



MILITARY OUTREACH FOR SERVICE (MOS)

A non-profit charitable organization and an IRS employee affinity organization under 5
C.F.R. 251.202



Bylaws as amended
DECEMBER 17, 2025

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MOS Mission Statement

The mission of the Military Outreach for Service (MOS) employee resource group is to advocate for and provide support to our veterans of the United States Armed Forces (Army, Navy, Air Force, Marines, Space Force, Coast Guard, National Guard, Reserves) who have sacrificed so much through their efforts to defend our nation and to further the cause of peace and freedom around the world. In providing support to military veterans and their family members, MOS will simultaneously further the interests of the federal government and other federal employees as the unique features of the veteran community are brought together to enrich life.

Article I: Name and Office

Section 1. Name

The name of the nonprofit entity will be "Military Outreach for Service," also known as "MOS."

Section 2. Principal Office

- a) The principal office of MOS will be located at 1111 Constitution Avenue NW, Washington, D.C. This non-profit corporation is titled and chartered in Ohio.
- b) The principal office of a recognized chapter of MOS shall be determined by the local chapter.

Article II: Purpose

The purpose of MOS is to:

- a) Provide a forum to identify, address, and communicate the issues and needs of veterans.
- b) Champion U.S. military veterans, Reserve and Guard servicemembers in the workplace, especially concerning issues of veteran retention and career development.
- c) Educate and inform non-veterans regarding benefits and laws applicable to veterans, Reserve and Guard servicemembers.
- d) Work to ensure the skills and abilities veterans acquired during their military service are effectively understood and documented in employment forms so that the federal government can take full advantage of veteran capabilities in the workplace.
- e) Work with veterans transitioning from military to federal service and help them adjust to civilian culture, leadership, management styles, and other challenges that they may face.
- f) Help disabled veterans more rapidly adapt to their federal position through informal mentoring and other assistance.
- g) Assist military veterans employed by the federal government, federal employees activated and deployed to military duty, the military relatives of federal employees, and the families of active military and veterans, within the abilities and resources of the organization.
- h) Support federal agency veteran recruiting efforts.

- i) Educate and enhance perceptions of managers and hiring authorities to the benefits of hiring veterans.
- j) Provide a social venue to recognize the sacrifices made by our membership in the military service of the United States, provide an avenue for sharing and understanding the unique experiences of our collective service, and mutually enhance the esteem of our military veterans.

Article III: Organization and Status

MOS will operate as a nonprofit charitable organization under the Articles of Incorporation filed on June 1, 2009, with the state of Ohio and will maintain 501(c)(3) tax-exempt status. MOS will also operate as an employee affinity organization under the rules of 5 C.F.R. 251.202. MOS will comply with the state of Ohio's laws and regulations regarding non-profit operations. MOS will also operate under the rules governing employee affinity groups.

Article IV: Membership and Voting Privileges

Section 1. Membership

- a) General membership in MOS is open to:
 - 1. All federal government employees and retirees.
- b) Auxiliary membership in MOS is open to:
 - 1. Any interested member of the public that does not meet the criteria of subsection (a).
- c) No person will be excluded from membership, segregated, or discriminated against within the organization based on sex, race, color, religion, marital status, national origin, age, sexual orientation, political affiliation, veteran status, or physical/mental disability.
- d) For the purposes of these bylaws, any reference to "member", without specification of "general" or "auxiliary", is intended to refer to both groups of membership.

Section 2. Chapter Membership

MOS members in good standing will become members of the local chapter within the geographic boundaries of that chapter. If no such chapter exists, the member will join membership at-large.

Section 3. Membership At-Large

- a) If an individual eligible for membership in MOS does not work or reside in the geographic boundary of a local chapter, such individual may join MOS as a member at-large.
- b) A member at-large enjoys all privileges of a local chapter member as they pertain to voting in national elections, standing as a candidate for office in a national election (with the exception of auxiliary members), participation in national committees, and voting in national referenda.
- c) If a local chapter is established whose boundary includes the residence or federal post of duty of a member at-large, such member shall become a member of such local chapter with all concomitant rights and obligations of local chapter membership. The formerly at-large member must join the local chapter.

