6) Respect the copyrights of text, sound, and graphic material.
- 7) Websites may contain links to external web sites. All links used that do not refer to AFSA must be used appropriately and be in the best interest of AFSA and its members. All links have to be to pages that do not promote a particular political party or philosophy, nor should any links be to a site with content not generally considered suitable for all ages. Neither should any link be to a competitor of any AFSA partnering business (for confirmation of status, it is highly recommended that the person responsible contact AFSA Headquarters immediately prior to posting any such link). In the event the user is leaving the division/chapter website, they must facilitate the yes/no response by the user prior to any other postings/research.
- 8) Every Home (index) Page must have a footer (or place at the bottom) in the HTML body that contains the following:
- a) AFSA Disclaimer - for example:

“This AFSA web site was created by Chapter 000 which is wholly responsible for its content. Chapter 000 does not necessarily support or endorse any product or service of any advertiser that appears on this web page. This website may have links which will take you outside this website. AFSA Chapter 000 is not responsible for information outside this AFSA Website” Last date website was updated. This provides a means to make sure that the information being viewed is current.

b) The following contact information:

- (1) Link to a contact page, and it is recommended that you create a page with contact information, so you will only have to update that one page if the contact information changes.
- (2) Scheduled date/time and location for general membership meetings with POC contact info. Schedule of future chapters activities/events.
- (3) E-mail of a webmaster or Executive Council Officer e-mail address. The e-mail address must be typed out and linked (e.g. webmaster@afsa000.org)

c. Technical Considerations.

- 1) Not every AFSA member will be using the same brand of computer or computer operating configuration. That being said, please remember that some people don't have the capability to view certain documents, videos or graphics that are published using some programs; for example, a person might have Windows media player installed on their computer and another person might use Apple Quick time.
- 2) It is in the best interest of our members to have all web site material used in the simplest program as possible. If using a certain program like Adobe PDF, a reference or statement should be used letting the viewer know what is required to view or use the document or video. For those who do not already have the program, a link to the appropriate site is recommended so members can download and view the item.

d. Remember:

- 1) Be fair. Not all division/chapter members will access, or have access to, the Internet, so be sure to communicate the same information to all your members. Don't rely on the Internet as your sole method of communication.
- 2) Protect your members' privacy. Don't publish member names, addresses or phone numbers. You may include the Chapter or Division Officers with email and telephone contact information only. Do not publish the Directory of Officers.

- 3) Whether you are communicating through e-mail or posting information to a webpage, if you wouldn't say it to someone's face, don't say it on the Internet. Once something hits cyberspace, it can never be taken back. There will always be a record of it, somewhere. Remain polite and considerate at all times.
- 4) Your website does not count as a newsletter for the purpose of the chapter and division newsletter competitions. However, as addressed in "Purpose of Policy" above, it is considered for Website of the Year Award.