



# **BCSC GRAFENWOEHR & VILSECK THRIFT SHOP STANDARD OPERATING PROCEDURES (SOP)**

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## **1. DEFINITIONS AND ACRONYMS**

The following words and acronyms will be used throughout the Bavaria Community and Spouses Club Thrift Shop SOP (Standard Operating Procedure).

- a. U.S.: United States
- b. NATO: North Atlantic Treaty Organization
- c. USAREUR: United States Army Europe
- d. USAG-B: United States Army Garrison- Bavaria
- e. USAG-B MWR: United States Army Garrison-Bavaria Morale, Welfare, Recreation. The organization that oversees the operation of private organizations on U.S. military installations.
- f. BCSC: Bavaria Community and Spouses' Club
- g. BCSC Exec Board: the elected Board of Governors, plus advisors and parliamentarian, for the BCSC as outlined by the BCSC Constitution.
- h. BCSC BOG: Bavaria Community and Spouses' Club Board of Governors. The governing body of the BCSC, as outlined by the BCSC Constitution. The BOG consists of all advisors, the executive board, and the standing committee chairs.
- i. BCSC Constitution: the highest-ranking governing document for the BCSC.
- j. BCSC Bylaws: a governing document for the BCSC outlining details for the club.
- k. TSL: Thrift Shop Liaison. An executive board position of the BCSC BOG.
- l. BCSC Welfare Account: the TS net profits are moved to this account in order for the BCSC to give community grants.
- m. TSAC: Thrift Shop Advisory Committee
- n. Thrift Shop or TS: Refers to both the Grafenwoehr and Vilseck Thrift Shop locations operated by the BCSC.
- o. SOP: Thrift Shop Standard Operating Procedure. This document governs the operation of the BCSC TS at both locations.
- p. TSP: Thrift Shop Property. Refers to all items belonging to the TS to include donations and operating assets.
- q. GM: General Manager
- r. SM: Store Manager
- s. IC: Independent Contractor
- t. HBB: Home-Based Business. Businesses owned and operated by members of the USAG-B community.

## **2. NAME, MISSION, AND OPERATIONAL AUTHORITY**

- a. BCSC has oversight and direct responsibility for the Grafenwöhr Thrift Shop and the Vilseck Thrift Shop, referred to henceforth jointly as "Thrift Shop", within the jurisdiction of the USAG-B.
- b. The mission of the TS is to offer a venue that allows members of the USAG-B community the opportunity to purchase and consign quality used merchandise at affordable prices.
  - i. The TS shall be operated as a community service, with the first priority always being the needs of the military community members.

- ii. It is not intended to be used as a resale business for individuals or for HBBs.
- iii. Furthermore, the profits generated from the sales of the TS will be returned to the community through the BCSC Welfare Account.
- c. The TS is established and operated in accordance with AR 210-22 (Private Organizations on Department of the Army Installations), current USAREUR policy AE REG 210-22, and other appropriate directives within the USAG-B jurisdiction and only with the consent of the USAG-B Commander. Operation within the USAG-B community is contingent upon compliance with all requirements and conditions as set forth in the above regulations. Failure to comply with the above-cited regulations will result in the dissolution of the private organization.
- d. BCSC and its TS is not an instrumentality of the United States, are self-sustaining, and may not receive financial assistance from the Department of the Army (DA) or any Non-Appropriated Fund (NAF).
- e. The United States Government, the United States Army, USAREUR or USAG-B will not assume any liability for this organization's debts.
- f. Anyone acting on behalf of BCSC and TS will comply with applicable U.S. and host nation laws.
- g. Anyone acting on behalf of the BCSC and TS will comply with the Joint Ethics Regulation (JER) and will conduct themselves without the motivation of personal gain and will avoid conflicts of interests
- h. BCSC and its TS will not engage in activities that compete with those of any appropriated or NAF activities.
- i. The activities of the TS shall be governed in accordance with the BCSC Constitution, BCSC Bylaws, and the SOP.
- j. The TS will put forth every effort to build good customer relations and provide good customer service to the USAG-B Community. The TS does, however, reserve the right to refuse service to anyone who violates its property, and its rules and regulations, as set forth in this SOP.

### **3. ORGANIZATION**

- a. The TS is operated under the direction of the BCSC. The BCSC Exec Board and BOG will be responsible as set in this SOP. Any matters not particularly addressed by this SOP will be voted upon by the BCSC BOG upon recommendation from the TSAC.
- b. The governing body for the TS shall be the TSAC under the direction of the TSL. The TSAC will review the overall operation and procedures of the TS, provide financial oversight, and recommend any policy changes to the BCSC Exec Board and the BCSC BOG.
- c. See Appendix 1 for the Organizational Flow Chart.

### **4. THRIFT SHOP ADVISORY COMMITTEE**

The TSAC shall meet monthly, or as deemed necessary by the TSL, or if requested by a member of the TSAC. A copy of the meeting minutes will be maintained by the TSL.

- a. Discussed business may include, but is not limited to: IC contracts, policies, job descriptions, IC's compensation, consignment contracts, and annual budget. Budget will be voted upon by the TSAC for the TSL to present to the BCSC Exec & BOG approval. Once approved, BCSC Treasurer will submit to the BCSC General Membership for final approval.
- b. The TSAC shall consist of the following members:

- i. BCSC Thrift Shop Liaison (TSL) - Chairperson
- ii. BCSC Treasurer
- iii. BCSC President
- iv. BCSC Advisor
- v. General Manager
- vi. Store Manager
- vii. Bookkeeper
- c. TSAC Job Descriptions
  - i. BCSC Thrift Shop Liaison (TSL) - Chairperson:
    1. Is a voting member of the TSAC and officiates as the Chairperson.
    2. Is an Executive Board member of the BCSC and elected by the General Membership.
    3. Coordinates with the TSAC to ensure that the TS operates in accordance with the BCSC Constitution and Bylaws.
    4. Represents the TS at the Exec Board and BOG monthly meeting as a voting member (non-voting on TS issues).
    5. Support analysis and development of annual TS budget in coordination with GM and Bookkeeper to be presented to TSAC for approval.
    6. Coordinates initial and renewing of contracts of IC, to include advertisement, interview process, hiring, evaluations, counseling, terminations, and exit interviews.
    7. Is an active volunteer at the TS (at least 2 hours monthly at each location for a total of 4 hours.)
    8. Checks in with ICs monthly.
    9. Is familiar with all aspects of the TS's daily operations and procedures.
    10. Acts as a mediator for any issues between ICs, in the event they cannot be resolved by the GM.
    11. Creates and presents a monthly report on TS operations and financials to the BCSC BOG to include: consignment, contracts, financial, and volunteer reports.
    12. Coordinates with GM to provide TS information and events for the BCSC monthly newsletter and other publicity
  - ii. BCSC Treasurer
    1. Attends TSAC meetings as a voting member.
    2. Serves as the primary custodian of the TS bank accounts, obtains and maintains night depository agreements. Grants read-only access for the online banking to the TS Bookkeeper.
    3. Serves as the signer for all checks and other miscellaneous checks.
    4. Works in conjunction with the TS Bookkeeper on all financial matters.
    5. Advises GM of all the bonding and insurance information as needed for daily operation.
    6. Advises GM of all the banking information as needed for daily operation.
    7. Arranges all audits in accordance with Financial Policy Section 13n.
  - iii. BCSC President
    1. Serves as an Ex-officio member – voting only in the case of a tie.
    2. Acts as the Chairperson at TSAC meetings in the absence of the TSL.
    3. Signs all checks in the absence of the BCSC Treasurer.
    4. Co-signs all checks over \$500.
  - iv. BCSC Advisor (non-voting) – appointed by the BCSC President

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- v. General Manager – voting member
  1. Makes recommendations to the TSAC concerning personnel, policies, financial, and equipment needed for daily operations.
  2. For complete job description see Section 5bi.
- vi. Store Manager – non-voting member (as requested). For complete job description, see Section 5bii.
- vii. Bookkeeper – non-voting member (as requested). For complete job description, see Section 13d.

## 5. INDEPENDENT CONTRACTORS

- a. Hiring Procedures
  - i. The BCSC BOG determines the authorized TS IC positions and their compensation. The BCSC BOG may keep a vacant position unfilled, if deemed necessary.
  - ii. Authorized ICs include, but not limited to the following positions: GM, SM (one for each location), and Clerk (one for each location).
    1. One of these ICs must be in the store during operating hours at all times in each location.
    2. In addition to the ICs stated above, the TS is authorized On-Call Clerks.
    3. On call personnel may be hired, trained, and utilized at the GM's discretion.
  - iii. ICs must possess an approved and valid DOD or NATO I.D. card.
    1. They must not have German citizenship or citizenship of any non-NATO member country.
    2. They cannot have been a registered resident of Germany within the last 10 years.
  - iv. Vacant positions will be advertised throughout the community for a minimum of two weeks. Occupancy of any position will be based upon the specific qualifications for said position. However, when several applicants of similar ability and experience apply for the same position, preference will be given to current ICs and volunteers.
  - v. No applicant will be discriminated against on the basis of age, race, color, religion, national origin, gender, sexual orientation, or mental, or physical disability.
  - vi. All Applicants, with the exception of the on-call positions, will be interviewed by at least two of the following: the BCSC president, TSL, and GM. GM will have the authority to interview On-calls as needed.
  - vii. No IC of the TS is eligible to sit on the BCSC Board or serves as a BCSC Advisor concurrently.
  - viii. Upon any change, an updated list of IC's names, addresses, and telephone numbers will be provided to the TSL and forwarded on to the BCSC President, who is responsible for forwarding it on to the USAG-B MWR office.
- b. Position Descriptions
  - i. General Manager (GM):
    1. Is responsible for the daily operation, administration, and oversight of the TS and its ICs.
    2. Support analysis and development of annual TS budget in coordination with Bookkeeper and TSL to be presented to TSAC for approval.
    3. Is responsible for the training and utilization of ICs.
    4. Participates in the initial and renewing of contracts of IC, to include interview process, hiring, evaluations, counseling, terminations, and exit interviews as necessary.

5. Participates in the initial and renewing of contracts of IC, to include interview process, hiring, evaluations, counseling, terminations, and exit interviews as necessary.
  6. May delegate the training of ICs to the SM.
  7. Set pricing for the TS to keep them aligned.
  8. Hosts tables at outside events (BCSC Monthly Luncheons, Team Days, ACS Job Fairs, ect.)
  9. Publish and update an exclusion list of those items that will not be accepted for consignment.
  10. Makes Recommendations to the TSL concerning personnel, policies, financials, and equipment needed for daily operations.
  11. Is responsible for the physical security of the TS and its contents and ensures the TS meets all fire and safety regulations.
  12. Oversees key control for ICs in conjunction with the BCSC Property Chair or other person designated by the BCSC President.
  13. Keeps and maintains a current inventory of operation assets owned by the TS.
  14. Authorizes outgoing donation requests up to \$50 value per request.
  15. Coordinates with Department of Public Works (DPW) for building repair, maintenance, or other work orders.
  16. Coordinates all TS publicity by creating content for Facebook, Instagram, and other social media accounts. Works in conjunction with the SM, TSL and/or the BCSC Publicity Chair for the BCSC newsletter and other publicity.
  17. Verifies all IC time sheets and submits to the bookkeeper for preparation of paychecks on last opening day of the month.
  18. Is responsible for implementing emergency closures and notifying the BCSC TSL of the closure.
  19. Has the authority and responsibility to ask uncontrollable or unruly guests or children to leave and/or pay for any damage caused to consignment or TSP and will resolve disputes with customers, referring to the SOP, if the SM is unable to resolve the issue
- ii. Store Manager (SM) – one at each location
1. Is responsible for the daily operation, administration, and supervision of their TS location, its clerk, and volunteers at their location.
  2. Is responsible for the training and utilization of all volunteers
  3. Attends TSAC meetings as a non-voting member, when requested.
  4. Makes recommendations to the GM concerning personnel, policies, financials, and equipment needed for daily operations.
  5. Maintains keys to TS building. Ensure building is locked outside of store hours.
  6. Maintains control and accountability of all TS money and submit for deposit within three days.
  7. Supervises and assists in the consignment process.
  8. Supervises the pricing of TSP items.
  9. Is responsible for the appearance of the immediate exterior of the building, the front entrance, and the area surrounding the building. These areas must be kept clean, swept, and free of trash, ice, and snow at all times
  10. Resolves disputes with customers, referring to the SOP when necessary.