Section 4. Member in good standing

A member in good standing is one who:

- a) Has completed the MOS membership application process,
- b) Has met all dues obligations,
- c) Has met all renewal obligations established by the National Governance Board, and
- d) Has not withdrawn their membership.

Section 5. Voting Privileges

- a) Only general members (not auxiliary members) have voting privileges. A general member in good standing will be entitled to:
 - 1. Vote in national elections for officers of the National Governance Board,
 - 2. Vote in national referenda as may be called from time-to-time by the National Governance Board,
 - 3. Vote in their local chapter elections, and
 - 4. Vote on issues of their local chapter interest that are open to all local chapter members.
- b) General members not in good standing do not have voting privileges.

Article V: National Governance Board

Section 1. Number and Makeup

The National Governance Board shall consist of the officers of the National Governance Board and other non-voting appointed members, as provided under Article VI of these bylaws. The officers of the National Governance Board will manage the affairs of the nonprofit and shall consist of a president, vice president, secretary, treasurer, and communications director.

Section 2. Election

The National Governance Board shall be elected by the general membership of the organization. All general members in good standing as of 30 days before the announced election date are entitled to vote. Refer to Article IV, Section 5 regarding voting privileges.

- a) *National election process:* By August 1 of each year, the national president will appoint an election committee to implement, oversee, and certify the election of expiring or vacant National Governance Board positions. Elections shall be conducted in September of each year and new board members shall take office on October 1 of the same year.
- b) *Nominations for office:* Any member in good standing may, with the consent of the nominee, nominate themselves or any other general member in good standing. Candidates for a national office shall be general members in good standing.
- c) *Administrative transition:* The outgoing president will provide mentoring services to the incoming president for a period of six months following the inauguration of the new president.

- d) *Fiscal transition*: The outgoing treasurer will work with the incoming treasurer in an advisory capacity.

Section 3. Term of Office

Each officer of the National Governance Board will hold office for two years. Officers may be re-elected. The National President may not serve more than three consecutive terms as National President. All officers will hold office until their respective successors are elected, except in the case of resignation, death, disability, or removal. Election of the national president, secretary, and communications director shall occur in odd-numbered years. Election of the national vice president and treasurer shall occur in even-numbered years.

Section 4. Vacancy

Any vacancy or unfilled position on the National Governance Board will be filled for the unexpired term by appointment. The president (or vice president, if the presidency is vacant) shall nominate a candidate who must be approved by at least three members of the National Governance Board.

Section 5. Resignation and Forfeiture

Any officer may resign at any time by giving written notice to the National Governance Board. Any officer may be removed from the National Governance Board for:

- Three consecutive unexcused absences from National Governance Board meetings,
- Failure to perform the duties required of his or her post,
- Actions contrary to the mission or public perception of the organization, or
- For other reasonable cause(s),

by an affirmative vote of all voting members, exclusive of the member to be removed.

Section 6. Compensation

Officers will not receive any salary or compensation for their services.

Section 7. Contracts

The National Governance Board may authorize any individual to solicit any contract on behalf of the organization, and no such contact can be executed without review and approval of the contract. Such authority may be general or confined to specific instances. Authorization must be documented in writing.

Section 8. Executive Sponsors

- a) While operating as an employee affinity organization under 5 C.F.R. 251.202, the National Governance Board will solicit from the senior executive service one or more individuals to serve as an executive sponsor. The executive sponsor(s) may advise the National Governance Board on issues related to organizational governance, communications with federal agency officials, mentor the board, and other issues related to the mission of MOS.
- b) In accordance with the IRS Employee Organization and Employee Resource Group Policy, the National Governance Board must maintain at least one executive sponsor at all times.

- c) The National Governance Board will replace executive sponsors upon their resignation, retirement, or separation from the federal government.
- d) At least one executive sponsor must be designated as the primary executive sponsor, in accordance with the IRS policy for employee affinity groups.
- e) The organization shall remain in compliance with IRS policy for employee affinity groups.

Section 9. Reporting

The National Governance Board will be responsible for complying with all federal and state reporting requirements of the nonprofit organization.

Section 10. Conflict of Interest

Each member of the National Governance Board will be responsible for identifying and stating any conflicts of interest when pertinent issues are discussed and voted on by the board. The conflict of interest will be noted in the board's minutes and if a vote on the matter is taken, the results will note the outcome and that the member with a conflict has not cast a vote. "Conflict of Interest" will be defined as a member who has a vested fiscal or personal interest in the outcome of a board action.

