

____ MANUAL OF ____
**ADVISORY
ORGANIZATIONS**

WOMEN'S AUXILIARY



DOING THE
MOST GOOD®

REVISED 2016

The Salvation Army

MANUAL OF ADVISORY ORGANIZATIONS

WOMEN'S AUXILIARY

General Introduction to The Salvation Army

Mission Statements

The Salvation Army, an international movement, is an evangelical part of the universal Christian Church.

Its message is based on the Bible. Its ministry is motivated by the love of God. Its mission is to preach the gospel of Jesus Christ, and to meet human needs in His name without discrimination.

Programs & Services

Millions of persons benefit each year from Salvation Army programs in the United States. These include religious services, comprehensive youth and adult group activities, rehabilitation centers for alcoholics and drug abusers, family social services, residences and programs for senior citizens, homes for pregnant and parenting teens, clinics, low income housing, correctional services, Christmas assistance, missing persons services, transient and moving persons services, day care centers, foster homes, summer camps, community centers, emergency and disaster services. Programs are adapted to local needs and are subject to continuing evaluation, with new services established according to community requirements.

Through its World Services/Self Denial fund, The Salvation Army in the United States seeks to give support to vitally needed services in developing nations.

Community Volunteers

Community volunteers give valued advice and cooperation through membership in organized groups such as advisory boards, service units, associations, women's auxiliaries, and advisory councils.

Organization

In the United States, The Salvation Army is organized into four territories coordinated by National Headquarters in Alexandria, Virginia. The four territories are: Central, Eastern, Southern, and Western, with headquarters respectively in Des Plaines, Illinois; West Nyack, New York; Atlanta, Georgia and Long Beach, California. The Commissioners'

Conference--consisting of all active commissioners in the USA, the national chief secretary and respective USA territorial chief secretaries --establishes policies for The Salvation Army in the United States. Within each territory there are several divisions, which have direct supervision over corps community centers, service unit committees and a variety of specialized institutions.

Community relations are coordinated by divisional headquarters. In communities where there are multiple services, coordinating councils work to assure cooperation and the smooth functioning of programs.

Corporate Responsibility/Corporate Officers

The properties of The Salvation Army are owned by, and its programs are conducted through, non-profit religious and charitable corporations. The Illinois, New York, Georgia, and California corporations--each having the name "The Salvation Army"--are the principle corporations for the Central, Eastern, Southern and Western Territories respectively. The New Jersey Corporation and District of Columbia corporation are the principle corporations for the National Corporation and the Salvation Army World Service Office, respectively, and together they comprise The Salvation Army National Headquarters. The Salvation Army utilizes a number of other corporations for particular purposes. The national commander is the president of The Salvation Army National Corporation and chairman of the board of all Salvation Army corporations in the United States of America; the territorial commander is the president of all Salvation Army corporations in a territory. The board of trustees/directors of each corporation has the responsibility of management.

Property Administration

The properties of the corporations in each territory are administered through the finance and property departments of the territorial headquarters.

Authorized Agents

The Salvation Army is represented by duly authorized corporate agents. All property transactions, including all purchases and sales, gifts, and bequests; and employment and other contracts are handled only by these agents.

Securities & Trusts

The security portfolios, including capital funds and the principal of endowment, trusts and bequests are held and managed at territorial headquarters.

Capital Funds

Capital funds are used for the purpose for which they were raised or given. These are administered at territorial headquarters and are applied together with earnings, for the benefit of the appropriate community. According to Salvation Army policy, gifts by will, and life income contracts made without restriction are used as determined by the board of trustees/directors.

Central Administration

Centralized administration at the territorial headquarters and National Headquarters offers the benefits of long-range planning; state, regional and national services; stability and continuity; and efficient management of property and funds. However, as The Salvation Army's work involves a direct response to community needs, initiative is required of divisions, corps community centers and institutions.

Advisory Service

Within the framework, advisory organizations have developed, grown and rendered outstanding service to their communities.

Advisory Organizations

Volunteers from the community are organized to strengthen The Salvation Army's ability to serve. This has been accomplished through various advisory organizations that have developed over the years: (1) the advisory board, (2) the association, (3) the women's auxiliary, and (4) the advisory council. In addition, service unit committees and state advisory conferences have also been established.

On May 22, 1975 the Commissioners' Conference authorized a revised "Manual of Advisory Organizations" for use by all Salvation Army advisory organizations throughout the United States. It was intended that the manual would become effective for all existing advisory organizations as soon as it was practicable, and that all advisory organizations organized after May 22, 1975 would be organized pursuant to the manual and controlled by the appropriate Articles of Organization contained therein. *(The Directives and Procedures Manual Revision was approved in May 2000.)*

Each set of Articles of Organization contain express provisions to define the relationship of the advisory organization to The Salvation Army. The advisory organization is not an independent organization; it is a part of, dependent upon and subject to appropriate Salvation Army authority. Moreover, the organization and traditions of The Salvation Army do not permit Salvation Army officers to abdicate their powers in favor of lay

groups or to delegate to lay groups the responsibility for or management of Salvation Army properties. Any action taken by the advisory organization which is in conflict with the provisions of the appropriate Articles of Organization or which exceeds the powers expressly granted therein would be unauthorized.

Representative

A representative of The Salvation Army designated by the territorial commander is required to be a member ex officio of the advisory organization. The Representative is a Salvation Army officer appointed to serve as a liaison between the advisory organization and the programs to be supported by it. The Representative must be present at all official meetings of an advisory organization.

Types of Advisory Organizations

Advisory Board

The Advisory Board is a type of an advisory organization that is charged with the responsibility of advising and assisting The Salvation Army in all its activities in a particular community. The community may have a corps community center as the only Salvation Army facility, or it may have many corps community centers, a divisional headquarters, a clinic, a rehabilitation center or other institutions. The advisory board also renders valuable services in connection with united appeals and other agencies in the community. Where there is an association, a women's auxiliary or an advisory council in the community, the advisory board is considered the parent body, coordinating the activities of the other advisory organizations. Where representation on the rosters of an association, women's auxiliary or advisory council is required, the advisory board provides from its membership persons familiar with all Salvation Army activities in the community.