11. Has the authority and responsibility to ask uncontrollable or unruly guests or children to leave and/or pay for any damage caused to consignment or TSP and will resolve disputes with customers, referring to the SOP.
  12. Maintains a copy of the current SOP at the TS.
  13. Verifies all volunteer timesheets and submit them to the TSL by the 5<sup>th</sup> day of the month.
- iii. Clerk– one at each location
1. Maintain designated Cashier area within the TS
  2. Responsible for the Cash Drawer.
  3. Complete Sales Transactions.
  4. Be knowledgeable in all areas of the TS so as to correctly answer customer’s questions or direct them to the SM.
  5. Be flexible and work as a team.
  6. Fulfills the daily operations of the SM in the absence of the SM.
  7. Perform other duties as assigned by the GM and SM. Attends TSAC monthly meetings, when requested.
- c. Compensation
- i. Compensation will be recommended by the TSAC, but the BCSC BOG will approve all TS IC pay and any bonuses
    1. Compensation is derived from the revenue of the TS.
    2. The BCSC allocates a minimum of 28% with a maximum not to exceed 30% of the combined revenue for compensation of ICs, in accordance with AE Reg 210- 22, see **Appendix 2**
    3. The allocated amount from section 2 (above). will be distributed as follows:
      - a. General Manager – 22%
      - b. Store Manager – 20% (each)
      - c. Clerk – 19% (each)
  - ii. ICs will be paid no later than the 10<sup>th</sup> of the following month
  - iii. The BCSC is not responsible for the withholding or payment of State and Federal Income Taxes. Furthermore, the BCSC will not withhold nor pay FICA and/or Social Security Taxes. It is the IC’s responsibility to report income received. A statement of earnings will be provided to each IC at the end of the calendar year.
  - iv. IC performance evaluations will be conducted by the GM. The GM’s evaluations will be conducted by the TSL. Performance evaluations will be conducted in March, or as deemed necessary by the GM or TSL. Formal evaluations will be kept in each IC file.
- d. Contracts
- i. All ICs will sign a contract as provided by BCSC. Contracts run from 1 MAY through 30 APRIL.
  - ii. All ICs may have the opportunity to renew their employment contract by 30APRIL.
  - iii. The BCSC Executive Board reserves the right to renew or not renew an IC contract.
  - iv. All ICs must give two-weeks written notice before leaving position.
  - v. The TSL will initiate all contracts and contract renewals. The BCSC Exec Board will approve all contracts with the exception of new On-Call contracts. After their two-month probationary period, GM has authority to interview and hire On-Call ICs.

Before final approval of new On-Call contracts, all paperwork will be presented to TSAC to ensure all documents are in order.

- vi. The BCSC Exec Board may change any or all IC contracts with a one (1) month written notice.
  - vii. Any IC contract disputes or claims should be forwarded to the TSL. The BCSC Exec Board will provide a final decision.
- e. Training and Probationary Periods
- i. The standard paid training periods for positions are as follows:
    - 1. General Manager – three (3) days conducted by the outgoing GM.
    - 2. Store Manager - one (1) day, conducted by the outgoing SM.
    - 3. Clerk – one (1) day, conducted by the SM and the outgoing Clerk.
    - 4. On-Call – one (1) day, split into ½ day at each location, conducted by the Clerk.
  - ii. The probationary periods are as follows:
    - 1. General Manager – two (2) months.
    - 2. Store Manager and Clerk- one (1) month.
  - iii. A formal review will be conducted by the GM for all other ICs at the end of the probationary period. A formal review will be conducted by the TSL for the GM at the end of the probationary period. Formal reviews will be kept in each IC file. Renewal contracts do not require a probationary period at the discretion of the TSAC.
  - iv. Any IC who takes a new position within the TS will serve a probationary period in the new position as described in (b) above.
  - v. During the probationary period, the BCSC BOG may release the IC with or without cause, with or without notice, and at the BCSC BOG's sole discretion.
- f. Counseling Sessions and Contract Termination
- i. See Appendix 3 for the Counseling Rubric.
  - ii. Unsatisfactory job performance may result in formal written counseling sessions.
  - iii. Three (3) formal written counseling sessions in the duration of each contract period will result in immediate termination.
    - 1. Negative counseling sessions must have two members of the TSAC present at the counseling session.
    - 2. A third negative counseling session will result in immediate termination.
  - iv. Unsatisfactory job performance may result in formal written counseling sessions. In the event of any act of misconduct (to include violations of AR 210-22 and current USAREUR policy) on the part of an IC, the TSL, in consultation with the TSAC, reserves the right to terminate the IC immediately without notice and without liability.
  - v. An IC may appeal the content or outcome of a counseling session or termination in writing to the BCSC Exec Board for their consideration. The decision of the BCSC Exec Board is final.
  - vi. If an IC continually accepts for consignment or offers for sale as TSP, any item that does not meet TS standards or is listed on the exclusion list, the GM may give written counseling to the IC.
- g. Leave Policies
- i. ICs do not accrue sick leave or paid time off.
  - ii. If a family or medical emergency is involved, verification may be required before unpaid emergency leave is granted.



