

MANUAL OF ADVISORY ORGANIZATIONS

ADVISORY COUNCIL

THE SALVATION ARMY

NATIONAL HEADQUARTERS

615 Slaters Lane, Alexandria, VA 22313

CENTRAL TERRITORY

10 West Algonquin Road, Des Plaines, IL 60016

EASTERN TERRITORY

440 West Nyack Road, West Nyack, NY 10994

SOUTHERN TERRITORY

1424 N.E. Expressway, Atlanta, GA 30329

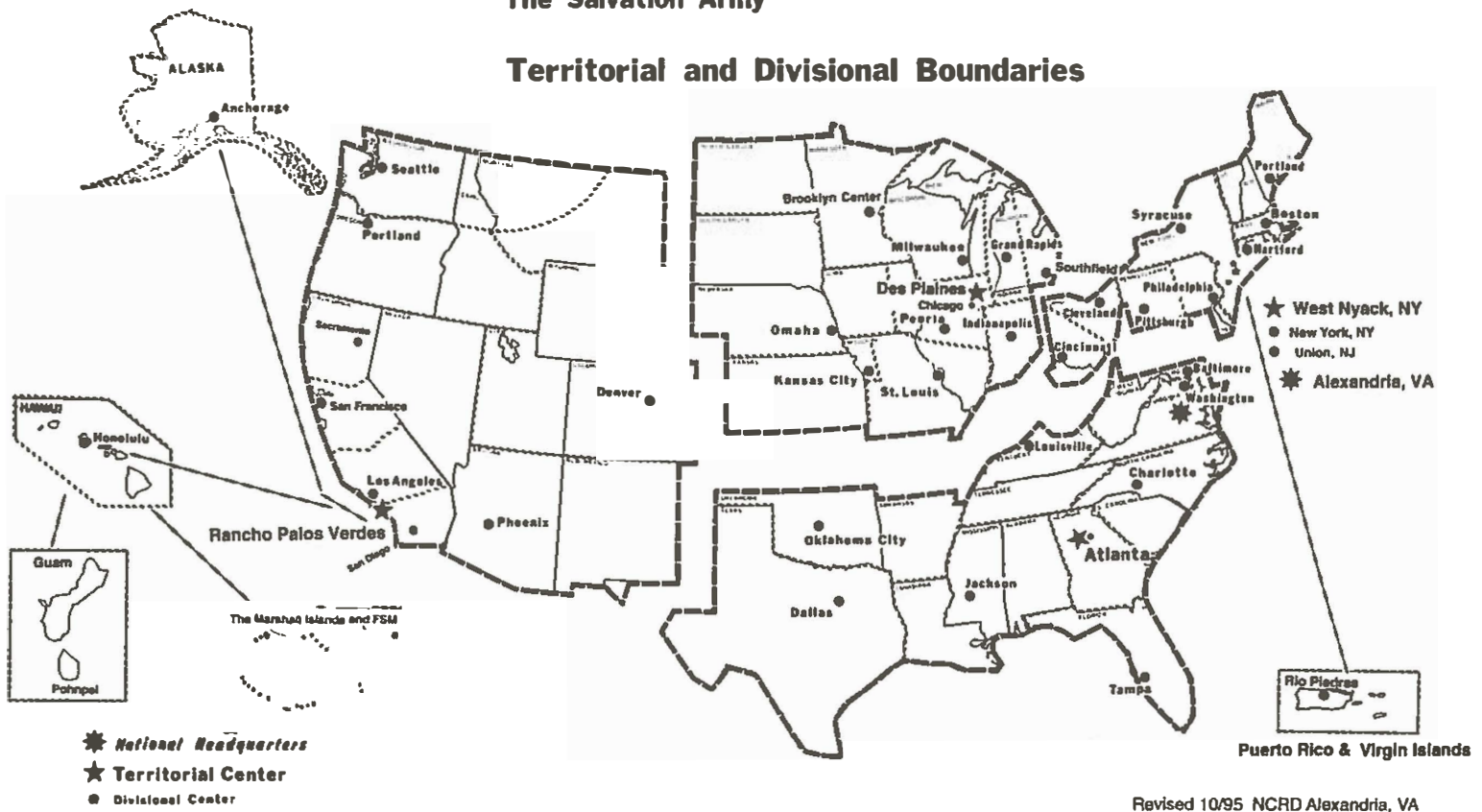
WESTERN TERRITORY

30840 Hawthorne Blvd., Rancho Palos Verdes, CA 90274



The Salvation Army

Territorial and Divisional Boundaries



Revised 10/95 NCRD Alexandria, VA

The Salvation Army

MANUAL OF
ADVISORY
ORGANIZATIONS

ADVISORY COUNCIL

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*As authorized by the COMMISSIONERS' CONFERENCE
and adopted by THE SALVATION ARMY, May 22, 1975*

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GENERAL INTRODUCTION

Mission Statement

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 and Services U.S.A.