Association

The Association is another type of an advisory organization. An association offers all who support The Salvation Army, in a particular community, an opportunity to associate with it and with each other to increase the understanding and support of The Salvation Army by the general public. The officers of the advisory board are ex officio officers of the association.

Women's Auxiliary

The Women's Auxiliary is a type of an advisory organization which is organized to promote the purposes of a particular headquarters, institution or program of The Salvation Army. Its activities may include special fund raising through approved projects, furnishing volunteer workers, assistance and visitation in hospitals, operations of canteens, distribution of food and clothing, serving as volunteers in emergency shelters, leadership in group work, and many other activities.

Federation

In certain communities where there is more than one women's auxiliary there may be a federation of women's auxiliaries to coordinate their work.

Advisory Council

The Advisory Council is a type of an advisory organization which performs similar functions for a particular Salvation Army service program or institution that the advisory board does for the community at large. It plans, advises and generally assists the officers and employees responsible for operation of the service program or institution. The council looks to the advisory board for coordination of fund raising and community relations. In addition, the advisory board furnishes part of the membership of the advisory council to ensure that the council will be well informed on other Salvation Army activities and will be able to integrate its service programs with others in the community.

Service Unit Committee

The Service Unit Committee is a type of an advisory organization which has a function similar to that of an advisory board, but operates in communities in which there is no Salvation Army facility. The service unit committee also acts as the agent for The Salvation Army in raising funds, dispensing emergency and supplemental aid to individuals and families, and referring to regional and state services.

State/Divisional Advisory Conference

The State/Divisional Advisory Conference, with membership drawn largely from advisory board and service unit committees in the state or division, and with members at large, is concerned with the regional and statewide services of The Salvation Army.

State Plan Commission

The Salvation Army State Plan Commission, consisting of Salvation Army personnel in the state, is represented in the conference.

National Advisory Board

The National Advisory Board, consisting of prominent citizens from the four territories, plans, advises and assists The Salvation Army on issues of significant national interest.

Organizational Procedures

New Advisory Organizations

An advisory organization may only be organized with the written approval of the territorial commander, pursuant to the following procedures and in accordance with the applicable Articles of Organization, with the approval of the board of trustees/board of directors of The Salvation Army corporation having jurisdiction, expressed by resolution, a copy of which is required to be filed with the minutes of the advisory organization.

1. Approval of Territorial Commander: Upon receiving a request for the authorization of a new advisory organization, the territorial commander forwards to the divisional commander his written approval, where appropriate, designating The Salvation Army Representative and other members ex officio and fixing in accord with the appropriate *Articles of Organization* the number of members, members of the executive committee or representatives, as the case may be. A copy of the appropriate *Articles of Organization* will be forwarded with the notice of authorization.

2. Designation of Charter Members: Upon receipt of notice from the territorial commander of his approval of a request for authorization for the new advisory organization:

(A) *Advisory Board and Service Unit Committee:* The divisional commander will designate as charter members the number of persons fixed, in the case of an advisory board, by the territorial commander as the number of regular members for that advisory board,* and in the case of a service unit, by the divisional commander as the number of members for that service unit.¹

* "*Regular Members*" of the advisory board shall number not less than nine and not more than twenty-four outside a territorial headquarters.

divisional headquarters, city/area command or multi-service community and not more than forty-five in a territorial headquarters, divisional headquarters, city/area command or multi-service community. (Directives and Procedures Manual).

¹ *Regular members of a service unit committee shall number not less than three and not more than fifteen (Directives and Procedures Manual).*

(B) *Association*: The advisory board will designate persons approved by the Representative of the association, in the number fixed by the territorial commander as the number of elected members of the executive committee. The number of regular members of the association is unlimited.

(C) *Women's Auxiliary*: The advisory board (or advisory council, where applicable) will designate as charter members of the women's auxiliary those persons approved by the Representative for the women's auxiliary, the number of members to be not less than nine. Thereafter, the number of regular members is unlimited.

(D) *Advisory Council*: The advisory board will designate as original members such persons approved by the Representative for the new advisory organization, in the number fixed by the appropriate *Articles of Organization* and as specified by the territorial commander as the number of elected members for that advisory organization.²

² *"Elected" members of the advisory council are to number not less than six or more than twenty-one. In no case may the number exceed the number fixed for the responsible advisory board. (Directives and Procedures Manual)*

(E) *State/Divisional Advisory Conference*: Each advisory board in the state will designate one of its members as a member of the state/divisional advisory conference. The Representative will designate members of the state plan commission to be members at large and will select from the membership of the service unit committees in the state or division persons in the number fixed by the territorial commander as the number of service unit committee representatives for that state/divisional advisory conference.

(F) *National Advisory Board*: The Commissioners' Conference will designate as charter members persons approved by the territorial commanders. The

board will then elect its own members, not to exceed forty-two or less than twenty-four, in three annual classes.

3. Notice of Organization Meeting: As soon as possible following the designations provided for in paragraph 2 above, the date, time and place of an organization meeting will be fixed and at least seven days' notice given to the designated members and members ex officio of the advisory organization by the following:

(A) *Advisory Board and Service Unit Committee:* Divisional Commander.

(B) *Association, Women's Auxiliary, Advisory Council:* Chairman of the advisory board or advisory council where applicable.

(C) *State Advisory Conference:* Chairman of state plan commission.

4. Appointment of Nominating Committee: Except where the advisory organization is a service unit committee, the person giving notice of the meeting will appoint, from among the persons designated pursuant to paragraph 2 above, five persons to act as the nominating committee for the organization meeting. Except where the advisory organization is an advisory board or a state advisory conference, the Representative designated for the advisory organization shall approve the persons to be appointed to the nominating committee.

Prior to the organization meeting, the appointed nominating committee will submit to the organization meeting recommendations for the number of members of standing committees to be fixed at the organization meeting and the names of nominees for:

(A) *Advisory Board:* Officers.