- iii. All requests for personal leave unpaid during the TS hours need to be submitted to the GM for consideration at least two (2) weeks prior to the requested date. The GM's request for leave will be submitted to the TSL for approval.
- h. Additional Policies
- i. ICs are not required to volunteer at the TS. However, if an IC wishes to volunteer, he/she may do so.
  - ii. ICs are not allowed to bring minor children to work with them.
  - iii. ICs are expected to conduct themselves in a professional manner with fellow ICs, volunteers, and customers.
  - iv. ICs must not be under the influence of any intoxicating substance while working or volunteering. Failure to comply may result in immediate termination of contract.
  - v. ICs using any social media to insult or threaten any aspect of the BCSC or TS will be subject to counseling and/or termination.
  - vi. ICs must not conduct business for themselves or another organization or entity in the TS.
  - vii. ICs will have the benefit of first choice (before customers) to purchase any TSP. They must place the desired item in the area designated by the SM. Said item will be held until the close of business, upon which time a fair game of chance will be held if multiple people are interested. The item must be purchased at that time. IC purchases must be administered by another ICs. Failure to follow the proper procedure will result in the loss of this privilege. **ICs receive a 50% discount off TSP items up to \$50 per day.** ICs need to follow IRS Guidelines PB15-B in regards to discounted merchandise.
  - viii. ICs may not purchase and immediately resell items purchased at the TS. Items held as personal property for more than six months are eligible for consignment.
  - ix. ICs may consign in accordance with the consignment contract. ICs are not allowed to enter their own consignment items into ConsignPro system.

## 6. THIRD PARTY SERVICES

- a. Third party services can be utilized by the TS, to include but not limited to Bookkeeping services, janitorial services, and IT Services. For the purposes of this SOP, third party services are defined as routine, continuous services, not a one-time occurrence.
- b. Selection of service providers and associated contracts will be handled in the same manner as ICs (5a and d)
- c. Third Party service providers can be registered German or U.S. businesses or individuals with approved HHB status with approval from USAG-B. HBBs are required to share such approval with the BCSC and a copy of said paperwork will be held by the TSL and Treasurer. Individuals are required to notify the BCSC in case they lose HBB status. Loss of HBB status will make this contract null and void.
- d. **Compensation for third party services is not derived from the amount allocated for IC's pay according to AE 210-22.**
- e. Training periods, probationary periods, counseling sessions, compensation, and contract termination will be defined in third party service contracts, at the discretion of TSAC.

## 7. VOLUNTEERS

- a. Volunteers must be holders of a valid and approved DOD or NATO ID card or be an authorized guest with no shopping privileges.

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- b. The GM, SM, and TSL, along with the BCSC BOG, are responsible for recruiting volunteers from the community who will help staff the TS during hours of operation.
- c. Volunteers are welcome and needed each day that the TS is open. When possible, volunteers are asked to sign up for specific times and dates to maximize manpower.
- d. The SM will provide a Volunteer Orientation to the shop in order for Volunteers to work in all areas as needed.
- e. Volunteers will record their hours on the Volunteer Daily Time Sheet.
- f. Volunteers are highly encouraged to register online with Volunteer Management Information System (VMIS), [www.myarmyonesource.com](http://www.myarmyonesource.com), to track their volunteer hours.
- g. The SM will turn over a list of TS volunteers and their monthly hours to the TSL no later than the 5th of every month. These hours should be submitted monthly to the BCSC Volunteer Coordinator. In the absence of a TSL, the SM may submit a list of volunteers and their monthly hours directly to the BCSC Volunteer Coordinator, or other person designated by the BCSC President.
- h. Volunteers will sign a Volunteer Agreement/Contract indicating they have read the BCSC TS SOP.
- i. TS Volunteers (like ICs) will have the benefit of first choice (before customers) to purchase any TSP. The items must be placed in the area designated by the SM. Any item too large to be placed in the designated area, must be labeled with their name and date. Said item will be held until the close of the work day. All held items must be purchased at that time or before. Failure to follow the proper procedure will result in the loss of this privilege. TS volunteers receive a 50% discount off TSP items if they have worked at least four (4) hours in the past thirty (30) days.
- j. Volunteers may consign according to the consignment policy.
- k. For safety precautions, all TS Volunteers must be at least twelve (12) years of age. Children ages 12-17 are welcome to volunteer under the following guidelines:
  - i. Children 12-14 years of age may volunteer if accompanied by a parent or other guardian, and at the discretion of the SM.
  - ii. Teens 15-17 years of age may volunteer without a parent, and at the discretion of the SM.
  - iii. If at any time a volunteer (or child volunteer) becomes disruptive, s/he will be asked to leave the TS.
  - iv. Special circumstances will be considered by the SM and GM.
- l. The GM along with the TSL will determine the volunteer duties in accordance with the TS Volunteer Agreement and volunteer duties contract.
- m. Any volunteer disputes that cannot be settled between the volunteer and the SM shall be forwarded to the GM. The GM, in consultation with the TSL, will provide a final decision.
- n. All donations must be processed by individuals (who are registered volunteers) who are actively volunteering.
- o. Volunteer Childcare benefits will start after four hours of volunteer service within 30 days..
  - i. Childcare fees up to the current CDC rate (hourly care or personal sitter) up to 10 hours per month for up to two children will be paid for all TS Volunteers once verified by TS GM until funds are exhausted.
  - ii. Childcare reimbursement cannot be used for preexisting full or part time care.
  - iii. Childcare reimbursement is only valid for the hours the volunteer is in the TS.