Section 11. Indemnification

The officers of the National Governance Board will be indemnified and held harmless to the extent and in the manner permitted by (State) Nonprofit Corporation Law, while acting in his or her official capacity.

Article VI: Appointed Board Members

Section 1. Appointment of Board Members

- a) The National Governance Board may appoint the following appointed board members:
 - 1. Executive director
 - 2. General counsel
 - 3. National liaison
- b) The National Governance Board may in its sole discretion, from time to time, appoint to the National Governance Board such other appointed board members at it deems necessary.
- c) Appointed board members shall be selected from the general or auxiliary membership of the organization and appointment shall be made upon nomination by any member and majority vote of the National Governance Board. Any individual appointed who is not a member of the organization shall be required to become a member.

Section 2. Voting

Appointed board members shall have no voting rights as members of the National Governance Board.

Section 3. Term of Office

Appointed board members shall service at the pleasure of the National Governance Board. Any appointed board member may resign at any time by giving written notice to the National Governance

Board. Any appointed board member may be removed from the National Governance Board for any reason whatsoever by an affirmative vote of the majority of the total number of voting board members.

Article VII: Meetings

Section 1. Annual Meeting

MOS will conduct a membership meeting of MOS each year either in a central location or online using virtual technology. Notice of the annual meeting will be published to the membership of MOS no less than ten days before the meeting. During the annual meeting, the board members will provide a report on the prior year's activities and finances.

Section 2. Financial Advisory Meeting

The national treasurer will conduct a meeting between July 1 and July 31 of each year to present a draft budget for National Governance Board consideration and approval for the upcoming fiscal year. Notice of the advisory meeting will be published to the National Governance Board no less than ten calendar days before the meeting.

Section 3. Regular and Special Meetings

A. Regular Meetings

The National Governance Board will conduct regular business meetings at least six times during the fiscal year. Regular business meetings are open for all members to attend. Members may request time on the agenda in writing to the National Governance Board at least 48 hours prior to the meeting. The National Governance Board will accommodate all reasonable requests for meeting time, dependent upon the time permitted for the meeting.

B. Special Meetings

A special meeting may be open to membership, or closed to only National Governance Board members, at the discretion of the National Governance Board. The president, any two National Governance Board officers, or any three chapter presidents can call special meetings of the National Governance Board.

Section 4. Notice of Meetings

Notice of a time and place for any regular meeting, or special meeting open to the membership, of the National Governance Board will be communicated via email and posted to the organization website, at least 72 hours before said meeting.

Notice of special meetings not open to the membership, will be provided via email to National Governance Board members at least 72 hours before said meeting.

Section 5. Quorum

- a)** A simple majority of the National Governance Board will constitute a quorum for the transaction of business at any meeting of the Board. Unless otherwise specified, a majority vote of the officers present will determine the outcome of issues brought before the Board.
- b)** Appointed board members shall not be counted for quorum purposes.

Section 6. Action without Meeting

Any action of the National Governance Board may be taken without a meeting if simple majority of the officers of the board consents to this action via email voting. The president will be responsible for providing written results of the action to the secretary. Results of consent and the action will be filed with the minutes of the proceedings of the board.

Article VIII: Board Member Roles

Section 1. Officer Roles

The officers of the National Governance Board will propose, establish, and manage such policies and procedures so as to efficiently manage the affairs of MOS.