(B) *Advisory Council:* Elected members of the council, officers and elected members of the executive committee.

(C) *Association:* Elected members of the nominating and membership committees.

(D) *Women's Auxiliary:* Officers.

(E) *State/Divisional Advisory Conference:* Elected members at large and designated members of advisory boards and service unit committees, officers of the standing committee.

5. Organization Meeting: The Salvation Army Representative, or the person designated by the territorial commander for that purpose, shall act as temporary chairman of the organization meeting until the chairman or president of the advisory organization is duly elected or designated according to the *Articles of Organization*. The following actions are required to be taken at the meetings:

(A.) The number of members, members of the executive committee or representatives, as the case may be, together with a copy of the appropriate *Articles of Organization* and a copy of the resolution of approval of the board of trustees/board of directors of The Salvation Army corporation having jurisdiction shall be presented to the meeting, acknowledged in the minutes and filed in the minute book.

(B) In accordance with the provision of the appropriate *Articles of Organization*, (i) the number of members of the standing committees will be fixed; (ii) members, officers and members of committees shall, in that order, be elected or designated.

(C) Where the appropriate *Articles of Organization* provide that members of one or more classifications shall have terms of three years, one-third will be elected each year. The terms of the original members of such classifications will be determined by lot, the terms of one-third ending in the dates of each of the succeeding three annual meetings or in each case, until the date their successors are elected or designated, whichever is later. A member may be reelected.

(D) Members will also take such other actions, consistent with the appropriate *Articles of Organization*, including establishing the date of the annual meeting and, where appropriate, the date of the regular meeting, as necessary or desirable for the accomplishment of the purposes and responsibilities of the advisory organization.

(E) Upon the completion of the organization of the advisory organization the chairman or president will in writing so advise the territorial commander through the Representative and the divisional commander/command head.

(F) The territorial commander will then issue to it a *Certificate of Organization*.

Existing Advisory Organizations

The procedures for the reorganization of an advisory organization that exists when the manual is revised are required to include the following:

1. *Direction of Territorial Commander:* At any time following the date of the authorization of a revision of the manual by the Commissioners' Conference, the territorial commander may, in his discretion, determine that the appropriate revised *Articles of Organization* are effective for an advisory organization by delivering to the chairman or president of the advisory organization written direction that the appropriate *Articles of Organization* are thereupon in effect, directing the reorganization of the advisory organization in accordance with these procedures and, where appropriate, may designate the Salvation Army Representative and other members ex officio and fix the number of regular members, members of the executive committee or representatives, as the case may be, for that advisory organization.
2. *Notice of Reorganization:* As soon as possible following the receipt by the chairman or the president of an advisory organization, other than an association, of the direction of the territorial commander described in paragraph 1 above, the time and place of a reorganization meeting will be fixed for a date not more than 60 days following the receipt of said direction, and at least seven days' notice be given to all the members of the advisory organization by the secretary.
3. *Reorganization Meeting:* At the reorganization meeting of the advisory organization, other than an association, and at the first annual meeting of an association following the receipt by the president of the direction of the territorial commander described in paragraph 1 above:
 - (A) The chairman or president, as the case may be is required to present to the meeting the direction of the territorial commander and the revised *Articles of Organization*, and a copy will be filed in the minute book.
 - (B) The advisory organization will take any other necessary steps to conform its organization to the provisions of the appropriate *Articles of Organization*.

(C) Where the *Articles of Organization* provide for members of one or more classifications to have terms of three years, one-third being elected each year, and members of the present advisory organization have terms inconsistent with such *Articles of Organization*, the terms of the members of such classifications are to be determined by lot, the terms of one-third ending on the dates of each of the succeeding three annual meetings or, in each case, until the date their successors are elected or designated, whichever is later. A member may be reelected.

(D) To the extent consistent with the revised *Articles of Organization*, the members, officers and committees in office or organized at the time of receipt of the new direction from the territorial commander shall be deemed to have been elected or designated as provided in the appropriate *Articles of Organization*.

(E) Where the *Articles of Organization* provide that an office cannot be held by one person for more than a stated number of successive years, the terms for which a person held such office prior to the receipt of the direction from the territorial commander will be taken into account in determining the eligibility of the person for reelection, except that a person who, prior to the receipt of the new direction from the territorial commander, had been elected to a successive number of terms equal to or greater than the number of terms stated in such a limitation, will (i) be eligible to continue to hold such office until the next annual meeting of the advisory organization, and (ii) with the approval of the territorial commander, be eligible for reelection for one additional term.

(F) The territorial commander will, upon request, give such further instructions as may be necessary in order to complete the reorganization of an advisory organization. Upon completion of the reorganization in accord with the provisions of the manual, the chairman or president will, in writing, so advise the territorial commander through the Representative.

(G) When the Representative advises the territorial commander of the reorganization an amended *Certificate of Organization* will be sent to the advisory organization.

Dissolution of Advisory Organizations

Whenever it shall be determined that the interests of The Salvation Army will not be promoted by the continuation of an advisory organization, with the approval of the board of trustees or directors of The Salvation Army corporation having jurisdiction, the territorial commander may direct that the *Articles of Organization* of an advisory organization be rescinded and the advisory organization is therefore dissolved. In such event, the territorial commander will deliver to the chairman or president of the advisory organization his written advice that the *Articles of Organization* have been rescinded, that the advisory organization has been dissolved. The Salvation Army Representative will obtain all records and property of the advisory organization in the possession of its members and will advise all depositories of the revocation of the powers of attorney.

In the case of the National Advisory Board, dissolution would require approval by the Commissioners' Conference. In such event, the national commander will deliver to the chairman his written advice that the *Articles of Organization* have been rescinded. All other procedures will pertain.

The Women's Auxiliary

Introduction & Welcome

The Salvation Army Women's Auxiliary functions as a fund raising and volunteer service group. A designated Representative serves as an ex officio member of each women's auxiliary. This person is a Salvation Army officer appointed as the liaison between the Auxiliary and the program(s) to be supported by that Auxiliary.

The Salvation Army believes in "meeting the need at the point of need," so its advisory organizations are located right where the human needs and problems arise, in local communities and neighborhoods. The Army has a centralized procedure for defining policy and coordinating practice, but the local responsibility focuses on program, funding, administration and public relations.

As a Salvation Army Women's Auxiliary member, you will have the privilege of working with the local expression of a worldwide movement that seeks the spiritual redemption and social rehabilitation of those it serves.

You will learn all about the structure, services and goals of The Salvation Army and how they relate to the local programs. As you work with the Representative to meet local needs you will develop competence and initiative.

ARTICLES OF ORGANIZATION OF THE SALVATION ARMY WOMEN'S AUXILIARY

ARTICLE I - NAME

Section 1-1

The name of this organization is The Salvation Army Women's Auxiliary, and will be referred to in this document as the "auxiliary" of the (headquarters, institution, or corps) _____, referred to as the "institution," located at (street address) _____ (Community name) _____ will be referred to as the "community."

ARTICLE II - PURPOSES

Section 2-1

These *Articles of Organization* are intended to provide The Salvation Army Women's Auxiliary with a form of organization appropriate for effective support of The Salvation Army and for the accomplishments of their particular purposes.

General Purposes

It is the purpose of the auxiliary to assist The Salvation Army in connection with Salvation Army program(s) carried on in the community in cooperation with the advisory board.

Section 2-2

Relation to The Salvation Army

The auxiliary is not independent of The Salvation Army. It is part of it, created by act of the duly appointed governing authority, the territorial commander.

Bylaws

Auxiliaries may adopt, in keeping with this manual, bylaws relating to local settings. Contents of such bylaws must be recommended for approval at the local level before adoption by the divisional and territorial auxiliary leaders

Legal Entity

The Salvation Army corporation is the legal entity charged with the responsibility for the conduct of Salvation Army affairs in the community. The auxiliary and/or federation of women's auxiliaries are responsible to The Salvation Army corporation. Neither the auxiliary nor a federation of women's auxiliaries are separate legal entities nor organizations with executive or administrative authority.

ARTICLE III - MEMBERSHIP

Section 3-1 - Types of Members

The membership of the auxiliary is required to consist of the following:

(A) Ex officio members: (i) The Representative is a Salvation Army officer designated by the territorial commander. The Representative's primary responsibility is to act as liaison between The Salvation Army and the auxiliary. It is the duty of the Representative to explain the policies and procedures. (ii) Other Salvation Army officers in addition to the Representative are provided for in these Articles of Organization for ex officio membership. As a rule, these officers will be directors of specific institutions or service programs or will carry administrative responsibility for oversight of operations in the community. The function of such members is to inform the women's auxiliary concerning specific services under their jurisdiction and also contribute to discussions concerning the advancement of all Salvation Army service programs in the community.

(B) Regular members: Outstanding, non-Salvationist women in the community not employed by The Salvation Army, who by their influence or activity can further the work of the Army and who are recommended by the membership committee and accepted by the executive committee, may be members. In some instances, a Salvationist may fit the level of significant influence in a community and may be recommended for membership. The same criteria must be applied as for a non-Salvationist. Salvationists must be approved by a Territorial Headquarters. The number of members is unlimited.

Section 3-2 - Classifications of Membership

The auxiliary may establish two or more, not to exceed four, classifications of membership, such as, but not limited to, active, supporting, sponsoring, and/or contributing. Such classifications may differ as to qualifications, right to vote and terms of membership.

Section 3-3 - Term of Membership

Unless otherwise provided by the auxiliary, all members are entitled to vote and have indefinite terms of membership.

Section 3-4 - Membership Card

A membership card is to be given to each member upon enrollment.

Section 3-5 - Resignation/Removal

A member may resign by giving written notice to the president. A member is subject to removal at any meeting of the executive committee by an affirmative vote of two-thirds of the executive committee, or at any time by the territorial commander by delivery of written notice of the removal to the president or secretary. The president or secretary, as the case may be, notifies a member of her removal.

Section 3-6 - Failure to Pay Dues/Reinstatement

After suitable contact, any member after having been contacted who fails to pay her membership dues within one year after the due date shall be notified in writing by the secretary of the termination of her membership. Subject to recommendation by the membership committee, members are eligible for reinstatement upon payment of membership dues.

ARTICLE IV - MEETINGS

Section 4-1 - Notice of Meetings

Each member shall be notified in writing of the date, time and place of all meetings at least seven days prior to the scheduled date of the meeting, e.g., by newsletter, mailing of minutes, e-mail or letter from secretary. Notice of any meeting may be waived by a member either before or after the meeting is called.

Section 4-2 - Presence of Representative

No meeting of the auxiliary, including committee meetings, may be convened without the presence of the Representative, or a designated alternate. The alternate will, in most cases, be a Salvation Army officer.

Section 4-3 - Regular Meetings

Regular monthly or quarterly meetings must be conducted.

Section 4-4 - Special Meetings

Special meetings of the auxiliary are to be called by the secretary on the written request of the president or the Representative or ten percent, but not less than three, of the members of the auxiliary entitled to vote.

Section 4-5 - Annual Meeting

The date of the annual business meeting of the auxiliary for the election of officers and other business will be decided by the executive committee in conference with the Representative.

Section 4-6 - Quorum

At all regular meetings, one-fourth of all members entitled to vote, or in the case of auxiliaries of over 200 members, a maximum of 50 members entitled to vote and the Representative, or the alternate designated by her, are necessary to constitute a quorum for the transaction of business. The act of a majority of the members entitled to vote and present at a meeting having a quorum constitutes the act of the auxiliary.

Section 4-7 - Order Of Business

The order of business at any meeting, unless waived by the executive committee, is as follows:

- Call to order
- Invocation
- Reading of minutes
- Reading of treasurer's report
- Committee reports
- Unfinished business
- New business
- Adjournment

Matters of policy and action taken by the executive committee are presented for approval at the regular meetings of the auxiliary.

ARTICLE V – OFFICERS & FISCAL POLICIES AND PRACTICES

Section 5-1

Officers/Election

The elected officers are president, vice-president, secretary, treasurer and any other officers authorized by resolution of the auxiliary. They are to be elected at the annual business meeting to serve without compensation until the date of the next annual business meeting or until the date their successors are elected, whichever is later. The officers are eligible to succeed themselves; however, no person may hold the same office for more than three consecutive one-year terms or two consecutive two-year terms.

Resignation

An officer may resign by submitting her resignation in writing to either the president or secretary.

Removal/Notice

The officers are subject to removal at any meeting of the auxiliary by an affirmative vote of two-thirds of all of the members of the auxiliary or at any time by the territorial commander by delivery of written notice of the removal to the president or secretary. The president or secretary, as the case may be, shall notify an officer of her removal.

Vacancies

Nominees to vacancies in any office are proposed by the nominating committee for the unexpired term and presented to the auxiliary for approval at its next regular meeting or at a special meeting called for that purpose.

Section 5-2 - Duties of Officers

President

(A) The president presides at all meetings of the auxiliary and the executive committee and is a member ex officio of all committees except the nominating committee. The president may designate another officer as a member ex officio of one or more of such committees in her stead. The president is an ex officio member of the advisory board and attends all board meetings to report on auxiliary activities, except where a federation exists, in which case the president of the federation is the representative to the advisory board.

Vice President

(B) The vice president assists the president and performs the duties of the president in the latter's absence.

Secretary

(C) The secretary is responsible for giving notice to members of the executive committee of all meetings of the executive committee; and for giving notice to members of the auxiliary of all meetings of the auxiliary. The secretary attends and keeps records of all meetings of the auxiliary and the executive committee. In addition, the secretary maintains the membership lists, and forwards copies of the minutes to the membership, and through the Representative, to divisional headquarters. In the event of the secretary's absence from any meeting of the auxiliary or the executive committee, the president designates another member to act as secretary.

Treasurer

(D) The treasurer is responsible for depositing all funds received in the bank or banks designated by The Salvation Army Board of Trustees for the deposit of the particular funds, in every case in an account identified as "The Salvation Army Women's Auxiliary Account of _____."

Section 5-3 - Fiscal Policies & Practices

All funds raised by the women's auxiliary are Salvation Army monies, and their expenditure must be consistent with existing Salvation Army fiscal policies and practices concerning their use. The Representative is responsible for informing and advising the treasurer regarding applicable Salvation Army fiscal policies and practices. The maximum expenditure to be made without prior approval by the divisional headquarters/command shall be established for each auxiliary by the respective divisional headquarters/command.

Purchase/Accounting Procedures

Purchases should be made through regular corps and institutional accounts, with reimbursement made from women's auxiliary funds for the expenditure. Operating expenses such as printing, postage, bank charges and fund raising events would be proper direct charges to auxiliary accounts.

Personal Gifts/Scholarships

Funds of the auxiliary are not to be expended for personal gifts or benefits for members or Salvation Army personnel, with the exception of scholarships for cadets at The Salvation Army School for Officers' Training.

Power of Attorney

No funds are to be disbursed by the treasurer except pursuant to a power of attorney given by The Salvation Army by check countersigned by the Representative.

Fund-Raising Methods

All fund raising methods must be in keeping with Salvation Army policy and practice pertaining to finances as stated in Article VII.

Accounting/Reporting

The treasurer keeps an account of all funds received and disbursed, and renders to the auxiliary at each regular and annual meeting, and whenever requested to The Salvation Army, written accounts of all her transactions as treasurer.

ARTICLE VI - COMMITTEES

Section 6-1 - Standing Committees/Other Committees

There are five standing committees of the auxiliary: executive committee, nominating committee, membership committee, finance committee and publicity committee. Special committees may be designated from time to time as needed.

Section 6-2

Number of Committee Members

The number of members of each committee, other than the nominating committee is determined and fixed by the auxiliary; provided, however, that the executive committee shall have no fewer than five members; nor, more than one-third of the total members of the auxiliary.

Executive Committee

The membership of the executive committee consists of the elected officers, the chair of the standing committees and the Representative. During the period of preparation for a special event, the chair/co-chair of that event shall be a non-voting member of the executive committee.

Appointment

The members of the committees other than the nominating committee will be appointed by the new president in consultation with the Representative to serve until the next annual meeting.

Nominating Committee

The nominating committee is made up of six members, the chairs of the membership, finance and publicity committees, two members of the auxiliary appointed by the president, and one Representative.

Multiple Terms

A member of a committee may be reappointed. The president and the Representative are members ex officio of all committees, except that the president cannot be a member of the nominating committee. The treasurer is a member ex officio of the finance committee.

Section 6-3 - Officers of Committees/Reporting

The president and secretary of the auxiliary are the chair and secretary of the executive committee, respectively. The chair of each committee, except the executive committee, is appointed by the president from the membership. The chair of each committee reports at each regular meeting of the auxiliary on all matters considered by the committee since the last regular or annual meeting.

Section 6-4- Meetings and Notice

Meetings of Committees

Committee meetings may be called by the president, the Representative, the chairman of the committee or any three members of the committee by giving at least two days' notice of the date, time and place of the meeting to all members of the committee.

Notice/Quorum

Notice of any meeting of a committee may be waived by a member either before or after the meeting is called. A majority of all members constitutes a quorum for the transaction of business. In the case of the executive committee and the nominating committee, the representative, or a designated alternate is necessary for a quorum. The act of a majority of the members present at a meeting at which there is a quorum shall be the act of the committee.

Section 6-5 - Responsibilities of Standing Committees

(A) **Executive Committee:** To consider all business requiring attention during the intervals between meetings of the auxiliary.

(B) **Nominating Committee:** To consider and propose to the auxiliary nominees for officers of the auxiliary. Nominees for regular elections will be submitted at the annual business meeting. Nominees to fill vacancies occurring between annual meetings will be submitted at the next regular meeting of the auxiliary.

(C) **Membership Committee:** To obtain new members; to act upon applications for memberships; to issue a membership card or verification to each member; and to encourage active support of the auxiliary and of The Salvation Army by existing members.

(D) **Finance Committee:** To acquaint itself with the financial needs of the institution and to recommend to the auxiliary, subject to the notification of the advisory board and The Salvation Army, means for raising the necessary funds; to prepare a preliminary budget for the auxiliary.

(E) **Publicity Committee:** To consider and recommend to the auxiliary methods and projects for publicizing the auxiliary's work utilizing, with the approval of the advisory board, on all media and public relations activities.

(F) **Additional Committees:** To supplement the standing committees when needed.

Section 6-6 - Permanent Records

All records of the auxiliary are to be retained permanently in the office of the Representative.

ARTICLE VII - FINANCES

Section 7-1 - Dues

The dues to be paid by members of the auxiliary are determined and fixed by the auxiliary from time to time with the approval of the Representative.

Section 7-2 - Deposit of Dues

Dues paid by members and all other funds raised by the auxiliary shall be deposited and disbursed as provided in Section 5-3.

Section 7-3 - Audit of Financial Records

The financial records of the auxiliary are subject to audit annually by the official auditor of The Salvation Army.

Section 7-4 - Restrictions Relating To Property

Neither the auxiliary, the federation, nor any officer or committee of either, has the power or is authorized (i) to own or hold title to property of any kind for any purpose, all property, real or personal, devoted to or received for the benefit of The Salvation Army activities being owned by The Salvation Army; (ii) to sell or otherwise dispose of any property of The Salvation Army or to invest any funds intended for use in Salvation Army activities; (iii) to accept, execute or deliver any document in the name of or in the behalf of The Salvation Army except as expressly authorized in writing by The Salvation Army, such documents, including those relating to litigation, gifts, bequests or contracts, being required to be transmitted to territorial headquarters, through the Representative, for appropriate action; (iv) to sell donated items designated for free distribution by The Salvation Army.

Section 7-5 - Confirmation of Financial Statements

All financial statements by the auxiliary to the public, to a funding body or fund appeal, in connection with a local report, will after approval of the divisional headquarters/command be signed by the president and treasurer and released.

ARTICLE VIII - FEDERATION

Section 8-1 - Federation Organization

Where two or more women's auxiliaries exist in a community, a federation of such auxiliaries is formed. This formation will be referred to as the Federation of Salvation Army Women's Auxiliaries of (city or area)

Section 8-2 - Purposes

It shall be the purpose of the federation to provide an organization for the members of the auxiliaries in the community to join together for a better understanding of the interrelation of their work in support of The Salvation Army; to assist the auxiliaries in the coordination of their separate programs and in resolving their common problems; and through representation by the president of the federation on the advisory board, to provide the auxiliaries with information regarding all Salvation Army activities in the community, and to coordinate the activities of the auxiliaries with those of the other advisory organizations.

Section 8-3 - Membership

The membership of the federation shall consist of the Representative, not more than one other Salvation Army officer per auxiliary designated by the territorial commander as a member ex officio, and the members of all auxiliaries organized in the community. All members of the federation are entitled to vote if they are entitled to vote as members of individual auxiliaries.

Section 8-4 - Federation Executive Committee

The federation will be governed by the federation executive committee consisting of the president, vice president, and the chairman of the publicity committee of each auxiliary, the Representative, and the members ex officio designated by the territorial commander.

Section 8-5 - Meetings

Meetings of the federation are called by the federation executive committee. The provisions of Section 4-4 to 4-6, inclusive, relating to meetings of the auxiliary also apply, with appropriate changes, to the meetings of the federation.

Section 8-6 - Annual Meeting

The annual meeting of the federation executive committee for the election of officers and other business will be held at a time, place and date set by the federation executive committee. Special meetings of the federation executive committee will be called by the secretary on the written request of the president, the Representative or two members of the federation executive committee. Notice of the date, time and place of all meetings of the federation executive committee are required to be given to all members of the federation executive committee at least five days before each meeting. Notice of any meeting of the federation executive committee may be waived by a member either before or after the meeting is called.

Quorum

A majority of all members of the federation executive committee and the Representative constitutes a quorum for the transaction of business. The act of a majority of the members present at a meeting at which there is a quorum becomes the act of the federation executive committee.

Section 8-7 - Officers of the Federation

The officers of the federation are president, vice president, treasurer, secretary and any other officers the federation executive committee authorizes.

Election

The officers are elected by the federation executive committee from among its membership at its annual meeting, to serve without compensation until the date of the next annual meeting of the federation executive committee or until the date their successors are elected, whichever is later.

Multiple Terms

The officers are eligible to succeed themselves, but no person may hold the same office for more than three consecutive one-year terms.

Resignation

An officer may resign by submitting her resignation in writing to either the president or secretary.

Removal/Notice

The officers are subject to removal at any meeting of the federation executive committee by an affirmative vote of two-thirds of all the members of the federation executive committee or at any time by the territorial commander by written notice of the removal to the president or secretary. The president or secretary is required to notify an officer of her removal.

Vacancies

Vacancies in any office may be filled for the unexpired term by the federation executive committee at any meeting called for that purpose.

Section 8-8 - Duties of Officers

The officers shall perform the duties usually associated with their respective offices. The president, or in her absence, the vice president, presides at all meetings of the federation and the federation executive committee. The president may designate the vice president to represent her in one or more auxiliaries. The secretary gives notice of all meetings of the federation and the federation executive committee. She attends and keeps records of all meetings of the federation. The federation executive committee transmits copies of the minutes of all meetings of the federation and executive federation committee to the members of the executive federation committee and, through the Representative, to divisional headquarters. The secretary also prepares reports relating to the federation as requested by the territorial commander, and performs such other duties as may be prescribed by the federation executive committee or the president. The duties of the treasurer of the federation are the same as those of the treasurer of an auxiliary.

Section 8-9 - Finances

The expenses of the federation will be paid for from funds obtained by assessment against the women's auxiliaries organized in the community. The amounts of such assessments take into account the total dues collected by the respective auxiliaries from their members. The amounts are fixed by the federation executive committee with the approval of the Representative.

Section 8-10 - Fund Raising

All fund raising methods shall be in keeping with Salvation Army policy and practice, (See Article VII, Section 7-4 (iv) and Article X, Section 10-3).

Section 8-11 - Permanent Records

All records of the federation are to be retained permanently in the office of the Representative.

ARTICLE IX - OTHER ADVISORY ORGANIZATIONS

Section 9-1 - Coordination by Advisory Board

The fund raising, planning of budget and publicity activities of the auxiliary and the federation are required to be coordinated through the advisory board.

Section 9-2 - Membership Ex Officio on Other Advisory Organizations

Except where a federation is organized in the community, the president of the auxiliary, or the vice president in her absence, is a member ex officio of the advisory board. Where a federation is organized in the community its president and vice president are members ex officio of the advisory board. Where a federation is organized in the community, the president, vice president and the chairman of the publicity committee of each auxiliary are members ex officio of the federation executive committee. All members of the auxiliary are members ex officio of the association and the federation in the community.

ARTICLE X - SALVATION ARMY POLICY

Section 10-1 - Alcoholic Beverages

The Salvation Army has long been recognized for its stand on abstinence. Salvationists have pledged themselves to abstain from the use of all intoxicating beverages. In view of this position, it is inappropriate to arrange for the sale, dispensing of or consumption of alcoholic beverages at any activity associated with The Salvation Army. Advisory organizations and other groups supportive of The Salvation Army should exercise their influence in planning civic and other activities benefiting the organization to preclude the serving of alcoholic beverages and also to avoid the publishing of cookbooks containing recipes which include alcoholic beverages.

Section 10-2 - Conflict of Interest

(A)Members of advisory organizations and other groups supportive of The Salvation Army shall exercise good faith in all transactions touching upon their duties in an advisory capacity. They shall hold to a strict rule of honest and fair dealing and will not use their position or knowledge to compromise the interests of The Salvation Army, and that of the individual.

(B) All acts of members of advisory organizations shall accord with the best interests of The Salvation Army.

(C) Such persons shall not accept nor offer gifts, favors or hospitality that might influence decision making or actions affecting The Salvation Army.

(D) Although it is recognized that a degree of duality interest may exist from time to time, such duality shall not be permitted to influence adversely the decision-making process of The Salvation Army. To this end any person subject to this policy shall promptly report the possible existence of a conflict of interest for her or any other persons subject to the policy. The report shall be made to the chief executive officer of The Salvation Army advisory organization.

(E) A full disclosure of all facts pertaining to any transaction that is subject to any doubt concerning the possible existence of a conflict of interest shall be made before consummating the transaction.

(F) Where any expression of conflict of interest seems even remotely possible, those involved are required to remove themselves from any processes leading to recommendations or decision making.

Section 10-3 - Gambling

Official sanction and public acceptance of gambling is contrary to Christian principles to which The Salvation Army subscribes. Therefore, the women's auxiliary, in keeping with the spirit and standards of The Salvation Army, shall not sponsor gambling in any form for the purposes of raising funds. All games of chance involving the wagering of money are included in this restriction.

Section 10-4 - Gratuities

Orders and Regulations for Officers of The Salvation Army prohibits officers from earning outside income or receiving gifts. To maintain and undergird the high integrity of officers, and to prevent any possible misunderstandings, board members are advised that any expression of appreciation they may wish to give to Salvation Army officers and/or employees for any reason and on any occasion is best provided through a gift to Salvation Army funds or an article that may be used by a corps or other Salvation Army center.

Employees of The Salvation Army may not accept cash payments or gifts-in-kind from those doing business with The Salvation Army, whether or not such payments are characterized as "gifts."

Both officers and employees may on occasion (such as Christmas) accept token non-cash gifts, such as fruit, flowers, or candy.

Section 10-5 - Sunday Observance

The women's auxiliary should avoid scheduling meetings and activities on Sunday.

Section 10-6 - Tobacco

The Salvation Army accepts the overwhelming evidence presented by medical science of the injurious effects of tobacco on the body. A smoke-free atmosphere is required in all Salvation Army facilities.

ARTICLE XI - RECOGNITION - IDENTIFICATION

Section 11-1 - Award of Excellence

The nationally approved Women's Auxiliary Award of Excellence may be presented to an outstanding member of at least ten years, whose influence in community life, support of Salvation Army endeavors, and leadership qualities are of the highest caliber and reflect the spirit and service of The Salvation Army.

The Representative and president of the auxiliary may recommend this honor to be endorsed by the divisional director of women's ministries, territorial women's auxiliary secretary, and authorized by the territorial president of women's ministries.

Section 11-2 - Personal Recognition

An individual auxiliary or federation of women's auxiliaries, with the approval of the constituent auxiliaries, may provide recognition for members.

Section 11-3 - Membership Card

The official membership card should be presented to each new member.

Section 11-4 - Auxiliary Emblem

The official emblem of The Salvation Army Women's Auxiliary should be on all forms of recognition (e.g. plaques, certificates, auxiliary letterhead, membership roster, etc.).

Section 11-5 - Auxiliary Pin

A nationally approved auxiliary pin is available.

ARTICLE XII - MISCELLANEOUS

Section 12-1 - Organization & Reorganization

The procedure for the original organization of a women's auxiliary or a federation and for the reorganization of an auxiliary or a federation in existence on the date on which The Salvation Army may issue revisions to these articles, will be governed by the "Organizational Procedures" contained in *The Salvation Army Manual of Advisory Organizations*.

Section 12-2 – Dissolution of a Women's Auxiliary

The Salvation Army Representative shall present a request to the advisory board for the dissolution of the auxiliary, which board must consider the request for the dissolution and record the board's recommendation in its minutes.

The Representative shall write the divisional director of women's ministries requesting the dissolution with copies of the bank statement, auxiliary and advisory minutes

The divisional director of women's ministries shall write to the territorial women's auxiliary secretary with her recommendation for the dissolution with copies of the letter from the Representative and the two sets of minutes and bank statements.

The territorial women's auxiliary secretary shall then prepare a proposal to the Board of Trustees for the dissolution. When the Board of Trustees approves the dissolution, the territorial commander officially informs the auxiliary president of the dissolution and gives instructions related to Salvation Army funds and property.

Section 12-3- Revision of Articles

These articles are subject to revision from time to time by The Salvation Army.

Section 12-4 - Definitions

The term "The Salvation Army" as used herein means The Salvation Army corporation having jurisdiction in the community, as described in *The Salvation Army Manual of Advisory Organizations*. The terms "Representative," "territorial commander," "territorial headquarters" and "advisory organizations" are used herein as the same are used in said manual. The terms "advisory board" and "association" as used herein means The Salvation Army Advisory Board and The Salvation Army Association, respectively organized in the community.

Definition of Terms

As used in *The Salvation Army Manual of Advisory Organizations*

Active Auxiliary Member: One whose membership in the auxiliary is based on full participation in auxiliary activities and a pre-determined amount of annual dues, with the privilege to vote, hold office and propose new members.

Advisory Board: An advisory organization to assist all Salvation Army programs and functions within specific geographic boundaries, usually one city or metropolitan area; the parent body of other advisory organizations within that geographic area.

Advisory Conference: An advisory organization to assist The Salvation Army in a state or division, comprised of representatives of advisory boards and other advisory organizations in that state or division.

Advisory Council: An advisory organization to assist one Salvation Army program or institution, such as boys' club, children's service, social service center, etc.

Advisory Organization: An organization of friends of The Salvation Army, organized in accord with its manual and Articles of Organization for the purpose of assisting The Salvation Army in the conduct of its programs and functions.

Appointed Member: A member of a committee who has been appointed by the chairperson.

Association: An advisory organization to assist The Salvation Army primarily through the development of public understanding and information, and through recognition of outstanding voluntary contributions of money or services.

Auxiliary: An advisory organization to assist The Salvation Army in one program (institution) or an entire community; membership is usually open only to women.

Charter Auxiliary Member: One who is part of the original organization and who was designated a member by the territorial commander.

Charter Member: A member of an advisory organization at the time of its initial organization or reorganization who has been designated by the territorial commander or divisional commander to be a member of the advisory organization.

Chief Secretary: A Salvation Army officer appointed by the General to be second-in-command of a territory/national headquarters, who assists the territorial

commander/national commander with ecclesiastical and administrative responsibility, who heads the management team and is vice president of territorial/national corporations.

Commanding Officer: An officer of The Salvation Army in charge of one program or institution.

Contributing Auxiliary Member: One whose membership in the women's auxiliary as it is based on a one-time, large contribution to the auxiliary, and whose degree of participation may or may not be active.

Corps Community Center: A Salvation Army program facility in a city, community or neighborhood; the center of Salvation Army services and programs for the area served; the basic unit of Salvation Army program.

Divisional Commander: The Salvation Army officer responsible for the administration of all Salvation Army programs and functions within a geographical area designated a division (see map).

Divisional Headquarters: Office from which all Salvation Army programs and functions within a division are administrated. Divisional boundaries may include an entire state, part of a state, or all or part of several states (see map).

Elected Member: A member of an advisory organization who has been nominated in keeping with the policies of that organization and elected by the membership to be an elected or regular member.

Ex Officio Member: A member of an advisory organization or committee by virtue of an office or position held in a related organization.

Federated Fund: A generic term to describe a local organization sometimes known as a united fund, united appeal, United Way, etc.

Federation: An organization of women's auxiliaries in a given community, to coordinate the work of those auxiliaries with each other and with other advisory organizations within the community.

Institution: A Salvation Army program facility for the conduct of specific functions, such as a social service center, children's home, etc.

National Advisory Board: An organization consisting of prominent citizens from the four territories, which plans, advises and generally assists The Salvation Army on issues of significant national interest.

National Commander: A Salvation Army officer, appointed by the General, who serves as chairperson of the board of all Salvation Army corporations in the United States and presides over the meetings of the Commissioners' Conference.

Program: A specific service or complex of services provided by The Salvation Army to serve the needs of people in a given area or community.

Quorum: The number of members of a body required to be present for business to be officially transacted.

Regular Member: A member of an advisory organization who, by virtue of the policies or organizational procedures of that organization, has been placed on the membership roster.

Representative: A Salvation Army official, usually an officer, designated by the territorial or divisional commander to be an ex officio member of each advisory organization and its committees or sub-units (*Directives and Procedures Manual*).

Service Unit Committee: An advisory organization to assist The Salvation Army, and to perform services on behalf of The Salvation Army, in towns and communities where no corps community center exists.

Sponsoring Auxiliary Member: One whose membership in the auxiliary is based on her funding of specific projects/events or the general activities of the year, and whose degree of participation may or may not be active.

State Plan Commission: A coordinating organization comprised of representatives of the various Salvation Army divisions and departments within the state, appointed by the territorial commander, to carry out the objectives of the Army through the state plan.

Supporting Auxiliary Member: One whose membership in the auxiliary is based on a pre-determined amount of annual dues, and whose degree of participation is semi-active.

Territorial Commander: The Salvation Army officer responsible for administration of all Salvation Army programs and functions within a geographical area designated a territory.

Territorial Headquarters: Office from which all Salvation Army programs and functions within a territory are administered. There are four territories in the United States: Central, Eastern, Southern and Western, corresponding to the regional areas usually associated with those words (see map).

United Appeal: A local organization sometimes known as a united fund, United Way, etc. (see **Federated Fund**).

Women's Auxiliary Emblem: The official emblem of the auxiliary is a Salvation Army Shield with a ribbon banner.



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