- iv. Childcare reimbursement does not include any transportation or additional costs.
- v. Childcare fees are paid for out of the TS Revenue with proof payment by the 10<sup>th</sup> of the following month

## **8. AUTHORIZED PATRONS AND ACCESS TO THE THRIFT SHOP**

- a. Only the following individuals are authorized to purchase items through the TS as defined in Article 1, paragraphs 1a, 1b, and 1c by the NATO Status of Forces Agreement (SOFA):
  - i. U.S. Active Duty and family members with a valid military I.D. (to include soldiers on TDY in Germany.)
  - ii. US Reservists TDY or called up to Active Duty in Germany with a valid military ID.
  - iii. US Civilians (DOD) and US Technical Experts serving exclusively with US Forces and Family members/dependents with a valid government I.D..
  - iv. All NATO forces/military members with proper NATO I.D. card.
  - v. Military retirees, surviving dependents, unaccompanied dependents, legitimate/illegitimate and sole surviving children. Any sales to these individuals should be accompanied with a sales slip in order for them to pay any applicable taxes to German Customs authorities. They should be in possession of a German Customs Certificate (Form 0217/pink card) and a German Customs authorization (form 0216/Zulassung); these forms along with their I.D. card authorizes them to use the TS.
- b. Guests (defined as the immediate family members of an authorized patron) with a valid passport are allowed access to the TS but cannot make any purchases. Patrons are responsible for their guests. If a patron cannot control a guest, both parties may be asked to leave the TS.
- c. Parents/Guardians are responsible for the actions of their minor family members. If a parent/guardian cannot control a minor family member, they may be asked to pay for any damages to TSP and asked to leave the TS.
- d. 100% I.D. card check will be conducted at the register.

## **9. HOURS**

- a. The opening hours of the TS are as follows:
  - i. Tuesday, Wednesday, Thursday 1100 to 1700
  - ii. First Saturday of the month, 0900 to 1300.
- b. ICs will report to work one half hour (30 minutes) prior to the shop's opening hours and will stay one half hour (30 mins) after the shop closes.
- c. All additional hours above and beyond set work hours will be counted as volunteer hours.
- d. Any variation to an IC's hours will be prearranged and approved by the GM.
- e. Consignments schedule will be set and published by the GM.
- f. Closures
  - i. The TS will be closed on the following U.S. Federal holidays: Independence Day, Veteran's Day, and Thanksgiving Day. If the holiday or a Garrison Day of No Scheduled Activities (DONSA) falls on the first Saturday of the month, an alternate Saturday will be selected.
  - ii. The TS will be closed for winter break for a period of not more than two (2) weeks, to correspond with the Department of Defense Education Activity (DODEA) winter break.
  - iii. The TS will be closed for one (1) week to correspond with the DODEA spring break.

- iv. The TS will be closed on 31 May to conduct an operating assets inventory and end of fiscal year financial close-out.
- v. The GM will be responsible for notifying the TSL of all closures. In addition, notification of scheduled closures will be posted in the TS at least one (1) week prior to the event.
- vi. Any other scheduled closures not set forth in this SOP require approval by the TSAC. In the event of excessive closures the BCSC BOG has the authority to review the closures.
- vii. Emergency closures:
  - 1. The TS will follow the USAG-B directives for delays, early dismissals, and closures.
  - 2. In the event of a post wide delay, the GM will determine if a change in schedule is necessary.
  - 3. All other closures due to weather will be determined by the GM on a case-by-case basis.
- g. The GM authorizes closures due to unsafe TS working conditions, to include but not limited to excessive heat, cold, or flooding.

## 10. CONSIGNMENTS

- a. All items consigned for sale at the TS must be sold in accordance with the TS SOP. Consignment contracts will be reviewed and approved by TSAC.
- b. Consignments are governed by the Consignment Contract, a copy of which must be signed by each consignor. Each contract will expire after one (1) fiscal year, from June 1 to May 31.
- c. All consignors are required to schedule an appointment.
- d. No private transactions or arrangements between customers, volunteers and/or ICs will be permitted within the vicinity of the TS. Violators risk being barred from the TS.
- e. Each item taken on consignment must be clearly labeled with a white tag. Information on the tags must include, but is not limited to: Bar or scan code, item number, consignment date and the price of the item. Other information included on the tag is at the discretion of the GM.
- f. All sales are final. Purchasers will be expected to accept merchandise in its present condition and will be afforded NO REFUNDS OR EXCHANGES. However, the GM is authorized to use his or her best judgment for exceptions.
- g. The consignment period is for 30 days. The consignment period is subject to change at the GM's discretion, with the approval of TSAC. Any change in the consignment period will be posted 30 days in advance.
- h. Consigned items not withdrawn by the expiration date become TSP. The TS may sell or dispose of these items at the discretion of the GM.
- i. The TS is not responsible for notifying anyone, either by telephone, e-mail, or mail, concerning the status of their consigned items, the proceeds of sales, or the availability of consignment checks.
- j. The GM will publish an exclusion list of those items that will not be accepted for consignment, as needed. Consignors with PCS/ETS/TCS orders are not exempt from the list.
- k. Consignors (not on PCS/ETS/TCS Orders) shall not receive 3 or more consignment checks in excess of five hundred dollars (\$500.00) within a six (6) month period. In the event this occurs, the GM will present this information to the TSAC for investigation to

determine if a consignor is using the TS as a resale outlet (HBB). If it is determined that the consignor is violating this regulation, the consignor will lose their consignment privileges.

- l. As stated in the Consignment Contract, the TS will deduct a commission of thirty percent (30%) of the selling price for each article sold.
- m. If the workload of donation processing becomes unmanageable the GM may curtail consignment hours. The GM must first consult with the TSL and/or BCSC President prior to taking action.
- n. The BCSC reserves the right of first choice, before ICs or volunteers, to buy newly consigned items. These items should only be used within the BCSC.

## **11. DONATIONS**

- a. Donations are the property of the TS and will be sold/disposed of at the discretion of the GM.
- b. If TSP is donated to other charitable causes, the GM must submit an accurate accounting of all donations to the TSL no later than the 10th of the following month. Required information includes: name and contact information for receiving charity or organization, type and number of items donated.
- c. Sorting and/or pricing of donations will be done under the direction of the GM and SM following the pricelist guidelines.
- d. All donations will be labeled for sale with a price tag or a sign indicating the price.
- e. The GM may offer special sales or discounts, or otherwise dispose of TSP merchandise, at their discretion.
- f. The TSAC may suggest special sales or discounts to promote or dispose of TSP.
- g. All donations are the property of the TS and will be treated as such. Unauthorized removal of TSP will not be tolerated and will be reported to the proper authorities.
- h. All donations must be processed by individuals (who are registered volunteers or ICs) who are actively volunteering; no other customers can take items out of donation room.
- i. The donation area is restricted to active/working volunteers and ICs.
- j. In the event of a long-term closure, the TS will not accept donations at the discretion of the GM.