Millions of persons benefit each year from 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 unwed mothers, residences for working adults, 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.

Overseas

The international Salvation Army is at work around the world, operating with the same motivation through similar programs as in the U.S.A. In developing nations where physical needs are particularly distressing, the Army provides a four-fold program of evangelism, education, medical and social service. The Salvation Army in the United States, through its World Services/Self Denial fund, seeks to give maximum support to such vitally needed service in developing nations.

Equal Opportunity

The Salvation Army provides equal opportunity for participation on all levels through its affirmative action policy.

Community Volunteers

A major factor in the development and growth of Salvation Army services has been the support given by community leaders throughout the country. This "army behind the Army" has interpreted community needs, explained the program to the community and provided support to the Army's efforts to render effective service.

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

ORGANIZATION

In the United States, The Salvation Army is organized into four territories, Central, Eastern, Southern, and Western, with headquarters in Des Plaines, Illinois; West Nyack, New York; Atlanta, Georgia; and Rancho Palos Verdes, California, coordinated by national headquarters in Alexandria, Virginia. The Commissioners' Conference, consisting of the national commander, the four territorial commanders, the national chief secretary and the four 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.

The properties of The Salvation Army are owned by, and its programs are conducted through, nonprofit religious and charitable corporations. The Illinois, New York, Georgia and California corporations, each having the name "The Salvation Army," are the principal corporations for the Central, Eastern, Southern and Western Territories respectively. 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 other Salvation Army corporations in the United States of America; the territorial commander is the president of all Salvation Army corporations in his territory. The board of trustees/directors of each corporation has the responsibility of management.

The respective jurisdictions of the Salvation Army territorial corporations are delineated on the map inside the front cover.

Organization

Coordination

Corporate Responsibility

Corporate Officers

Area Jurisdiction

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

Authorized Agents The Salvation Army, operating only through its corporations, can be represented only by its duly authorized corporate agents. All property transactions, including all purchases and sales; gifts, devises, trusts and bequests; and employment and other contracts, must be handled only by these agents.

Securities and Trusts The security portfolios, including capital funds and the principal of endowments, 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 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 Army's work involves a direct response to community needs, initiative is required of divisions, corps community centers and institutions.

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

Advisory Organizations **Manual**

THE ADVISORY ORGANIZATIONS

Volunteers from the community are organized to strengthen The Salvation Army's ability to serve. This has been accomplished through advisory organizations with their prescribed bylaws, charters, constitutions, or manuals. The Commissioners' Conference on March 6, 1957 adopted the first uniform manual with articles of organization for all the principal types of advisory organizations. Subsequently, revised manuals have been printed at the direction of the Commissioners' Conference.

Experience indicates that the provisions of the manual are adequate for all advisory organizations. Should some unusual circumstance render any portion of the manual inappropriate, then, in such rare instances, consideration will be given by the Commissioners' Conference to special *Articles of Organization*.

The *Articles of Organization* provide that a Representative of The Salvation Army designated by the territorial commander shall be a member ex officio of the advisory organization. The Representative must be present at all official meetings of an advisory organization.

Different types of advisory organizations have developed over the years: the advisory board, the association, the women's auxiliary, and the advisory council. Service unit committees and state advisory conferences have also been developed.

The *Advisory Board* 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 rehabilitation center, or other centers of operation. 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; and where representation on their rosters is required, the advisory board provides from its membership persons familiar with all Salvation Army activities in the community.

The advisory board also renders valuable service in relations with united appeals and other agencies in the community.

The *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 the officers of the association.

Adequacy of Manual

Representative

Types of Advisory Organizations

Advisory Board

Parent Body

Agency-Fund Relationships

Association

Relation to Parent Body

Women's Auxiliary	The <i>Women's Auxiliary</i> 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 in hospitals, operation of canteens, distribution of food and clothing, staffing of emergency shelters, leadership in group work, visitation of hospital patients, and many other activities. A women's auxiliary may relate direct to the advisory board, or to an advisory council depending upon its function. 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.
Relation to Parent Body	
Federation	
Advisory Council	The <i>Advisory Council</i> performs functions for a particular Salvation Army service program or institution which are similar to those performed by the advisory board 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.
Relation to Parent Body	
Service Unit Committee	The <i>Service Unit Committee</i> 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 making referrals to regional and state services.
State/Divisional Advisory Conference	The <i>State/Divisional Advisory Conference</i> , with membership drawn largely from advisory boards 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.

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

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. **National Advisory Board**

Advisory organizations render valuable assistance to The Salvation Army, and they are a vital part of the organization, constantly advising and supporting it in ways consistent with its traditions and policies. **Valuable Service**

ORGANIZATIONAL PROCEDURES

NEW ADVISORY ORGANIZATIONS

Approval An advisory organization may be organized with the written approval of the territorial commander, pursuant to the following procedures and in accordance with the applicable *Articles of Organization* contained in the manual. An advisory organization will not be organized, other than pursuant to the following procedures and in accordance with the applicable *Articles of Organization*, without the approval of the board of trustees/directors of the Salvation Army corporation having jurisdiction, expressed by resolution, a copy of which shall be filed with the minutes of the advisory organization.

Procedure The procedure for the organization of an advisory organization shall include:

Request for Authorization 1. *Approval of Territorial Commander:* Upon receiving a request for the authorization of a new advisory organization, the territorial commander may authorize the new advisory organization by forwarding to the divisional commander his written approval, where appropriate, designating the 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.

Notice of Approval 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 —

Advisory Board (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.†

Service Unit Committee

(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.

Association

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

Women's Auxiliary

(d) *Advisory Council:* The advisory board will designate as charter 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.‡

Advisory Council

(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

State/ Divisional Advisory Conference

* "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 command or multi-service community and not more than forty-five in a territorial headquarters, divisional headquarters, city command or multi-service community. See *Directives and Procedures manual* p. 9.

† Regular members of a service unit committee shall number not less than three nor more than fifteen.

‡ "Elected" members of the advisory council shall number not less than six nor more than twenty-one. In no case shall the number exceed the number fixed for the responsible advisory board.

Limitations

	representatives for that state/divisional advisory conference.	
National Advisory Board	(f) <i>National Advisory Board:</i> The Commissioners' Conference will designate as charter members such persons as approved by the territorial commanders. Thereafter, the board will elect its own members, to number not more than thirty-six nor less than twenty-four, in three annual classes.	
Notice	<p>3. <i>Notice of Organization Meeting:</i> 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 thereof will be given to the members so designated and to the members ex officio of the advisory organization by the following:</p> <p>(a) <i>Advisory Board and Service Unit Committee:</i> Divisional Commander.</p> <p>(b) <i>Association, Women's Auxiliary, Advisory Council:</i> Chairman of the advisory board or advisory council where applicable.</p> <p>(c) <i>State Advisory Conference:</i> Chairman of the state plan commission.</p>	
Nominating Committee	4. <i>Appointment of Nominating Committee:</i> Except where the advisory organization is a service unit committee, at the time notice is given pursuant to paragraph 3 above, the person giving said notice 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.	
Approval of Representative	<p>Prior to the organization meeting, the nominating committee so appointed will meet, consider and be prepared to submit to the organization meeting recommendations</p>	

for the number of members of standing committees to be fixed at the organization meeting and the names of persons as nominees for:	Committee Members
(a) <i>Advisory Board:</i> Officers	Nominees
(b) <i>Advisory Council:</i> Elected members of the council, officers and elected members of the executive committee.	
(c) <i>Association:</i> Elected members of the nominating and membership committees.	
(d) <i>Women's Auxiliary:</i> Officers.	
(e) <i>State/Divisional Advisory Conference:</i> Elected members at large and designated members of advisory boards and service unit committees, officers of the standing committees.	
5. <i>Organization Meeting:</i> The Representative, or such other person as may be 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 in conformity with the appropriate <i>Articles of Organization</i> . The following action shall be taken at the meeting:	Organization Meeting
	Temporary Chairman
	Action
(a) The letter from the territorial commander approving the organization of the advisory organization and, where appropriate, designating the Representative and other members ex officio and fixing in accord with the appropriate <i>Articles of Organization</i> the number of members, members of the executive committee or representatives, as the case may be, together with a copy of the appropriate <i>Articles of Organization</i> and a copy of the resolution of approval of the board of trustees/directors of the Salvation Army corporation having jurisdiction, shall be presented to the meeting, acknowledged in the minutes and filed in the minute book.	Letter of Approval

Committees	(b) In accordance with the provisions of the appropriate <i>Articles of Organization</i> , (i) the number of members of the standing committees will be fixed;
Members	(ii) members, officers and members of committees shall, in that order, be elected or designated.
Officers	
Classifications and Terms	(c) Where the appropriate <i>Articles of Organization</i> provide that members of one or more classifications shall have terms of three years, one-third being elected each year, the terms of the charter members of such classifications shall 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.
Date of Regular Meeting	(d) Members shall take such other action consistent with the appropriate <i>Articles of Organization</i> , including the fixing of the date of the annual meeting and, where appropriate, the date of the regular meeting, as shall be necessary or desirable in connection with the organization and for the accomplishment of the purposes and the discharge of the responsibilities of the advisory organization.
Advise Territorial Commander	(e) Upon the completion of the organization of the advisory organization in accord with the provisions of the manual, the chairman or president will in writing so advise the territorial commander through the Representative and the divisional commander/command head.
Certificate Issued	(f) Upon being advised of the organization of the advisory organization, the territorial commander will issue to it a <i>Certificate of Organization</i> .
Reorganization	<p>EXISTING ADVISORY ORGANIZATIONS</p> <p>The procedure for the reorganization of an advisory organization existing on the date of any revision of the manual shall include:</p>

<p>1. <i>Direction of Territorial Commander:</i> At any time following the date of the authorization of a revision of the manual by the Commissioners' Conference, the territorial commander may determine that the appropriate <i>Articles of Organization</i> as so revised are effective for an advisory organization by forwarding to the chairman or president of the advisory organization his written direction that the appropriate <i>Articles of Organization</i> are thereupon in effect, directing the reorganization of the advisory organization in accordance with these procedures and, where appropriate, designating the Representative and other members ex officio and fixing the number of members, members of the executive committee or representatives, as the case may be, for that advisory organization.</p> <p>2. <i>Notice of Reorganization:</i> 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 thereof will be given to all of the members of the advisory organization by the secretary thereof.</p> <p>3. <i>Reorganization Meeting:</i> 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:</p> <p>(a) The chairman or president, as the case may be, shall present to the meeting the direction of the territorial commander and the <i>Articles of Organization</i> as revised which are then effective for the advisory organization, which direction and a copy of said <i>Revised Articles of Organization</i> shall be acknowledged in the minutes and filed in the minute book.</p>	<p>Direction of Territorial Commander</p> <p>Meeting Time and Place</p> <p>Notice</p> <p>Meeting</p> <p>Present Articles of Organization</p>
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Action	(b) The advisory organization will take such further steps as shall be necessary to conform its organization to the provisions of the appropriate <i>Articles of Organization</i> .
Classification and Terms	(c) Where the <i>Articles of Organization</i> provide that members of one or more classifications shall have terms of three years, one-third being elected each year, and where the members of the present advisory organization have terms inconsistent with such <i>Articles of Organization</i> , the terms of the members of such classifications shall 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.
Members Officers Committees	(d) To the extent consistent with the <i>Articles of Organization</i> as revised, the members, officers and committees in office or organized at the time of the receipt of the direction from the territorial commander shall be deemed to have been elected or designated as provided in the appropriate <i>Articles of Organization</i> .
Eligibility for Office	(e) Where the <i>Articles of Organization</i> as revised provide that an office shall not 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 shall be taken into account in determining the eligibility of such person for reelection, except that a person who, prior to the receipt of the 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, shall (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.
Further Instructions	(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.

(g) Upon the 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 and the divisional commander/command head.	Advise Territorial Commander
(h) Upon being advised of the reorganization of the advisory organization, the territorial commander will issue to it an amended <i>Certificate of Organization</i> .	Certificate Issued

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/directors of the Salvation Army corporation having jurisdiction, the territorial commander may direct that the <i>Articles of Organization</i> of an advisory organization shall be rescinded and that the advisory organization shall thereupon be dissolved. In such event, the territorial commander will forward to the chairman or president of the advisory organization his written advice that the <i>Articles of Organization</i> have been rescinded, that the advisory organization has been dissolved, that all records and property of the advisory organization in the possession of members of the advisory organization will be forthwith delivered to the Representative, and that all powers of attorney issued to members of the advisory organization other than those issued to Salvation Army officers are thereupon revoked. The 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.	Interests of Salvation Army
	Organization Dissolved
	Notice
	Records and Property
	Power 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 forward to the chairman his written advice that the <i>Articles of Organization</i> have been rescinded. All other procedures will pertain.	National Advisory Board

ARTICLES OF ORGANIZATION of THE SALVATION ARMY ADVISORY COUNCIL

ARTICLE I

NAME

Name Section 1-1. The name of this organization is The Salvation Army (program or institution) _____
_____ Advisory Council,
hereinafter referred to as the "council," of (program or institution) _____
of (name of community) _____
hereinafter referred to as the "program (institution)."
(Name of community) _____
shall hereinafter be referred to as the "community."

ARTICLE II

PURPOSES

Purposes Section 2-1. It is the purpose of the council, consistent with these articles, to assist The Salvation Army in the operation of the program (institution) by being familiar with all phases of the activities carried on at the program (institution), by formulating plans for the improvement of the facilities and activities of the program (institution), and by making recommendations to The Salvation Army, through the Representative and, with respect to local funding and community relations, through the advisory board.

Legal Responsibility Section 2-2. The Salvation Army corporation is the legal entity charged with the responsibility for the conduct of Salvation Army affairs in the community, including the ownership and operation of the program (institution). The function of the council is advisory; it is responsible to the Salvation Army corporation; it is not a separate legal entity nor an organization with executive or administrative authority.

Relation to Salvation Army

ARTICLE III

MEMBERSHIP

Section 3-1. The membership of the council shall consist of the following:

Classifications of Membership

(a) Ex officio members: The Representative and not more than three other Salvation Army officers designated by the territorial commander; and the commanding officer (director) of the program (institution).

Ex officio

(b) Designated members: Three persons designated by the advisory board from its own membership and approved by the Representative.

Designated

(c) Elected members: Persons elected to membership by the council at its annual meeting, in the number, being a multiple of three, fixed from time to time by the territorial commander, which in no case shall exceed the number fixed for the responsible advisory board.

Elected

(d) Life members: Members, recommended by the council and the Representative to the advisory board who are designated as life members by the territorial commander. In recommending members for life membership, the council will consider outstanding service of 15 or more years as a prerequisite. There shall not be more than one life member for every eight members of the council. An elected member shall not, from the date of his designation as a life member, be considered a "regular" member for the purposes of this article.

Life Members

(No life member of any advisory council shall be eligible for life membership on the advisory board.)

(e) Member emeritus: A member, recommended by the council and the Representative to the advisory board. Eligibility for nomination as an advisory council member emeritus is reserved for a member who (i) has served not less than nine years, (ii) is not being considered for life membership, (iii) has given

Member Emeritus

identifiable valuable service to The Salvation Army through the advisory council, and (iv) is unable to continue as an active advisory council member.

An advisory council member emeritus may attend council meetings but not as a voting member.

Term of Membership	Section 3-2. An elected member shall serve for a term ending on the date of the third annual meeting following his election or the date on which his successor is elected, whichever is later, one-third of the elected members being elected in each year. An elected member may be reelected.
Membership Certificate	Section 3-3. A certificate of membership, in such form or forms as shall be approved by the council and the Representative, shall be presented to each member of the council.
Resignation	Section 3-4. An elected member may resign by giving written notice of his resignation to the chairman. A designated member may resign by giving written notice of his resignation to the chairman and to the secretary of the advisory board. Any elected member may be removed at any meeting of the council by an affirmative vote of two-thirds of all the members of the council. Any member may be removed at any time by the territorial commander by delivery of written notice of the removal to the chairman or secretary. The chairman or secretary, as the case may be, shall notify a member of his removal.
Removal	
Notice	
Vacancies	Section 3-5. In the event of a vacancy in the membership occurring because of the death, resignation or removal of an elected member, or his designation as a life member, the council shall at its next regular meeting, or may at a special meeting called for that purpose, elect a successor for the unexpired term. In the event of vacancies in the membership occurring because of the increase in the number of elected members fixed by the territorial commander, the council shall, at its next meeting, elect members to fill such vacancies for such terms as may be necessary to insure that the terms of one-third of the elected members will expire each year.

Section 3-6. Active or retired employees of The Salvation Army may not serve as members of an advisory council.

Employees

Section 3-7. Retired or pensioned officers of The Salvation Army may not serve as advisory council members except by approval of the territorial commander.

Salvation Army Officers

ARTICLE IV

MEETINGS

Section 4-1. The annual meeting* of the council for the election of elected members and officers, and elected members of the executive committee, and for such other business as may properly come before the meeting, shall be held between February 1 and April 30 in each year, on such date and at such time and place as may be fixed by the council.

Annual Meeting

Time and Place

Section 4-2. Regular meetings of the council shall be held monthly, unless otherwise authorized by the territorial commander, except in the month of the annual meeting and the months of July and August, on such date and at such time and place as may be fixed by the council.

Regular Meetings

Section 4-3. Special meetings of the council shall be called by the secretary on the written request of the chairman, the Representative or the commanding officer.

Special Meetings

Section 4-4. At all meetings one-third of all members and the Representative or his designated alternate shall be necessary and sufficient to constitute a quorum for the transaction of business. Unless otherwise provided in these articles, the act of a majority of the members present at a meeting having a quorum shall be the act of the council.

Quorum

Section 4-5. Voting members shall include: (a) elected members, (b) life members, and (c) ex officio members other than Salvation Army officers.

Voting Rules

* The annual meeting of the council restricted to the membership should not be confused with an annual civic meeting which is open to non-member invitees. The civic meeting is not mandatory, need not follow any specific form, and may be held at any time.

Representative Present Section 4-6. No meeting of the advisory council shall be conducted or called without either the Representative or commanding officer present.

Notice of Meetings Section 4-7. Written notice of the date, time and place of all meetings of the members shall be mailed or delivered to each member by the secretary at least seven days before each meeting. Formal notice of any meeting may be waived by a member.

Order of Business Section 4-8. The order of business at any meeting, unless waived by the council, shall be:

- Call to order
- Invocation
- Roll call
- Reading/acceptance of minutes
- Report of executive committee
- Report of other standing committees
- Reports of special committees
- Unfinished business
- New business
- Adjournment

ARTICLE V

OFFICERS

Officers Section 5-1. The officers shall be a chairman, a vice chairman, a secretary, and such other officers (e.g., a treasurer) as may be authorized by resolution of the council.

Election The officers shall be elected at the annual meeting to serve without compensation until the date of the next annual meeting or until the date their successors are elected, whichever is later. The officers are eligible to succeed themselves; provided, however, that no person may hold the office of chairman for more than three successive terms. An officer may resign by submitting his resignation in writing to either the chairman or secretary.

Succession

Resignation

Removal

Notice

his removal. A vacancy in any office shall be filled for the unexpired term by the council at its next regular meeting or may be filled at a special meeting called for that purpose.

Section 5-2. The officers shall perform the duties usually associated with their respective offices, including the following:

(a) The chairman shall preside at all meetings of the council and the executive committee and shall be a member ex officio of all committees, except the nominating committee. The chairman may designate another officer as a member ex officio of one or more such committees in his stead.

(b) The vice chairman shall perform the duties of the chairman in the latter's absence.

(c) The secretary shall give notice to members of all meetings of the council; shall attend and keep records of all meetings of the council and the executive committee; shall transmit copies of the minutes of all meetings of the council and the executive committee to the members thereof; shall maintain the membership list; shall prepare such reports relating to the council as may be requested from time to time by the territorial commander; shall deliver copies of all minutes of all meetings of the council and its committees to the Representative, the commanding officer and advisory board secretary; and shall perform such other duties as may be prescribed by the council or the chairman. In the event of the secretary's absence from any meeting of the council or the executive committee, the chairman shall designate another member of the council or the executive committee, as the case may be, to act as the secretary of such meeting.

(d) The treasurer, where one is elected, shall deposit all funds received in the accounts in the bank or banks designated by The Salvation Army, in every case in the name of The Salvation Army. No funds shall be disbursed by the treasurer from such accounts

Vacancies

Duties of Officers

Chairman

Vice Chairman

Secretary

Substitute

Treasurer

Power of Attorney	except pursuant to a power of attorney given by The Salvation Army, by check countersigned by The Salvation Army officer designated in the power of attorney. The treasurer shall keep an account of all funds received and disbursed and shall prepare the monthly financial statement for review by the finance committee. The treasurer shall work with the finance committee in the preparation of the budget, which will be reviewed by the advisory council prior to submission to the advisory board.
Financial Statement	
Budget	
Receipts	Receipts for contributions shall be issued by the treasurer in conformity with procedures established by The Salvation Army.

ARTICLE VI

COMMITTEES

Standing Committees	Section 6-1. There shall be five standing committees of the council: executive committee, nominating committee, finance committee, program committee, and community relations-development committee. Special committees may be designated from time to time pursuant to resolutions of the council.
Special Committees	
Membership of Standing Committees	Section 6-2. The membership of a standing committee shall consist of the chairman, the Representative and the commanding officer as members ex officio (except that the chairman shall not be a member of the nominating committee).
Executive Committee	(a) Executive Committee: The chairmen of the finance committee, program committee, community relations-development committee, the Representative and/or the commanding officer, and two members elected by the council from its membership.
Nominating Committee	(b) Nominating Committee: Six members, three of whom shall be chairmen of the finance, program and community relations-development committees, and two of whom shall be members of the council appointed by the chairman of the council, and the Representative and/or the commanding officer.

(c) All Other Standing Committees: The Representative and/or the commanding officer, one other ex officio member of the council, and three members appointed by the chairman from the membership.

Section 6-3. The elected, designated and appointed members of the committees shall serve until the next annual meeting.

Section 6-4. The chairman and secretary of the council shall be the chairman and secretary of the executive committee. The chairman of each committee, except the executive committee, shall be appointed by the council chairman in consultation with the Representative. The secretary shall be elected by the committee from its membership. The chairman of each committee shall report at each regular and annual meeting of the council on all matters considered by the committee since the last regular or annual meeting, as the case may be. The secretary of each committee will attend and keep minutes of all meetings of the committee and will transmit copies of the minutes and recommendations of the committee to the secretary of the council.

Section 6-5. Committee meetings may be called by the chairman of the council, the Representative, the commanding officer, or the chairman 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. Formal notice of any meeting of a committee may be waived by a member. A majority of all members of a committee shall constitute 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 shall be the act of the committee.

Section 6-6. No meeting of advisory council committees may take place without the approval of the Representative, the commanding officer or their designate.

All other Standing Committees

Term of Membership

Officers of Committees

Chairman's Duties

Secretary's Duties

Committee Meetings

Notice

Quorum

Official Meetings

Responsibilities of Standing Committees	Section 6-7. The responsibilities of the standing committees are as follows:
Executive Committee	(a) Executive Committee: To consider all business requiring attention during the intervals between meetings of the council. In an emergency, the executive committee may make recommendations to The Salvation Army through the Representative and to the advisory board.
Nominating Committee	(b) Nominating Committee: To consider and propose to the council the names of nominees for officers, elected members of the council and elected members of the executive committee. Nominees for regular elections will be submitted at the annual meeting. Nominees to fill vacancies occurring between annual meetings will be submitted at the next regular meeting of the council following the date on which the vacancy occurred, unless an annual meeting is held before said regular meeting, or at a special meeting called for the purpose of filling such vacancies.
Vacancies	
Finance Committee	(c) Finance Committee: To work with the treasurer (where one has been elected) and to assist in the preparation and review of the budget; to submit the budget to the council for review and recommendations at least 60 days prior to the end of the fiscal year of the program (institution) or in time to meet local budget requirements and prior to its being submitted by the council to the advisory board for its review and recommendations, and to The Salvation Army, through the Representative, for final adoption; to consider the monthly financial statement prepared by the treasurer and variations from the budget; and to inspect and make recommendations to the council with regard to the building, grounds, equipment, etc.
Program Committee	(d) Program Committee: To consider and make recommendations with regard to the activities and services of the program (institution).

(e) Community Relations-Development Committee: To consider and make recommendations with regard to the presentation to the public of the purposes and activities of the program (institution) and in cooperation with the advisory board to plan and supervise specific community relations projects.	Community Relations-Development Committee
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ARTICLE VII

FINANCES

Section 7-1. Funds raised locally and approved for immediate use shall be deposited and disbursed as provided above in Section 5-2(d). Funds raised locally and not approved for immediate use shall be transmitted to territorial headquarters through the Representative.

Funds Deposited Locally

Section 7-2. Neither the council nor any of its officers or committees* has power or is authorized (i) to own or hold title to property of any kind for any purpose, all property, real and personal, devoted to or received for the benefit of 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 or on behalf of The Salvation Army, except as expressly authorized in writing by The Salvation Army, such documents, including those relating to litigation, gifts, bequests, trusts or contracts, being required to be transmitted to territorial headquarters, through the Representative or the commanding officer, for appropriate action.

Restrictions Relating to Property

Section 7-3. Certain programs (institutions), such as the adult rehabilitation centers, share in central funding within a separate department with no operational overage or deficit affecting other local financing. Budgets for these centers are not submitted to any federated funding group, but are reviewed by the local advisory council before being referred to the local advisory board for review and recommendation to The Salvation Army.

Central Funding

* See Sample Organization Chart, Local Advisory Organizations

ARTICLE VIII

THE COMMANDING OFFICER (DIRECTOR)

Exchange of Information

Section 8-1. By reason of the ex officio membership of the commanding officer (director) on the council and on each of its committees, the commanding officer (director) will have access to all of the records of the council and will be advised of all recommendations of the members of the council with regard to the activities of the program (institution). The commanding officer (director) will furnish the council with such records, statistics, books of account, etc., as may be requested by the council or by any of its committees. The commanding officer (director) will notify the council of action taken with regard to recommendations submitted by it.

ARTICLE IX

MISCELLANEOUS

Coordination by Advisory Board

Section 9-1. The planning of budgets, community relations and any fund-raising will be coordinated through the advisory board.

Membership Ex officio on other Advisory Organizations

Section 9-2. The chairman shall be a member ex officio of the advisory board. Each member of the council shall be a member ex officio of the association organized in the community.

Organization and Reorganization Procedures

Section 9-3. The procedure for the original organization of a Salvation Army advisory council and for the reorganization of a Salvation Army advisory council in existence on any 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*.

Revision of Articles

Section 9-4. These articles are subject to revision from time to time by The Salvation Army.

Definitions

Section 9-5. 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 term "commanding officer (director)" as used herein refers to the administrative head of the program (institution). The terms "advisory board" and "association" as used herein mean The Salvation Army Advisory Board and The Salvation Army Association, respectively, organized in the community.

Section 9-6. The Salvation Army has long been recognized for its stand on total abstinence. Salvationists have pledged themselves to abstain from the use of all intoxicating beverages. In view of this position, it is inappropriate for anyone to arrange for the sale, dispensing of, or consumption of, alcoholic beverages at any activity associated with The Salvation Army. Advisory organizations 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 9-7.

(a) Members of advisory organizations shall exercise good faith in all transactions touching upon their duties in an advisory capacity. They shall be held to a strict rule of honest and fair dealing between themselves and The Salvation Army. They shall not use their position or knowledge gained therefrom so that a conflict might arise between the interest of The Salvation Army and that of the individual.

(b) All acts of such persons shall be for the best interest of The Salvation Army.

(c) Such persons shall not accept nor offer any 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 of 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

Alcoholic Beverages

Conflict of Interest

of interest for himself 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, the person(s) potentially involved shall remove himself (themselves) from any processes leading to recommendations or decision making.

Gambling Section 9-8. The Salvation Army is acutely aware of the suffering and deprivation visited upon thousands of persons as a result of gambling, which seeks gain at the expense of others, solely on the basis of chance. Experience indicates that many who gamble disregard their primary responsibilities in life and frequently bring embarrassment and hurt to those dependent on them. Its continued practice often leads to grosser excesses and tends to undermine the personality and character of the gambler.

Official sanction and public acceptance of this practice is contrary to Christian principles to which The Salvation Army subscribes.

Therefore, advisory organizations, in keeping with the spirit and standards of The Salvation Army, shall not promote gambling in any form for the purpose of raising funds. All games of chance are included in this restriction.

Gratuities Section 9-9. *Orders and Regulations for Officers of The Salvation Army* prohibit officers from earning outside income or receiving gifts. To maintain and undergird the high integrity of officers, and to prevent any possible misunderstandings, members of advisory organizations 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 9-10. The Salvation Army believes that Sunday should be a day kept free from unnecessary labor, allowing for the fullest opportunity for worship and witness. The Army is aware that in any highly organized society some forms of labor will be essential but it is opposed to the use of Sunday for commercialized sport, political meetings or any activities tending to the secularization of a day intended for one's spiritual refreshment. Advisory organizations should avoid scheduling meetings and activities on Sunday.

**Sunday
Observance**

Section 9-11. The Salvation Army accepts the overwhelming evidence presented by medical science of the injurious effects of tobacco on the body.

Tobacco

A smoke-free atmosphere is encouraged in all Salvation Army facilities.

DEFINITION OF TERMS

as used in The Salvation Army
Manual of Advisory Organizations

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 a boys' club, children's service, social service center, etc.

ADVISORY ORGANIZATION: An organization of friends of The Salvation Army, organized with their respective charters, bylaws, constitutions or manuals 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 chairman.

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 usually open to women.

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, such as a corps community center.

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.

DESIGNATED MEMBER: A member of a service unit committee; a member of an advisory organization who has been designated to membership in a related advisory organization.

DIVISIONAL COMMANDER: The Salvation Army officer responsible for administration of all Salvation Army programs and functions within a geographical area designated a division (see map: inside front cover).

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

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.

EMERITUS MEMBER: A member of an advisory board or council who has given valuable service of at least nine years and is elected by the board to this special membership.

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 community chest, 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 service functions, such as a social service center, children's home, etc.

LIFE MEMBER: A member of an advisory board or council who has given outstanding service of at least fifteen years and is elected by the board to this special membership.

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 president of The Salvation Army National Corporation and chairman of the board of all other 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 subunits (see: Directives and Procedures manual pp. 11 and 15).

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.

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

TERRITORIAL COMMANDER: The Salvation Army officer responsible for administration of all Salvation Army programs and functions within a geographical area designated a territory (see map: inside front cover).

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: inside front cover).

UNITED APPEAL: A local organization sometimes known as a community chest, united fund, United Way, etc. (see FEDERATED FUND).

Sample Organization Chart LOCAL ADVISORY ORGANIZATIONS

