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# CFB HALIFAX OFFICERS' MESS CONSTITUTION AND BY-LAWS

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APRIL 23, 2026

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Commander

PMC

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Captain (Navy)

Base Commadner

## **Name**

1. The name of the institution is the Officers' Mess, Canadian Forces Base Halifax, hereafter referred to as the "Mess". The Mess includes the Wardroom at Stadacona, and the Officers' Mess at Royal Artillery (RA) Park.

## **Authority for Establishment and Operation**

2. The Mess is established and administered in accordance with the references. It shall be operated in accordance with the regulations and orders governing the operation of messes in the Canadian Armed Forces and the instructions contained within this Constitution and associated Mess By-Laws, as may be amended, or replaced from time to time.

## **Purpose of Operation**

3. The Mess shall be operated for the purpose of providing services and amenities for its Members, to promote their welfare, and to foster and sustain camaraderie amongst the Membership. While the Mess is a single entity, each location will reflect the characteristics, customs, and traditions associated with the Officers of the Navy and of the Army, respectively. We further recognize the valued traditions and customs of the Royal Canadian Air Force and their contribution to the culture of this Mess.

## **Command**

4. The overall command and administration of the Mess is the responsibility of the Base Commander, Canadian Forces Base Halifax as the Commanding Officer (CO) of the Mess.

5. Oversight of the operational management and administration of the Mess shall be the responsibility of Canadian Forces Base Halifax, CO Base Administration through the Deputy Manager Personnel Support Programs (PSP).

6. The Halifax Officers' Mess has three distinguished establishments: the Bridge Bar, jointly shared with the Chiefs and Petty Officers' Mess; the Wardroom, and Royal Artillery Park Officers' Mess, Canada's Oldest mess. The Royal Artillery Park Officers' Mess has a unique legacy as representation of the Army's presence in Atlantic Canada as both a cultural asset and a symbol of the unity of arms. In recognition of these

distinct cultural requirements, the Vice-President of the Mess Committee (VPMC), appointed by the Canadian Army, shall be granted such reasonable and limited autonomy as defined within these Bylaws and the associated Terms of Reference to the stewardship of Royal Artillery Park.

## **Administration**

7. The Mess shall be administered and managed by a committee known as the Officers' Mess Committee, hereafter referred to as the Mess Committee. The Mess Committee shall be responsible to the Membership for the efficient operation and management of the Mess. The overall responsibilities of the Mess Committee and the individual responsibilities of the Mess Committee Members are detailed at Annex B, Mess Committee Responsibilities.
8. The President of the Mess Committee (PMC) is appointed by the CFB Halifax Base Commander. The VPMC is appointed by the senior serving member of the Canadian Army in the Halifax region, and confirmed by the CFB Halifax Base Commander.
9. The Secretary, Treasurer, and a representative of the Associate Members are appointed by the CFB Halifax Base Commander upon the recommendation of the PMC.
10. The remainder may be elected by and from the Ordinary Membership of the Mess at a General Mess Meeting.
11. The Mess Committee shall consist of the following voting members:
  - a. PMC;
  - b. VPMC;
  - c. Mess Secretary;
  - d. Mess Treasurer/Finance Officer;
  - e. Membership Officer;
  - f. Entertainment Officer;
  - g. Communications Officer;

- h. Sports Officer;
  - i. Bull Sub;
  - j. Senior Sub; and
  - k. any other supporting Officers as selected by the PMC from the Ordinary Members, as deemed necessary.
12. Ex-officio Members of the Mess Committee shall include an Associate Members' Representative, the Mess Manager, Deputy PSP Manager (Messes), as well as such other representatives or individuals that the PMC may deem necessary for the operation of the Mess. Ex-officio Members are not entitled to vote.
13. The PMC may appoint sub-committees to consider and provide advice with respect to specific areas of Mess Operations, Entertainment, Finance, or Membership. Standing guidance for the Entertainment Sub-Committee can be found at Annex D.
14. The Base Administration Officer is ineligible to serve as the PMC.

### **Membership**

15. Membership in the Mess shall consist of Ordinary, Associate, and Honourary Members as defined in reference B and amplified in Annex A.
16. Ordinary Members who retire are entitled to a free Associate Membership for one year from their retirement date.

### **Privileges**

17. Members are entitled to the use of Mess Facilities for Mess events. Membership provides use of the Mess Facilities for personal functions at a reduced rate and the entertaining of guests at Mess functions, subject to regulations prescribed by the Mess Committee. Associate and Honorary Members may occasionally be subject to certain restrictions with respect to attendance at specific Mess functions.
18. Use of Mess facilities is contingent upon the Member's good financial standing in the Mess, meaning no outstanding Mess Dues or overdue invoices.

### **Conduct and Discipline**

19. Members and their guests shall always conduct themselves with the propriety and dignity befitting an Officers' Mess.

20. Members are responsible for the dress and deportment of their guests. It is the responsibility of any Member to advise any other Member or guest of any action that breaches the propriety and dignity of the Mess. Breaches of the regulations should be reported to any Member of the Mess Committee. Dress Standards are detailed in Annex C.

21. Concerns regarding staff performance or conduct are only to be addressed to the PMC or VPMC for resolution. Members are not to address staff directly.

### **Mess Subscriptions**

22. Ordinary and Associate Members shall pay a monthly or yearly subscription as outlined in reference B. The Mess Committee shall determine the amount and have it approved at a General Mess Meeting. Applicable taxes shall be included. A Schedule of Dues can be found at Annex E.

23. Every Canadian Armed Forces (CAF) member shall clear into respective messes upon arrival to a new posting. Mess Dues are then automatically deducted from the Member's pay each month.

24. Every effort will be made to ensure that Mess Dues have been started. However, it shall be the CAF member's responsibility to check their pay statement to ensure that Mess Dues have been started. Dues will be charged in arrears should a delay in their commencement occur.

### **Mess Meetings**

25. Mess meetings shall be conducted in accordance with reference B as follows:

- a. Mess Committee meetings shall be held monthly;
- b. General Mess meetings shall be held at least twice each fiscal year; and
- c. Minutes shall be taken for all meetings and published for all Members to view.

26. The Mess Secretary shall publish, at least two-weeks' prior, notice of a General Mess Meeting and an invitation to members to submit items for discussion. The approved agenda shall be published at least two-days prior to the meeting.

27. Meetings will be conducted in-person, and virtually when the required technology and bandwidth are available.

28. Procedures for the conduct of meetings, including motions, nominations, and voting are contained at reference B.

### **Quorum**

29. Since quorums are determined based on voting members only, the PMC must determine the number of Ordinary Members in attendance. For General Mess Meetings, a quorum may be declared at the discretion of the PMC provided that the normal notification of two weeks prior to the meeting was provided. If the number is less than 50% of Ordinary Members, the PMC must include an explanation in the meeting minutes regarding why they determined a quorum was met. A quorum for Mess Committee Meetings shall constitute 50% of the voting representatives (to a minimum of three, if roles are vacant), and include the PMC or the VPMC.

### **Voting**

30. Only Ordinary Mess Members and one (1) representative from the Associate Members shall be entitled to vote or otherwise have standing at any Meeting of the Mess. Associate and Honorary Members are not entitled to vote during a General Mess Meeting.

31. Voting shall be conducted in-person, and when virtual attendance is available, concurrently online. In accordance with reference B, proxy voting is not permitted.

32. The approval of motions at Mess Meetings shall require a simple majority of the Ordinary Members present in-person and online.

### **Extraordinary General Mess Meetings**

33. An Extraordinary General Mess meeting can be called by either the PMC or VPMC, as they deem necessary. Additionally, an Extraordinary General Mess Meeting shall be called by the PMC on receipt of a written request signed by a representative amount of the Ordinary Members (as determined by the PMC or VPMC) stating the reason for the meeting. The meeting shall normally take place within thirty days of the request and shall include only those matters included in the request.

### **By-Laws and Annexes**

34. The Mess Committee may draft and amend By-Laws and Annexes to amplify the Constitution, subject to ratification by a simple majority vote of the Members in attendance at a General Mess Meeting. Proposals to amend the By-Laws shall be submitted in writing to the PMC or the VPMC. By-Laws are listed at Annex A.

### **Amendments to this Constitution**

35. Amendments to the Constitution require the approval of both the CFB Halifax Base Commander and a two-thirds majority at a General Mess Meeting. Proposals to amend the Constitution should be submitted to the PMC in writing at least thirty-days prior to the General Mess Meeting at which they are to be considered. Proposals to amend the Constitution shall be provided to the Membership for their review at least fourteen-days prior to the General Mess Meeting.

### **Approval**

36. Nothing in this Constitution shall supersede orders or directives issued by higher authority.

37. The CFB Halifax Officers' Mess Constitution and By-Laws have been authorized and approved by the CFB Halifax Base Commander, MARLANT Halifax on the 20<sup>th</sup> day of March, 2026.

38. This Constitution and By-Laws were ratified at a General Mess Meeting of the Halifax Officers' Mess on the 23rd day of April, 2026.

### **General**

1. The By-Laws amplify the Constitution and set forth additional guidance for the Mess Membership and those supporting various Mess activities.
2. These By-Laws apply equally to the Wardroom and Royal Artillery Park (RA Park) locations and are applicable at all authorized functions both on and off-site.
3. Each Member of the Mess, whether Ordinary, Associate, or Honourary is responsible to ensure the propriety of conduct of themselves and their guests whenever they are participating in an authorized Mess function.
4. The President of the Mess Committee (PMC) may impose a restriction or penalty up to and including revocation of Mess Membership, revocation or restriction of Mess privileges, deny or restrict access to the Mess and/or attendance at Mess functions of any Mess Member (Ordinary, Associate or Honourary) for cause including but not limited to; misconduct or infraction of any order or regulation with respect to Mess life incurred by either the Mess Member or their guests in the Mess. As appropriate, the PMC will report such restriction(s) or revocation to the member's Commanding Officer (CO) and/or the Canadian Forces Base (CFB) Halifax Base Commander.

### **Membership - Ordinary**

5. The following persons are Ordinary Members of the Mess:
  - a. All Officers of the Canadian Regular and Primary Reserve Force in the greater Halifax Dartmouth area who are borne on the establishment of Halifax or its Integral or Lodger units in the area, or who are serving at Halifax on temporary or attached duty more than 14 days;
  - b. Officers of the Armed Forces of other countries who are on exchange with or on loan to the Canadian Forces, and who are employed at Halifax or one of its Integral or Lodger units;
  - c. Officer Cadets of the ROTP/UTPNM/DOTP/METP/MOTP/etc attending university in the vicinity during their academic year; and



- d. Officers of the Cadet Instructors' Cadre of directly sponsored cadet units of CFB Halifax, upon application.
6. Each Ordinary Member is required to complete an IN and OUT routine according to Base procedures and, in addition, each Ordinary Member is to keep the Mess Office and/or Accommodation Desk informed of a change of status such as:
  - a. Temporary absence (MATA/PATA/deployment);
  - b. Change in rank from NCdt to A/SLt, or OCdt to 2Lt; and
  - c. Change in Reserve Class status.
7. The following officers are not required to become members of the Mess:
  - a. Officers attach-posted or on temporary duty, exceeding 14 days, from ships in Halifax Harbour when they are still required for duty aboard their parent ships;
  - b. Officers attach-posted from ships in zero-crewed refit, whether it is taking place in Halifax or not; and
  - c. Officers on TD to the Halifax area for less than 14 days.
8. In accordance with PSP Policy Manual Chapter 9-1 paragraph 11, every military member shall belong to a mess appropriate to their rank. When, for valid reasons, the individual wishes to belong to a mess appropriate to their rank that is other than the one established to serve the member's unit, the member may do so with the approval of the PMC and CO concerned.
9. Ordinary Members shall exercise sole control over Mess Operations and shall enjoy all privileges of the Mess. They are eligible to serve on the Mess Committee and to attend and vote at General Mess Meetings.
10. Ordinary Members will not be issued a Mess Membership Card but may be requested to present a valid Military Identification Card.

### **Membership – Associate**

11. Associate Membership is a privilege and not a right. They may assist sub-committees and attend General Mess Meetings as guests.
12. Associate Members of the Mess may comprise the following categories:
  - a. Retired Military:
    - i. Officers from the Regular Force who successfully underwent basic training and was honourably discharged; or
    - ii. Officers from the Primary Reserve who successfully underwent basic training and was honourably discharged.
  - b. Working:
    - i. DND civilian employees of officer status who are employed at CFB Halifax or one of its Integral or Lodger Units;
    - ii. Teachers, supervisors, inspectors, and administrators employed in civilian schools sponsored by DND and associated with the base;
    - iii. Other civilians are similarly employed at, or in association with, CFB Halifax of one of its Integral or Lodger units; and
    - iv. Officers of the Supplementary List, Cadet Instructor Cadre, the Canadian Rangers, the Royal Canadian Mounted Police, Canadian Coast Guard or Canadian Border Services Agency.
  - c. Social:
    - i. Individuals reflecting various business and professional interests in the area may be nominated and elected by majority vote of the Mess Committee at a regular Committee Meeting for a period of one year at a time beginning on 1 April.
  - d. Corporate:
    - i. Corporations within the Halifax area may apply for Membership to CFB Halifax Officers' Mess for Membership for up to four members of their corporation;

- ii. Corporations may be nominated and elected by majority vote of the Mess Committee at a regular committee meeting for a period of one year beginning on the 1 April; and
  - iii. The cost per person will be the same rate as that of regular membership.
- e. Surviving Partners of Deceased Ordinary and Associate Members:
  - i. Surviving partners of deceased Ordinary and Associate members may, if they choose, continue their association with the CFB Halifax Officers' Mess.
- f. Honorary Appointments:
  - i. Individuals appointed to the honorary rank of Captain(N), Colonel or Lieutenant Colonel while so serving, or who have completed a term(s) as Honorary Captain(N), Colonel or Lieutenant Colonel.
- 13. The maximum number of Associate Members may be set from time to time by the Mess Committee.
- 14. Associate Membership is by application only. Applications will be processed by the Mess Office and the Mess Committee Secretary. The PMC or Vice-President of the Mess Committee (VPMC) are the authority to approve Associate Member applications.
- 15. Officers who retire from the Canadian Forces in the Halifax Regional Municipality, will be offered a 12-month free Associate Membership to the CFB Halifax Officers' Mess. This will be processed by the Mess Accounts Office and approved by the PMC or VPMC as members retire.
- 16. Social and Corporate Associate Members may be admitted for a term not exceeding one year (without prejudice to renewal thereof for further one-year terms) and are to be sponsored by an Ordinary Member. When an application is received by the Mess Manager or Mess Committee Secretary, it shall be passed to the PMC, who may grant a temporary Social or Corporate Associate Membership. Temporary Social or Corporate Associate Membership is valid

until elected by majority vote of the Mess Committee at a regularly scheduled committee meeting.

17. Associate Members will be provided with an annual Mess Membership Card (Calendar Year) and may be required, from time to time, to use it to identify themselves as members. The Membership Card is only valid for the year of issue.

### **Membership – Honourary**

18. Honourary Members comprise the following:
  - a. Officers of the Canadian Regular Force and Primary Reserve who are serving in ships and other units in Canada;
  - b. Visiting Regular Force officers of the Armed Forces of other nations; and
  - c. Individuals of notable distinction by reason of position, achievement, or beneficence, and who are otherwise eligible for membership, may be elected Honourary members of the Mess with all the benefits of membership by a majority vote of the Mess Committee at a regular committee meeting and ratified at the next General Meeting of the Mess.
19. The maximum number of Honourary Members may be set from time to time by the Mess Committee. Honourary Members shall be accorded the privileges of the Mess but shall not serve the Mess in any capacity.
20. Honourary Members may attend General Mess Meetings as a guest.
21. Honourary Members are subject to annual confirmation by the Mess Committee, and any new proposed individuals of distinction will be approved by the Mess Committee and presented for ratification at the next General Meeting of the Mess.

### **Finances**

22. Mess finances will be governed by references B, C, and G. The funds of the Mess will be expended in accordance with an annual budget as approved at a General Mess Meeting.

23. Sources of revenue for the Mess include:
  - a. Mess Dues;
  - b. Bar profits;
  - c. Receipts from entertainment tickets;
  - d. Gifts and bequests;
  - e. Private Functions; and
  - f. Miscellaneous revenue.
24. A budget shall be prepared which indicates the estimated monthly revenues from each source and expenditures for each operation of the Mess. It shall be presented for the approval of the Membership at the first General Mess Meeting immediately preceding the beginning, or within thirty days of the commencement of a new fiscal year.
25. The Mess is an independent financial entity exclusive of the Base Fund. In accordance with reference B, the CFB Halifax Base Commander may order that the Mess pay to the Base Fund a levy in the form of percentage of gross bar sales to support the activities of the Base Fund.
26. The Mess Committee shall ensure that:
  - a. Income and expenses are monitored in accordance with the budget with significant deviations to be presented to the Mess Membership at the first available General Mess Meeting;
  - b. Profits from bar operations accrue to the Mess. As per reference A, bars shall be self-supporting with any losses to be solely due to circumstances beyond the control of the Mess. Such losses shall be subsequently authorized by the Mess Committee;
  - c. Income from an entertainment function, except bar profits, shall be used to defray the cost of that function to the extent possible; and
  - d. Annually a review of obsolete furnishings and equipment is undertaken and the appropriate write-off action of any assets with a nominal value is considered.

27. Monetary gifts, bequests, and miscellaneous revenue shall accrue to the Mess in the normal course unless such gift or bequest includes specific instructions as to the desired use of the monies; and
28. Floats and petty cash funds are established at various Mess outlets and offices in accordance with current regulations.
29. The expenditure of Mess Funds for a new Mess facility, modification or enlargement of an existing facility beyond normal maintenance, or the purchase of fixed assets for replacement or addition, shall be in accordance with reference E. Approving authorities are to be in accordance with reference J.
30. The Mess Manager may spend up to \$1,000.00 on any miscellaneous or general expense of a non-recurring nature required for the effective operation of the Mess.
31. The PMC may spend up to \$2,500.00 on any item of capital or general expense of a non-recurring nature required for the effective operation of the Mess.
32. The Mess Committee may expend up to \$5,000.00 on any item of a capital or non-recurring nature outside the budget.
33. The Membership may vote at a General Mess Meeting upon unforecasted expenditures to be added to the Annual Budget. The minutes of the General Mess meeting must reflect the motion and vote to expend funds.

#### **Mess Dues**

34. All Regular Force Officers shall pay Mess Dues via Pay Allotment and are responsible for ensuring monthly dues are paid.
35. All Reserve Force officers shall pay mess dues via Pay Allotment or personal cheque. In accordance with reference A, Reserve Class B and C are considered Ordinary Members and pay full Mess Dues. Due to their part-time status, Reserve Class A pay half the rate of Ordinary Members.