## **12. SALES**

- a. Sales are in U.S. Dollars (\$). Euro is accepted at a 1:1 rate, provided the Euro is valued at least as high as the dollar. Change will only be given in U.S. dollars. Personal checks will be accepted with proper identification.
- b. The TS is not responsible for the condition or working order of items after they are purchased. There are no returns or exchanges on any merchandise. All sales are final.
- c. Items may be placed on “hold” per customer’s request. Items must be labeled with a “hold” sticker and the customer’s initials. Consigned items can only be held until the end of the business day, TSP items can be held until the end of the next business day.
- d. Customers cannot put the same item on hold for more than two days in a row.
- e. After an item is purchased (paid for), the TS will hold the item for a maximum of two weeks (14 consecutive days). After which the item returns to TSP and the customer loses the rights of ownership without refund.
- f. Customers must wait for consignments to be processed for sale and placed on the floor for purchase. However the BCSC, ICs and volunteers still have first choice.

- g. BCSC members will receive a 20% discount on all regularly priced TSP merchandise. BOG members (to include sub-club leaders) will receive a 50% discount on all regularly priced TSP merchandise. These discounts are not to be used in conjunction with any other special sale or offer.

### **13. FINANCIAL POLICIES**

- a. The BCSC Treasurer is the custodian of the TS bank accounts at Community Bank. The BCSC Treasurer, BCSC 1<sup>st</sup> VP and BCSC President are authorized to sign checks.
- b. TS income is derived from the sales of donated merchandise (TSP) and commission from consigned merchandise.
- c. Net profits from the TS will be deposited into the BCSC Welfare Account on a monthly basis. Any delays in depositing are at the discretion of TSAC.
- d. The bookkeeper will perform the following functions:
  - i. Maintains a ledger to reflect monthly TS income and expense financial statements.
  - ii. Execution of all bookkeeping and accounting functions at the TS.
  - iii. Manage all aspects of day to day bookkeeping.
  - iv. Prepare monthly, quarterly and annual financial statements and submit to TSL, GM, and BCSC Treasurer.
  - v. Coordinates audits with BCSC Treasurer.
  - vi. Support analysis and development of annual TS budget in coordination with GM and TSL to be presented to TSAC for approval.
  - vii. Attends TSAC meetings as a non-voting member, when requested.
  - viii. Prepare all checks for signatures.
  - ix. Produces calendar year-end statements of earnings for each IC.
- e. Expenditures will be limited to those items associated with running a small business and those specifically authorized by the TSAC and or the BCSC BOG.
- f. Authorized expenditures may include, but are not limited to the following:
  - i. Compensation of ICs.
  - ii. Disbursement for consigned items sold.
  - iii. Third party services
  - iv. Office administration and supplies
  - v. Purchase of equipment
  - vi. Reimbursement for volunteer child care expenses as mentioned in the Volunteer Child Care section
  - vii. Bank fees
- g. All checks will be issued monthly, on or before the 10th of each month.
- h. Consignment Checks:
  - i. Checks due to consignors from sales will be valid for one hundred and eighty (180) days after the date of issue..
  - ii. Checks not claimed and cashed within 180 days will be voided and not reissued. When reclaiming checks, the TS Bookkeeper will notify Treasurer to issue a stop-order on checks at or over \$100.00.
  - iii. The TS will assume no responsibility for reminding consignors of the forfeiture.
- i. If the TS is required to issue a stop-check order, the bank fee is issued at the payee's expense.
- j. Consignors on PCS/ETS/TCS orders may receive their checks via mail by leaving two (2) self-addressed, stamped business size envelopes with the SM. Envelopes must be stamped with the expiration date of their last consigned items.

- k. Consignment checks will not be written for less than \$5.00. Monies will be held until the amount exceeds \$5.00 or upon request.
- l. Checks returned for insufficient funds will be handled in the following manner:
  - i. The check writer will be assessed a service charge equivalent to the bank's service charge.
  - ii. The amount of the check, plus the service charge will be paid, in cash or Money Order only, to the TS.
  - iii. If the check writer is a consignor the amount of the check and the service charge may be taken from their consignment check.
  - iv. Check writing privileges will be revoked for a period of six (6) months.
- m. The GM, SM, Clerk, and the Bookkeeper are bonded for up to the amount necessary for full protection cash on hand.
- n. The GM may make purchases for the TS as approved in the yearly budget. Receipts need to be submitted for reimbursement to the Bookkeeper by the last working day of the month. Unbudgeted expenses need approval before purchase by the BCSC BOG for purchases up to \$999, any expenses over \$999 will need approval by a majority of the BCSC General Membership.
- o. The TS Financial year will be from 1 JUNE through 31 MAY.
- p. An annual audit will be conducted at the end of the BCSC board year in JUNE, following the end of the board year end in May, and upon change of GM or Bookkeeper, or at the discretion of the BCSC President or BCSC BOG. All done by the USAREUR Regulation 210-1 and policy letter 215 dated 28 July 2000, will include at least the following:
  - i. A thorough check to ensure that all transactions are recorded and properly documented (i.e. audit trail established) and accounts currently posted.
  - ii. Inventory of operating assets will be submitted by GM to be included in the audit.
  - iii. Verification that financial statements are accurate and issued monthly for review by the TSAC.
  - iv. A cash amount of all cash on hand, reconciliation of accounts payable and other liabilities.
  - v. A copy of the audit report and corrective action taken will be furnished to the approving authority and TSAC.

#### **14. KEY AND SAFE POLICY**

- a. The keys to the TS will be designated and controlled by the BCSC Property Chair, or other person designated by the BCSC President.
- b. Keys will be controlled by a sign-out system kept current by the GM working in conjunction with the BCSC Property Chair, or other person designated by the BCSC President.
- c. The GM and SM are authorized a key or combination to the safe.
- d. Individuals authorized computer passwords are as follows: all ICs, the TSL, the Bookkeeper, BCSC Treasurer, and the BCSC President. The password(s) should be changed regularly with every effort made to maintain security at all times.
- e. The MP Station is authorized a key in case of emergency. Additionally, the MP Station at each location should be provided with a current Point of Contact (POC) to include name and phone number of authorized personnel to access the TS should it become necessary.