- a) **President.** The president will serve as chief executive officer of MOS. The president will preside over all board meetings and the annual meeting of the nonprofit; he or she will, in general, supervise and control all of the business and affairs of the nonprofit. He or she will also represent MOS within the organization, the federal government, and externally and provide leadership to chapter presidents. He or she will be responsible for reporting to the board, as required, on the activities and operation of the organization. He or she will be an ex-officio member of all committees except the election committee.
- b) **Vice President.** The vice president will, in the absence of the president, or in event of his or her inability or refusal to act, perform the duties of the president; and when so acting, he or she will have all the powers of, and be subject to all the restrictions of the president. The vice president will assist in developing MOS resources and new chapters; provide day-to-day administration; represent MOS within the organization, the federal government, and externally; and perform such other duties from time to time as may be assigned to him or her by the president or the National Governance Board.
- c) **Treasurer.** The treasurer will have charge and custody of, and be responsible for, all funds and securities of the nonprofit; and he or she will be responsible for providing the nonprofit with all financial and accounting data required of the nonprofit. The treasurer should manage quarterly reports to the National Governance Board, reconcile the bank account, manage the national budget, and ensure the chapters report to the National Governance Board as required at the end of the year. The treasurer will collect dues, pay all bills, reimburse chapters for board-approved expenses, provide information to the secretary regarding delinquent dues, account for all income and expenses (including that of chapters) and ensure tax reports are submitted to the Internal Revenue Service and the state of Ohio in a timely manner. The treasurer, with input from the other board members, will draw up the annual budget prior to the beginning of the new fiscal year.
- d) **Secretary.** The secretary will keep the minutes of the annual meeting and meetings of the National Governance Board, ensure all notices are duly given in accordance with the provisions of these bylaws, be custodian of the nonprofit's records, and in general perform all duties incident to the office of secretary. The secretary will also receive copies of monthly bank statements for review. Secretary will also set up conference calls, take minutes, do the mailings, send delinquency notices to late members, manage the membership roster, send a welcome letter to new members, and perform other duties to assist the board.

- e) **Communications Director.** The communications director will have responsibility for external communications of the MOS to include maintaining the website, IRS distribution list, IRS organizational mailbox, and other social media as deemed appropriate and useful by the National Governance Board. The communications director will coordinate the use of technology for membership, elections, and web-based information. The communications director will assist and/or backup the secretary on an as-needed basis for setting up conference calls and meetings.

Section 2. Appointed Board Member Roles

The appointed members of the National Governance Board will attend board meetings whenever possible and provide advice and input on issues addressed by the Board.

- a) **Executive Director.** The executive director is often a former voting board member and provides valuable advice to the existing board with a historical perspective. The executive director assists in ensuring the organization's vision and mission remain at the forefront of every action that MOS takes. Additionally, the executive director helps provide guidance on discussions with management and advice in the voting process.
- b) **General Counsel.** The general counsel provides legal advice on bylaw wording, proper interpretation of bylaws, application of IRS employee affinity group policies, and other general counsel as needed. He or she also provides guidance on issues pertaining to chapters and how they interact with national bylaws and policies.
- c) **National Liaison.** The national liaison will be the primary contact with IRS leadership, and shall be appointed by the National Governance Board, ideally from the Washington, D.C., area, due to the proximity with IRS Headquarters.
- d) **Other Appointed Board Members.** Other appointed board members shall perform duties as outlined by the voting board members, upon appointment and acceptance.

Article IX: Committees

Section 1. Committees

There will be such committees created by the National Governance Board as may be required to carry on the work of the nonprofit. The quorum for a committee meeting will be a majority of its members. All committees must be chaired by an officer of the board. All other committee members must be members of the nonprofit. All committees formed should be comprised of an odd number of members, to ensure a tie-breaking vote.

- a) **Required committee: Election Committee.** The Election Committee will be disbanded at the conclusion of any election. The required board member for this committee shall not be a candidate for (re)election.
- b) **Other committees may include (but are not limited to):** special projects, fundraising, public affairs, bylaws, etc.

Section 2. Appointment

The president, subject to the ratification by a majority of the officers of the National Governance Board, will appoint the chairperson and members of committees.

Section 3. Term

- a) The chairperson and members of a committee serve at the pleasure of the National Governance Board and may be removed at any time by a vote of majority of the total number of voting members of the National Governance Board.
- b) Unless otherwise appointed for a shorter term, the appointment of the chairperson and members of a committee expire at the end of the incumbent president's term.
- c) All committees are subject to the National Governance Board, who retains the right to review committee work and makeup at any time and take action as needed.

Article X: Financial Administration

Section 1. Use of Funds

The MOS will use funds to pay normal administrative expenses involved in supporting the MOS, and in a manner that does not conflict with MOS's bylaws, public policies, or memoranda of understanding. Spending of funds requires approval of majority of the total number of voting members of the National Governance Board.

Section 2. Books and Records

The nonprofit will keep correct and complete books and records of account and will keep minutes of the proceedings of its National Governance Board and committees having any of the authority of the National Governance Board. Any member in good standing, or his agent, attorney, or authorized representative, for any proper purpose at any reasonable time, and upon reasonable notice, may inspect all books and records of the nonprofit.

Section 3. Notes of Indebtedness

The Treasurer will sign all checks or drafts issued in the name of the nonprofit but only with written approval of at least two other officers (president, vice president, secretary, or communications director).

Section 4. Auditing

Upon a majority vote of the National Governance Board, or if called for by a majority of chapter presidents, an auditor appointed by the president with the concurrence of a majority of the officers of the National Governance Board will audit the books and financial records of the nonprofit. The auditor may not be a current officer of the nonprofit. Results of the audit will be made available to the National Governance Board and all chapter presidents within one month of the conclusion of the audit.

Section 5. Fiscal Year

The fiscal year of the nonprofit will annually begin on the first day of October and end with the last day of September.

Article XI: Chapters

Section 1. Chapter Formation

- a) General members in good standing may collectively form and operate a local chapter of MOS based on geographic location at a recognized federal post of duty.

- b) Chapter boundaries will be established and submitted to the National Governance Board for approval and may be modified with National Board approval.
- c) Establishment of a chapter in good standing requires an initial membership of six local general members, completion of a chapter application, and approval by the National Governance Board.
- d) The chapter applicant will develop and submit local bylaws and, upon national approval, elect officers to govern the local chapter.
- e) The local chapter must adhere to all policies and procedures of the national organization.
- f) The local chapter must request approval from the National Governance Board for any local policies that deviate from the MOS Bylaws or national policy.

Section 2. A chapter in good standing:

- a) Receives national recognition,
- b) Is entitled to a local website affiliated with the national website,
- c) May solicit and require payment of local dues from local members,
- d) May request financial and material assistance from the National Governance Board, and
- e) Use the national federal employer identification number for official business.
- f) Submit, through its local chapter president, items for consideration by the National Governance Board.

Section 3. Chapter Dues

Chapters may establish and collect local dues as agreed upon by a majority of local members in good standing.

Section 4. Local Chapter Administration

- a) Each chapter will elect a president, vice president, and secretary biannually and may have a treasurer, who together will act as the chapter's main administrative body. There will be no supervisor-employee relationships among chapter officers.
- b) Chapters will conduct a minimum of four membership meetings per year, at least once a quarter.
- c) Scheduled meetings should be communicated through reasonable means, at least 48 hours prior, to all chapter members in good standing.
- d) Chapter officers are required to relinquish and/or turn over all chapter business files to the incoming newly elected chapter officers within 10 working days from the date of official election results.
- e) In the event of an unexplained or non-justifiable absence by the chapter president, consisting of 60 or more consecutive days, or in the event of a permanent vacancy of the chapter presidency, the chapter vice president will assume the administrative duties of the chapter president's office. This will be for the remaining term or until such time, if the vice president so chooses, that a special election is held to fill the chapter presidency.

- f) In the event of an unexplained or non-justifiable absence by the chapter vice president, consisting of 60 or more consecutive days, or in the event of a permanent vacancy of the chapter vice presidency, the chapter secretary (or the treasurer if elected, if both the vice president and secretary positions are vacated) will assume the administrative duties of the chapter vice president's office. This will be for the remaining term or until such time, if the chapter president so chooses, that a special election is held to fill the chapter vice presidency.
- g) In the event of an unexplained or non-justifiable absence, consisting of 60 or more consecutive days, by any other chapter officers; the chapter president will appoint temporary replacements for the remainder of the officer's term, from members of the chapter in good standing.
- h) Chapters may set local policies and procedures where they do not conflict with National Governance Board policies and procedures or these bylaws. Copies of all chapter policies and procedures should be provided to the National Governance Board.
- i) Should two or more chapter elected officer positions be simultaneously vacant for longer than 60 days, the chapter will lose its charter. A petition to reorganize the chapter must be submitted to the National Governance Board.
- j) Chapters are responsible for complying with all appropriate state and local laws and regulations regarding nonprofit operations. Chapters will maintain copies of filings and communications with their respective state or local governments and have these documents available for inspection by the National Governance Board at any time.

Section 5. Duties and Responsibilities of Local Chapter Officers

- a) Chapter officers are responsible for implementing chapter bylaws fairly and equitably. If a chapter member in good standing objects to the interpretation offered by their chapter president or vice president, the member can elevate and appeal the decision to the National Governance Board.
- b) Chapter officers are responsible for the establishment and maintenance of local policies and procedures, within the scope of the chapter bylaws for the efficient and effective administration of the local chapter.
- c) **The Chapter President will:**
 1. The chapter president will have primary administrative authority and discretion in transacting the chapter's day-to-day business operations.
 2. The chapter president and secretary will, in November of each year, conduct an annual confirmation of local membership and provide an updated list to the national secretary.
 3. The chapter president will, in August of each year, provide a written summary of chapter activities for the past year to the National Governance Board and president.
 4. The chapter president will form chapter ad hoc and special committees as needed to conduct local chapter business.
 5. The chapter president may seek out and collaborate with regional and/or local federal employee organizations, attend meetings and inform chapter members on the activities.
 6. The chapter president will preside over meetings.

d) The Chapter Vice President will:

1. The vice president will, in the absence of the president, or in event of his/her inability or refusal to act, perform the duties of the president, and when so acting, will have all the powers of and be subject to all the restrictions of the president.
2. The vice president will assist in developing chapter programs and help provide day-to-day administration.

e) The Chapter Secretary will:

1. The chapter secretary will record meeting minutes for chapter meetings and present them at the next chapter meeting for approval.
2. The chapter secretary will maintain the local membership roll.

f) The Chapter Treasurer will:

1. The duties of the chapter treasurer if the office remains unfilled will rest with the chapter secretary.
2. As needed, establish and maintain a local chapter bank checking account with dual signature authority for the treasurer and president.
3. Timely pay all legal obligations of the chapter with approval of the majority of the other elected chapter officers.
4. Collaborate with the chapter secretary to ensure membership dues are timely collected, deposited and reported to the local chapter board.
5. Accurately account for all chapter funds and expenditures and report yearly, no later than 45 days after the end of the fiscal year, to the chapter membership and the National Governance Board through the national treasurer.
6. Work with the chapter officers and the national treasurer to ensure annual federal and state tax reports are timely completed and filed. Failure to do so may result in revocation of the chapter charter.

Section 6. Local Chapter Dissolution

The National Governance Board may for cause as solely determined by the board, or upon the following conditions, dissolve a local chapter or combine it with another chapter:

- a) Does not receive timely and accurate reporting from the local chapter,
- b) Receives a request in writing by a majority of existing local members,
- c) Receives documented evidence of inappropriate activities (including but not limited to failure to submit federal or state mandated filings and/or reports, jeopardizing exempt status, or failure to provide annual financial reports to the National Governance Board) or
- d) Perceives and validates a lack of local chapter activity or interest for a period of one year.

Upon chapter dissolution, the officers will forward all surplus funds and materials to the National Governance Board for disposition.

Article XI: Dissolution

Upon dissolution or final liquidation of MOS, any remaining assets will be, after payment or the making of provision for payment of all the lawful debts and liabilities of the nonprofit, distributed to a nonprofit section 501(c)(3) or section 501(c)(19) organization in good standing with the Internal Revenue Service that is dedicated to the welfare of American military veterans. Selection of such organization will be decided through a majority vote of the remaining officers of the National Governance Board.

Article XII: Official Conduct

Chapter and National Governance Board officers are expected at all times to maintain professionalism, treat all members and guests with respect, and embrace the role of democracy in our society.

Article XIII: Amendment to Bylaws

These bylaws may be altered, amended, or repealed and new bylaws may be adopted by an affirmative vote of the majority of the National Governance Board, provided a quorum is present.

All prior bylaws are hereby repealed and rescinded effective immediately on the latter of the date of adoption of these bylaws or the date of agreement by the National Governance Board. The bylaws in force will be publicly displayed on the website of MOS.

Signatures

Adopted on 12/17/2025, by the Military Outreach for Service (MOS) National Governance Board:

President (position vacant)

Eric Lemoine, Treasurer

Jennifer Hawkes, Vice President

Communications Director (position vacant)

Marie Judkins, Secretary