36. The annual dues for Officer Cadets will be in accordance with NPF regulations and orders.
37. Associate Members shall pay their dues either:
  - a. Annually in full by 1 April; or
  - b. Such other means as the Mess Committee shall determine from time to time.
38. Mess Dues include an assessment for the Entertainment Fund, the Gift Fund, and for General Mess Operations.
39. Adjustments to Mess Dues will be recommended by the Mess Committee and approved by the Membership at a General Mess Meeting by a simple majority vote.

#### **Gift Fund**

40. A Gift Fund is established for the benefit of the Members of the Mess to provide appropriate recognition of retirements, postings, family grief, hospitalization, etc. Only Ordinary Members are eligible for recognition of retirements or postings. Ordinary and Associate members are eligible for consideration for family grief and hospitalization recognition. Class A Reservists, who do not contribute to the gift fund, are not eligible for gifts.
41. Annually, the Mess Committee shall establish individual limits so that the PMC, VPMC or the Mess Manager may authorize expenditures as follows:
  - a. For the purchase of a retirement gift for an Ordinary Member retiring with not less than 20 years of service with the Canadian Forces and who has been a member of the Mess for at least 24 months;
  - b. For the purchase of a memento for each Ordinary Member departing on posting who has been a Member of the Mess for at least 24 months. Posting gifts will consist of a range of products approved from time to time by the Mess Committee. These gifts will generally be available in the mess office, and may include prints, mugs, books, plaques, or gift cards (virtual or physical), etc.;
  - c. Family grief and hospitalization:

1. As a token of sympathy in the event of the death of a member, whether Ordinary or Associate. In accordance with the desires of the late member's family this could include a floral tribute or an equivalent charitable donation; and
  2. To any Ordinary or Associate Member who is admitted to hospital for more than 48 hours.
- d. For the purchase of a gift for a departing Commander MARLANT, Base Commander, Brigade Commander, 5 Division Commander, or other Flag or General Officer at the discretion of the Mess Committee as part of a larger gift in conjunction with the other messes. This shall be in addition to any amount authorized above for either a retirement gift or a posting gift;
  - e. For the purchase of a gift, or as part of a larger gift in conjunction with the other messes, upon the retirement or posting of the Formation Chief, Base Chief, or 5 Division Command Chief;
  - f. A token of congratulations to be given to a member on the birth/adoption of a child in the form of a baby hamper or gift certificate;
  - g. For a get-well gift for any Mess Staff Member; and
  - h. For any Member of the Mess on a special occasion not otherwise noted.
42. Subject to the approval of the Mess Committee for the purchase of a memento for a departing PMC and VPMC. This shall be in addition to any amount authorized for either a retirement gift or a posting gift.

Members (or person designated by member in email to purchase on their behalf) are to bring in a receipt for reimbursement for testimonial expenditures. Payment by the Mess Office will not exceed the overall approved individual limit upon presentation of a receipt. HST will be reimbursed if a valid HST number is present on the receipt.

### **Mess Property**

43. All public and non-public property of the Mess is to be maintained and accounted for in accordance with current regulations.



44.    The King's Colours and/or Regimental Colours, certain trophies, artefacts, and valuable items of art, silver, and crystal are to receive particular attention. Special arrangements are to be made by the Mess Manager concerning their display, use, maintenance, and security.
45.    Mess property is not to be removed from the Mess.
46.    The cost of repairs to or replacement of Mess Property will be charged as follows:
  - a.    To the Mess, if the loss or damage is due to an accidental act of a Member or Member's guest;
  - b.    To a Member, if the loss or damage is due to a willful or negligent act by the member or the Member's guest; or
  - c.    To the unit if the loss or damage occurred while in their possession.

#### **Entertainment**

47.    Annually, at the spring General Mess Meeting, the Mess Committee will present an outline of entertainment events using Mess Funds for the coming fiscal year for approval in principle by the Membership.
48.    The PMC is to be consulted for all functions.
49.    The effect of entertainment on residents is to be considered in the planning and conflicts between schedules is to be minimized, but if such exists, priority for the use of the Mess will be given in the following order:
  - a.    Formation functions;
  - b.    Base functions;
  - c.    Brigade functions;
  - d.    Mess functions; and
  - e.    Private entertainment.

50. Command functions are those for which the host is the Commander, Maritime Forces Atlantic, Commander, 5th Canadian Division, or their respective representatives.
51. A Command function is an official function, and for such service staff are on duty, overtime charges for civilian staff are to be paid by the Crown, and any service band will perform without charge.
52. Event and/or hospitality requests for such a function may be submitted and approved IAW reference K. In addition, Representational Expenses may be used to meet hospitality, hosting, or protocol obligations of the Commander provided the expense does not qualify for reimbursement from public funds. Remaining costs, other than above, may also be borne by the hosts present.
53. Base Halifax functions are those for which the host is the CFB Halifax Base Commander or their representative. A Base/Division function is an official function, and for such service staff are on duty, overtime charges for civilian staff are paid by the Crown, and any service band performs without charge.
54. **Brigade** functions are those for which the host is the 36 Brigade Commander or their representative. A Brigade function is an official function, and for such service staff are on duty, overtime charges for civilian staff are paid by the Crown, and any service band performs without charge.
55. Bookings for Formation/Division/Base/Brigade functions will normally be directed by the appropriate authority in so far as time and place are concerned.
56. Mess functions are those organized and operated by the Mess Entertainment Committee. The cost of a Mess function is borne by the Mess Entertainment Funds and, if required, by those members present. Such a function may be open to Members and their guests, with the only limitation being space available.
57. An entertainment bulletin containing information about scheduled functions will be distributed to all Members at regular intervals.
58. The Mess Committee or the Entertainment Committee will make bookings for Mess functions.

59. Functions known as Weepers, TGIF, BBQs, Gratis Growlies, and SuperWeepers are of particular significance to Members alone, and therefore should not be used as vehicles for the entertainment of friends and relations. Members who wish to invite family and/or friends may do so for a nominal fee, for a limited number of these events.

### **Private Functions**

60. A private function is defined as any function that is not open for attendance by the general Membership. Such functions are to be assessed a 10% surcharge of the pre-HST cost of the event to account for administrative expenses which would otherwise fall to the Membership. Applications for a waiver of the surcharge for private functions may be made by the OPI to the PMC through the Mess Manager;
61. The Mess Manager (with authority from the PMC) may authorize the use of Mess facilities for functions sponsored by a Mess Member or group of members (retirement dinner, farewell event, promotion party etc) provided that:
- a. the facilities are not otherwise required by the Mess;
  - b. food service facilities (where applicable) and bar facilities are available for other members;
  - c. all food and beverages are provided and catered by the Mess unless specifically authorized otherwise; and
  - d. all costs are borne by the sponsoring member or group.
62. The total cost of a private function is the responsibility of the person organizing it. 100% pre-payment 14 days prior to the function is expected.
63. There are no timing restrictions for booking a private function and once booked the event will only be cancelled if there is some extenuating circumstance (i.e., the host is no longer a member of the Mess).
64. Booked private functions are not subject to arbitrary cancellation or “bumping”.

65.    The CFB Halifax Base Commander may, at their discretion through the President of the Mess Committee, authorize the use of the Mess by out-of-service groups to meet public social obligations, or to the benefit of community relations.

### **Mess Dinner Procedures**

66.    While the general procedure for a mess dinner is given at reference B,, it is the intention that mess dinners conducted by Navy Officers would normally be conducted in accordance with naval custom. Mess dinners conducted by Army Officers would normally be conducted in accordance with appropriate army traditions.
67.    Normally, Navy customs will be observed in the Wardroom and Army traditions will be observed at RA Park. Air Force customs and traditions will be reflected with all due regard.

### **Bar Operations**

68.    The provisions of the Nova Scotia Liquor Control Act and its regulations are to be followed. Insofar as bar areas are concerned, the provisions of the Nova Scotia Liquor Control Act are to be observed. People less than 19 years of age are not permitted to be served alcohol.
69.    The times, during which the bar may be open for regular Mess bar hours, as approved by the CFB Halifax Base Commander, will be posted, as well as being recorded in the entertainment bulletin.
70.    The bar may be opened outside of these approved timings on the authority of the Base Commander.
71.    Bar hours within approved timings from Base Commander may be extended on the authority of the PMC/VPMC and as able to be supported by Mess Staff for the benefit of all Mess Members.
72.    Private functions may be scheduled outside regular Mess bar hours. All related labour costs, including those required to support extended operations, are the responsibility of the event's OPI.

73.     Alcohol shall not be served, exchanged, or given to any individual who appears intoxicated or to any Mess staff unless the staff member is attending where the serving of alcohol is customary (mess dinner toast to chef or piper, etc.)
74.     All purchases at the bar will be by cash, debit card, credit card or bar card (chit).
75.     The Mess Manager is to ensure adequate control of the bar stock.

### **Bar Tabs**

76.     A bar tab is the responsibility of the Mess Member. It must be:
  - a.       Only available for a single event or function at the discretion of the bar staff;
  - b.       Supported by a valid credit/debit card held by the bar staff;
  - c.       Paid in full at the conclusion of the event or function; and
  - d.       Referred to the Mess Manager or a Member of the Mess Committee if it remains unpaid.

### **Bar Cards (Chits)**

77.     Chits are available to the following individuals as outlined in reference B and I in support of hosting duties for special guests and visiting dignitaries:
  - a.     Commander, Maritime Forces Atlantic;
  - b.     Commander, 5th Canadian Division;
  - c.     CFB Halifax Base Commander;
  - d.     PMC;
  - e.     VPMC; and
  - f.     Entertainment Officer
78.     Chits are not transferable. Chit holders must use them in accordance with this Constitution and the By-Laws of the Mess:

- a. In general, chits are to supply complimentary beverages to official Mess guest(s) for that function, (i.e., Guest of Honour at a Mess Dinner, Dignitaries, VIP Guest Speakers, etc.);
- b. The host may only charge reasonable personal use to the card while actively hosting the guest(s);
- c. unauthorized use of a bar card will be the financial responsibility of the individual assigned the card; and
- d. In all cases, at no time should a bar card be used to allow a Mess Member or guest to become intoxicated.

79. The Mess Committee shall:

- a. Establish individual, monthly/annual bar card limits;
- b. On the recommendation of the Mess Manager, refer any perceived abuses to:
  - (1) the CFB Halifax Base Commander for the PMC;
  - (2) the Commander, Maritime Forces Atlantic for the CFB Halifax Base Commander; and
  - (3) the Deputy Commander, RCN for all Flag/General Officers.

80. The use of bar cards shall be in accordance with reference I and specific direction of the PMC or VPMC.

### **Mess Manager and Staff**

- 81. The Mess Manager is the focus of all day-to-day operations and members should deal with the Mess Manager concerning any matter affecting normal Mess activities.
- 82. Separate Function Coordinators are established to oversee specific functions at the Wardroom and RA Park under the direction of the Officers' Mess Manager.

83. Additional civilian personnel may be hired by the Mess as required, and in accordance with current regulations. Within this framework, it is intended that the Mess Manager act as the on-scene coordinating authority with respect to employee practices, to ensure that effective service is provided to members.

### **Mess Committee**

84. The PMC is appointed by the CFB Halifax Base Commander in accordance with the Constitution para 8.
85. The VPMC is appointed by the Commander, 5th Canadian Division (or the senior serving member of the Canadian Army in the Halifax region), and confirmed by the CFB Halifax Base Commander.
86. The Secretary, Treasurer, and a representative of the Associate Members are appointed by the CFB Halifax Base Commander upon the recommendation of the PMC.
87. The Wardroom Bull Sub shall be appointed by the PMC, and the RA Park Senior Sub shall be appointed by the VPMC.
88. Additional members may be elected or appointed and will carry out duties that may include:
- a. Membership Officer
  - b. Entertainment Officer (Chair of the Entertainment Sub-committee);
  - c. Communications Officer;
  - d. Sports Officer; and
  - e. Members at Large.
89. The normal length of service for the PMC, VPMC, and Associate Representative is two years. The remainder of the Committee shall ideally serve for one year unless a posting precludes this. Members may be re-elected/re-appointed. If a vacancy occurs, the PMC may appoint a provisional

member, whose selection will be elected or confirmed at the next General Mess Meeting.

90. The following shall serve with the Mess Committee in an ex officio capacity:
  - a. Personnel Support Programs Manager;
  - b. Mess Manager;
  - c. Function Coordinator, RA Park;
  - d. Function Coordinator, Wardroom; and
  - e. Associate Representative.
91. No member of the Mess shall receive any remuneration, whether in cash, in services, or in kind, due to their appointment or election to the Mess Committee or a sub-committee.
92. Notwithstanding the above, no one should be "out of pocket" due to work or purchases on behalf of the Mess. To this end, any member, including members of the Mess Committee and sub-committees, may be reimbursed for actual and reasonable expenses incurred as result of performing an authorized Mess duty, on presentation of a signed statement to the Mess Manager. The PMC will review such statements and may request an accounting from such Member. The Mess Committee will review such statements from the PMC.

## **Meetings**

93. General Mess Meetings will generally be held immediately preceding the beginning, or within thirty days of the commencement of a new NPF fiscal year, and at least one other occasion each year.
94. General Mess Meetings are called to consider:
  - a. Constitutional changes;
  - b. Budget and other financial matters;



- c. Election or confirmation of appointment of members to the Mess Committee;
  - d. Proposed Mess activities; and
  - e. Any appropriate business (i.e., yearly approval of Honourary Memberships, write offs).
95. Mess Committee Meetings will be held monthly to consider:
- a. Amendments to by-laws;
  - b. Budget and other financial matters;
  - c. Proposals for capital expenditure;
  - d. Mess activities;
  - e. Matters concerning the operation of the Mess; and
  - f. Any other appropriate business.
96. The order of business at General Mess and Mess Committee meetings should follow this agenda:
- a. Call to order/Confirmation of quorum;
  - b. Reading/tabling of prior meeting minutes;
  - c. Old unresolved business or business arising from the previous meeting;
  - d. Official Correspondence;
  - e. Financial Report;
  - f. Reports:
    - 1. Membership Officer;
    - 2. Entertainment;
    - 3. Communications Officer;

4. Sports Officer;
5. Mess Manager;
6. Associate Representative;
7. VPMC; and
8. PMC.

- g. New Business (including elections & Honourary Memberships); and
- h. Adjournment.

97. A quorum for any meeting of the Mess Committee shall be 50% of the appointed and elected representatives, minimum of three (3), and including either the PMC or VPMC. Quorum for the conduct of General Mess Meetings is in accordance with the Constitution.

### **Dress**

98. It is intended that the standard of dress be at a higher level than normal society considers adequate. Accordingly, regulations concerning the standards of uniform and civilian dress, and the occasions for their wear, laid down by the PMC, are to be implicitly followed by members and their guests.
99. These Dress Regulations can be found at Annex C and will be posted on notice boards at both locations.

### **Guests**

100. Members may entertain guests in the Mess and at functions at their own expense subject to any restriction on function, numbers, times, or locations that may apply.
101. Each member has a duty to make guests welcome and particularly to assist in ensuring that guests of the Mess are suitably attended.
102. Members will be responsible for the conduct of their guests and are to ensure that their guests conform to dress regulations and to the standards of behaviour appropriate to an Officers' Mess.
103. Members are permitted to bring children to any private function or Mess entertainment function that is for families. Special consideration to have

children in the Mess will be given on a case-by-case basis and determined by the PMC.

### **Pets**

104. Pets are not permitted inside the Mess. Certified service animals are authorized, but not permitted in food preparation areas.

### **Notices**

105. Notice boards are maintained near all public areas. In addition, the monthly entertainment bulletin, Routine Orders, e-mail announcements and special message traffic may contain Mess information.
106. The Mess Manager must approve all notices for display in the Mess.

### **Smoking**

107. Smoking is only to be conducted in designated smoking areas and is not permitted anywhere inside the Wardroom or RA Park.

### **Amendments to By-Laws and Annexes**

108. Suggestions for amendments or changes to the By-Laws and Annexes shall be forwarded to the Officers' Mess PMC or their designate for consideration.
109. A proposed amendment to the By-Laws and Annexes will be discussed with the PMC or VPMC and circulated to the Mess Committee Members in advance of a Mess Committee Meeting.
110. The approval of any amendment to the By-Laws and Annexes shall be by two-thirds majority of the Members present at the Mess Committee Meeting, subject to ratification by a simple majority vote of the Members in attendance at a General Mess Meeting.

### **Approval**

111. Nothing in these By-Laws and Annexes shall supersede orders or directives issued by higher authority.
112. These By-Laws and Annexes were approved by the Halifax Officers' Mess Committee and ratified by the Membership on the 23rd day of April, 2026.

### **Mess Committee Responsibilities**

1.      The Mess Committee shall be responsible to the Membership for the efficient operation and management of the Mess which includes:
  - a.      recommending Mess subscription rate charges for approval at a General Meeting;
  - b.      control of general operating expenses and profit margins;
  - c.      setting of hours of operation;
  - d.      maintenance of necessary documentation and files;
  - e.      care and maintenance of building and fixtures;
  - f.      provision of an appropriate entertainment program; and
  - g.      performance of such other duties as may be assigned from time to time.

### **Committee Member Responsibilities**

2.      Responsibilities of individual Members of the Committee are laid out in this section.
  - a.      The President shall:
    - i.      be responsible for all matters of policy relating to the operation and management of the Mess;
    - ii.     ensure that the Members of the Mess Committee and the Mess Manager perform their duties in accordance with the Mess Constitution and Mess Operating Procedures, and
    - iii.    ensure that the vice-president or a Mess Committee Member is available to act in their absence.
  - b.      The Vice President shall:
    - i.      when delegated, act for the President in their absence;
    - ii.     assist the President in the discharge of their duties; and
    - iii.    perform such other duties as may be assigned by the President.

Annex B      Mess Committee Responsibilities

- c.      The Secretary shall:
  - i.      provide notices and agendas for both Mess Committee Meetings and General Meetings, record and distribute the minutes of all meetings;
  - ii.     conduct correspondence as directed by the President; and
  - iii.    perform such other duties as may be assigned by the President.
  
- d.      The Treasury/Finance Officer shall:
  - i.      prepare in concert with the Mess Manager the yearly budget;
  - ii.     monitor financial results in comparison to the budget;
  - iii.    interpret financial statements and advise the President on the financial condition of the Mess; and
  - iv.    liaise with the NPF Accounting Manager.
  
- e.      The Membership Officers shall:
  - i.      provide recommendations regarding changes to, and for the interpretation of, regulations relating to Membership;
  - ii.     monitor changing trends in Membership;
  - iii.    ensure the maintenance of current Membership list;
  - iv.    address all individual requests to join and leave the Mess or to change Membership status; and
  - v.     perform such other duties as may be assigned by the President.
  
- f.      The Entertainment Officer shall:
  - i.      assemble an Entertainment Committee with representation from all three elements to ensure that Mess events cater to the broadest appeal;
  - ii.     recommend Mess functions considered to be of interest to sufficient number of Members so as to be self-supporting;
  - iii.    organize Mess functions for approval by the Mess Committee;
  - iv.    arrange to keep Members informed of all Mess activities;
  - v.     arrange for periodic surveys of the membership to ascertain entertainment desires;
  - vi.    perform any other duties in connection with Mess functions as may be directed by the President or the Mess Committee; and,
  - vii.   perform such other duties as may be assigned by the President.

Annex B      Mess Committee Responsibilities

- g.      The Communications Officer shall:
  - i.      develop a communications plan to keep members informed of Mess Committee business;
  - ii.     liaise with the Entertainment Officer and assist with the timely notice of upcoming Mess activities including making hard copies available within the main bar area;
  - iii.    establish and maintain social and DND electronic media sites (e.g., Facebook, Instagram, Intranet) that enables widest distribution of activities and affairs of the Mess; and
  - iv.     perform such other duties as may be assigned by the President.
- h.      The Sports Officer shall:
  - i.      assist the Entertainment Officer in organizing sports events, including the Annual Golf Tournament, Curling Bonspiel, and other seasonal activities;
  - ii.     work with Mess Staff to coordinate logistics such as venue booking, equipment, registration, and scheduling;
  - iii.    ensure sports events complement other Mess functions and contribute to member engagement;
  - iv.     provide input and recommendations on sports activities to ensure broad appeal and participation; and
  - v.      perform such other duties as may be assigned by the President.
- i.      The Bull Sub and Senior Sub shall:
  - i.      represent the interests of junior officer's in the Mess;
  - ii.     promote activities and events within their peer groups;
  - vi.     perform such other duties as may be assigned by the President.
- j.      Additional Mess Committee Members:
  - i.      perform such other duties as may be assigned by the President.

## **Mess Staff**

3.      The Mess Committee shall engage the services of a Mess Manager via the Personnel Support Programs (PSP). The Mess Manager is responsible to the Personnel Support Program (PSP) Manager for Hospitality Services, yet responsive to the President of the Mess Committee. The Mess Manager shall:
  - a.      submit work orders to RPOps through the Building Manager to ensure that the building and fitted equipment (i.e., heating and air conditioning, plumbing, water, and electrical systems) are maintained in good working condition;
  - b.      work in liaison with the Mess Committee to ensure that periodic inspections are completed utilizing professional specialist assistance when required (i.e., for fitted equipment serviceability, fire hazards, and health and safety, and for structural integrity of the building); and
  - c.      ensure safety requirements are implemented IAW DAOD 2007-0.
4.      The Mess Manager may serve as an adviser to the Mess Committee and/or any subcommittee at the discretion of the President.
5.      Mess employees (Staff) will be employed as considered necessary by the Mess Manager on a day-to-day basis. General terms of employment shall be in accordance with PSP policy.

## Dress Policy

|             |                                                                                                                                                                                                                                                                                                                                        |
|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Formal      | Mess Dress;<br>Tuxedo/Black Tie; or<br>Long Evening/Ball Gown.                                                                                                                                                                                                                                                                         |
| Semi-Formal | Service Dress (No 1 or equivalent);<br>Business Suit (Jacket and Tie);<br>Pant Suit;<br>Knee-length cocktail-style dress; and<br>Dress Shoes or equivalent                                                                                                                                                                             |
| Casual      | Service Dress (No. 3 or equivalent);<br>Dress slacks, jeans;<br>Open neck shirt with collar (i.e. golf shirt, polo shirt) or sweater; and<br>Dress shoes (i.e. oxfords, loafers, lace up shoes).<br>Dress slacks or skirt, jeans with blouse or equivalent top (a collar is not required for blouses); and<br>Dress sandals acceptable |
| Relaxed     | Sports gear (i.e., track pants / shorts / running shoes); no flip flops (sandals acceptable).                                                                                                                                                                                                                                          |
| Theme       | As authorized by PMC for specific occasions; details will be promulgated in advance of themed events (i.e., Hawaiian night – tacky shirts; Casino Night – Las Vegas or James Bond).                                                                                                                                                    |

## The Minimum Orders of Dress

1. Casual is the minimum order of dress unless otherwise approved by the PMC and/or indicated on the entertainment calendar.

## Restrictions to the Orders of Dress

2. All clothing must be clean, in good repair, in good taste and non-offensive. Flip-flops are not permitted unless otherwise approved by the PMC and/or indicated on the entertainment calendar.

## Mess Membership Responsibilities

3. The mess membership is responsible for knowing this policy and ensuring that they, and their guests, adhere to it while inside the Mess.



### **Addressing Instances of Non-Conformance to the Dress Policy**

4. In order of attendance succession at the Mess, the PMC, mess committee members and mess membership reserve the right to ask members/guests who are not in compliance with the dress code to leave the mess.

### **Communicating the Dress Policy**

5. The dress policy shall be made available for mess membership and guest reference in the Mess, on the Mess [cafconnection.ca](http://cafconnection.ca) webpage and on any other approved medium by the President of the Mess Committee.

### **Purpose**

1. In accordance with Article 34 of the Officers' Mess Constitution (AL05/22) an Entertainment Sub-Committee ("Committee") shall be formed for the purpose of:

- a. assisting the Mess Manager and their staff ("Mess Team") with the organization and running of various Mess Functions (Art 51 & 52 of the By-Laws); and
- b. recommending New or Additional Functions both on and off site to the Mess Committee for consideration.

### **Procedure**

2. In consultation with the Mess Team, the Committee will:
- a. coordinate any personnel requirements to ensure the effective set-up, operation, and clean-up after any approved Mess Function;
  - b. conduct post-function briefings with the Mess Team to determine any areas requiring improvement, including the preparation and documentation of its findings for presentation to the Mess Committee; and
  - c. recommend the cancelling of any function to the Mess Committee clearly outlining its reasons for recommending the cancellations.
3. At least quarterly, the Committee shall review all the planned Mess functions and determine whether new/additional functions should be considered. New functions for consideration should include:
- a. staffing requirements;
  - b. target audience (Families, Members only, Junior Officers, Associates, External stakeholders, etc);
  - c. budget and financial considerations;
  - d. recommendation of an OPI; and
  - e. preparation of an executive summary for the consideration of the Mess Team and the Mess Committee.

4. The Committee shall ensure that functions currently planned and new ones recommended consider the uniqueness of using facilities on-site at RA Park and the Wardroom as well as off-site (Hartlen Point Golf Club).

### **Composition and Tenure**

5. To the best of its ability, the Committee shall comprise the following:
- a. Two ordinary representatives from RCN:
    - i. Senior Officer (LCdr, Cdr) to act as the Committee Chair and be a member of the Mess Committee; and
    - ii. Junior Officer (NCdt, A/SLt, SLt, Lt(N)).
  - b. Two ordinary representatives from the CA:
    - i. Senior Officer (Maj or LCol) to act as the Committee Vice-Chair; and
    - ii. Junior Officer (OCdt, 2LT, LT, Capt).
  - c. Two Associate representatives
    - i. One with an RCN background; and
    - ii. One with a CA background.
  - d. Sports Sub-Committee Chair
  - e. Function Coordinators:
    - i. RA Park; and
    - ii. Wardroom.
6. Excluding the Function Coordinators who shall serve as long as they hold the Function Coordinator position, members shall serve for a period of one (1) year and may be reappointed by the Mess Committee annually.
7. Members who cease to be Ordinary or Associate Members in good standing shall be deemed to have resigned from the Committee.

### **Sundry**

8. The Committee will retain all appropriate documents for review by the Mess Committee, including any correspondence and communications with any external suppliers, contractors, or professionals.

9. The Committee is not authorized to commit funds or otherwise obligate the Mess in any actions without first obtaining the written consent from the PMC.

10. The Committee chair shall submit updates on activities within fifteen (15) days of request by the Mess Committee.

11. The Committee will be governed by the Constitution, Bylaws, and any applicable regulations and will conduct its meetings in accordance with [Personnel Support Programs Policy Manual](#).

**Schedule of Dues, Surcharges & Fund Limits**

1. The following schedule of dues shall apply:

a.      Ordinary Members

i.      Regular Force Officers:

(1)      \$360.00 + HST per annum; or

(2)      \$30.00 + HST payable by pay allotment monthly.

ii.      Reserve Force Officers Class B and C:

(1)      \$360.00 + HST per annum; or

(2)      \$30.00 + HST payable by pay allotment, personal cheque, or monthly bank deduction.

iii.      Reserve Force Officers Class A

(1) \$180.00 + HST per annum; or

(2) \$15.00 + HST payable monthly by debit, credit, or cheque, or monthly bank deduction;

(3) Class A members do not pay into the gift fund and are therefore only eligible for gifts pertaining to family grief or hospitalization.

iii.      Cadet Instructors' Cadre:

(1)      \$360.00 + HST per annum; or

(2)      \$30.00 + HST payable by pay allotment, personal cheque, or monthly bank deduction.

iv.      Officers Cadets:

(1)      \$135.00 + HST per annum; or

Annex E      Schedule of Dues, Surcharges, and Fund Limits

(2)      \$11.25 + HST payable by pay allotment, personal cheque, or monthly bank deduction.

b.      Associate Members

i.      \$360.00 + HST per annum;

ii.     \$30.00 + HST payable monthly by debit, credit, or cheque, or monthly bank deduction;

iii.    Payable in full by 31 March for the following fiscal year;\

iv.    Late fees will apply after 30 April for the fiscal year;

v.      Associate Members may be required to re-apply for Membership after 30 April if they do not re-new by this dead-line;

v.      Associate members do not pay into the gift fund and are therefore only eligible for gifts pertaining to family grief or hospitalization.

c.      Honorary Members

i.      No associated dues.

3.      The following surcharge shall apply to all Private Functions:

a.      10% of the pre-HST cost of the function.

4.      Members (or person designated by member in email to purchase on their behalf) are to bring in a receipt for reimbursement for testimonial expenditures. Payment by the mess office will not exceed the overall approved individual limit upon presentation of a receipt. HST will be reimbursed if a valid HST number is present on the receipt. The following maximum Gift Fund Limits shall apply:

a.      Retirement Gift

i.      \$100.00.

b.      Departure on Posting, the lesser of

Annex E      Schedule of Dues, Surcharges, and Fund Limits

- i.      Mess approved gift; or
- ii.     \$75.00.
- c.      Family Grief or Hospitalization
  - i.      Floral arrangement valued at \$100.00; or
  - ii.     \$100.00 Donation to approved charity.
- d.      Departing Specified Senior Officer
  - i.      \$300.00 which could be utilized as part of a larger gift.
- e.      Departing Specified Senior Non-Commissioned Member of the Chiefs &  
POs' Mess
  - i.      \$150.00 which could be utilized as part of a larger gift.
- f.      Birth/Adoption of a child, the greater of
  - i.      Baby hamper valued at \$50.00; or
  - ii.     \$50.00 Gift Certificate.
- g.      Get-Well for Mess Staff Member
  - i.      \$60.00.
- i.      Departing PMC or VPMC
  - i.      \$150.00.
- h.      On a special occasion not otherwise noted
  - i.      \$75.00.

## References

- A. [KR&O: Volume I - Chapter 27 Messes, Canteens and Institutes](#)
- B. [Personnel Support Programs Policy Manual](#)
- C. [NPP Accounting AFN-105-001/AG-001](#)
- D. [Defence Administrative Orders and Directives \(DAOD\) 5045-0](#)
- E. [A-PS-110-001/AG-002, Morale and Welfare Programs in the Canadian Forces](#)
- F. CFBH: 1700-1 (B Pers Svcs O) BADMO TEMPORARY MEMORANDUM (TM) – 18/24 OFFICIAL MESS FUNCTIONS dated 27 Feb 2024
- G. Non Public Property (NPP) Payment Deduction Authorization A-FN105-001/AG-001
- H. CFBH: 1700-1 (PSP) BADMO TEMPORARY MEMORANDUM – 01/25 OFFICIAL MESS FUNCTIONS FISCAL YEAR 2025/2026 dated 17 Sep 2025
- I. CFMWS/MDNPP: 7331-1 (Managing Director Non-Public Property) Authorized Use of NPP Bar Cards dated 19 Apr 2022
- J. [DAOD 9003-1, Non-Public Property](#)
- K. [Financial Administration Manual \(FAM\) - Chapter 1017-1 Hospitality Expenditures](#)