#### **15. APPEARANCE**

- a. The SM is responsible for the appearance of the immediate exterior of the building, the front entrance and the area surrounding the building. These areas will be kept clean, swept, and free of trash at all times. The GM is responsible for tasking out custodial duties to all TS ICs or janitorial services.
- b. The GM and SM is responsible for the appearance of the interior of the TS. Every effort should be made to keep the TS clean, organized, and of a professional appearance.
  - i. Shelves should be kept organized and merchandise free of dust.
  - ii. Electrical cords must be secured in such a way as to be neat and not present a hazard to young children.
  - iii. Clothing should be kept organized according to gender and size with every effort to maintain racks in a uniform and professional appearance.
  - iv. Hanging clothing should not be crowded on racks in such a way as to prevent customers from having a reasonable margin of movement between items in order to view merchandise.
  - v. Clothing sizes must be separated by clearly marked dividers.
  - vi. The SM reserves the right to authorize a separate rack of off- season clothing in case of inclement or unseasonable weather. However, the rack(s) may not constitute more than 10% of the total, current clothing inventory.
- c. Flyers, posters, or other organizational advertisements are to be placed on the TS bulletin board only. The GM or SM may authorize additional placements, as needed.

## **16. DISSOLUTION OF THE THRIFT SHOP**

Dissolution can be accomplished in accordance with the Constitution and Bylaws of the BCSC or by order of the Approving Authority, USAG-B.

## **17. REVIEW OF THRIFT SHOP SOP**

- a. This SOP shall be reviewed at least every two years by the SOP Review Committee and presented for approval to the BOG by a majority vote.
- b. The SOP Review Committee shall consists of the following:
  - i. TSL – will be the chairperson of the SOP Review Committee - voting member
  - ii. BCSC Treasurer – voting member
  - iii. At least 3 Members-at-large – voting member
  - iv. BCSC President – serving as an ex officio member, voting in case of a tie
  - v. BCSC Advisor – non-voting member
  - vi. BCSC Secretary – non-voting member
  - vii. BCSC Parliamentarian – non-voting member
  - viii. TS GM – non-voting member
  - ix. Bookkeeper – non-voting member
- c. Amendments
  - i. To establish a fair process, no amendments to this SOP shall be made during contract negation periods.
  - ii. Amendments can be proposed by the TSAC at any other time. Amendments must be submitted in writing to the BCSC BOG for a majority vote. A majority vote will constitute the adoption of the updated SOP.
  - iii. If no amendments to the SOP are recommended after committee review, no vote by the BCSC BOG is required. The SOP will be updated with the date of review.



**18. APPENDIX**

- a. Appendix 1: Organizational Flow Chart
- b. Appendix 2: AE Reg 210-22 Memo
- c. Appendix 3: Counseling Rubric

Approved On: 31 October 2020 by TS SOP Review Committee  
02 November 2020 by BCSC BOG

Amended On: 07 December 2020 by BCSC BOG

Print Name and Sign below:

BCSC President:

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BCSC Parliamentarian

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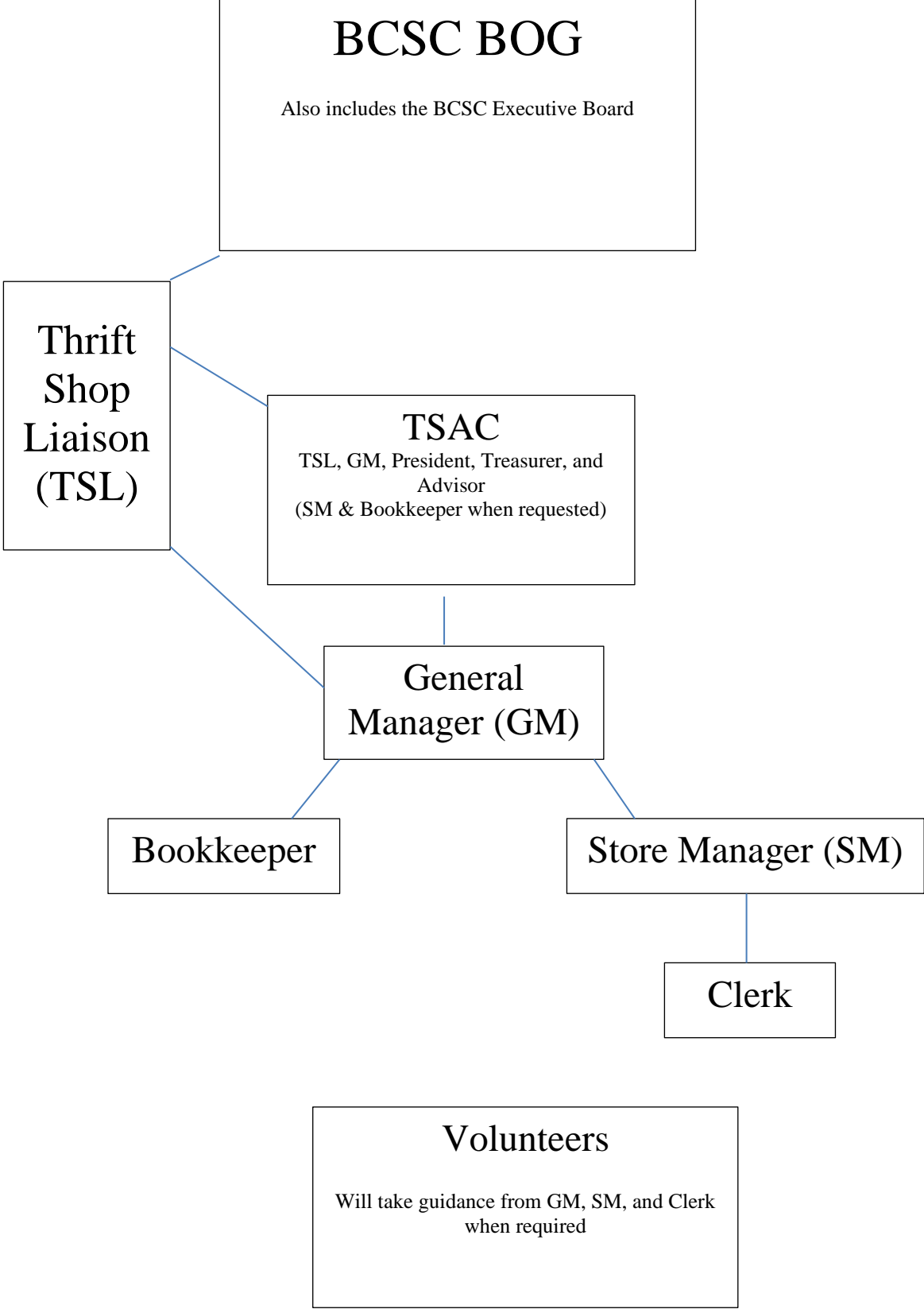
Thrift Shop Liaison:

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General Manager:

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APPENDIX 1: Thrift Shop Organizational Flow Chart



APPENDIX 2: AE Reg 210-22 Memo



DEPARTMENT OF THE ARMY  
UNITED STATES ARMY INSTALLATION MANAGEMENT COMMAND  
EUROPE  
UNIT 23103  
APO AE 09136-3103

IMEU-MWR

13 April 2020

MEMORANDUM FOR Commanders, United States Army Garrisons in Europe

SUBJECT: Thrift Shop Policy Change

1. Reference AE Regulation 210-22, Private Organizations and Fundraising Policy.
2. Paragraph 8b(2)(b) of the referenced regulation states, "The total wages of paid positions will not exceed 20 percent of the thrift-shop gross income. Income and revenue may be measured monthly or yearly for the purpose of this limitation." After consultation with my Staff Judge Advocate and G9, I have decided to increase the cap on thrift shop employee wages from 20% to 30% of the thrift shop's gross income.
3. The G9 was directed to review and update AE Regulation 210-22. The change in this memorandum is effective immediately and will remain in effect until the regulation is updated.
4. Point of contact for this memorandum is Mary K. Schweitzer, DSN 544-9136, civilian 0611-143-544-9136, or email [mary.k.schweitzer.naf@mail.mil](mailto:mary.k.schweitzer.naf@mail.mil).

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TOMMY R. MIZE  
Director

## APPENDIX C: Counseling Rubric

### Bavaria Community and Spouse Club Thrift Store Independent Contractor Evaluation

This rubric is used to assess Thrift Store Contractors work.

	1	2	3	4
<b>Position</b>	Knows role, and fulfills it only <b>some of the time</b>	<b>Accepts</b> role and shows understanding by <b>fulfilling it</b>	Knows the roles of <b>self and others</b> , and uses the roles to <b>maximize</b> group effectiveness	<b>In addition to previous box</b> , uses group roles as opportunities to <b>use strengths or address areas of weakness</b>
<b>Work Ethic</b>	Completes <b>only some</b> assigned tasks  Comes to meetings <b>without evidence</b> of preparation	Completes <b>all assigned tasks by deadline</b>  Comes to work <b>partially prepared</b>	Completes all assigned tasks by deadline; <b>work is quality, and advances the project</b>  Comes to work <b>fully prepared</b>	<b>Models</b> consistently high standards for timeliness, quality, and ownership of work  Preparation for work <b>surpasses</b> expectations
<b>Customer Service</b>	<b>Doesn't greet or engage</b> customers and <b>must be asked</b>	Regularly greets and serves customers <b>when asked</b> , but only then	<b>Always</b> helps customers when asked and <b>sometimes</b> offers to assist them	<b>Always</b> helps customers without being asked, <b>goes out of their way</b> to ensure a pleasant shopping experience
<b>Store Standard Operating Procedures (SOP)</b>	Follows SOP and processes but <b>only with modeling and/or reminders</b>	<b>Understands and follows</b> SOP	Understands and follows SOP and <b>helps others do the same</b>	<b>In addition to previous box</b> , <b>initiates</b> the use of SOP at work
<b>Contributions to Store Improvement</b>	Ideas lack <b>supporting</b> reasoning  <b>Limited acknowledgement</b> of others' thinking	Shares ideas, and <b>explains</b> the reasons behind them  <b>Acknowledges</b> others' thinking	Provides ideas or arguments with <b>convincing</b> reasons  <b>Builds on</b> the thinking of others	Acknowledges the <b>strengths and limitations</b> of their ideas  <b>Builds on</b> the thinking of others and <b>checks back for agreement</b>
<b>Teamwork</b>	Either <b>doesn't help</b> , or occasionally helps, but <b>must be asked</b> .	Predictably helps <b>when asked</b> by others, but only then.	<b>Always</b> helps team members when asked, and <b>sometimes takes initiative</b>	<b>Always takes initiative</b> , and <b>actively checks in</b> to understand how others are progressing and how they can be of help.
<b>Communication</b>	Shares ideas <b>without listening</b> or listens <b>without sharing</b> ideas	<b>Allows contributions by others</b> (contractors/volunteers) by both sharing ideas and listening to the ideas of others	<b>Encourages contributions by others</b> (contractors/volunteers) by <b>asking</b> clarifying or probing questions	<b>In addition to previous box</b> , <b>actively invites</b> others to participate, while leading and providing constructive criticism and redirection when appropriate.

### Bavaria Community and Spouse Club Thrift Store Independent Contractor Evaluation

Category	Roles	Work Ethic	Customer Service	Store Standard Operating Procedures	Contributions to Store Improvement	Team Support	Communication	Sum (28 possible)
Example	4	4	3	3	4	4	2	24/28

Comments on your ratings above: