



American Legion Auxiliary

Unit Guide Book

REVISED 2019



In the Spirit of Service Not Self
for Veterans, God and Country



UNIT GUIDE BOOK OF THE AMERICAN LEGION AUXILIARY

The American Legion Auxiliary Unit Guide Book provides information, direction to desired information, and guidance to unit members about the history, mission, programs, membership eligibility, customs, and operations of an American Legion Auxiliary unit, the community-level organization of the Auxiliary.

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Revised 2019

FOREWORD

This publication is a guide to help you locate and use the most up-to-date information from the American Legion Auxiliary National Headquarters. You will see references to websites and other publications, as those are updated more often.

Members will need to use their membership number to create a username and password to access the Members Only section of the national website at www.ALAforVeterans.org. Once you're on the site, sign in to the Members Only section. All resources referenced in this Unit Guide Book can be found online. The *ALA Department Operations Guide*, along with other publications on various programs and procedures, are available through your Department Headquarters and at www.ALAforVeterans.org.

District and/or department officers are available to assist you. Please contact them if you have questions or need assistance.

MISSION STATEMENT

In the spirit of *Service Not Self*, the mission of the American Legion Auxiliary is to support The American Legion and honor the sacrifice of those who serve by enhancing the lives of our veterans, military, and their families, both at home and abroad. For God and Country, we advocate for veterans, educate our citizens, mentor youth, and promote patriotism, good citizenship, peace, and security.

PREAMBLE TO THE CONSTITUTION OF THE AMERICAN LEGION AUXILIARY

For God and Country, we associate ourselves together for the following purposes:

To uphold and defend the Constitution of the United States of America; to maintain law and order; to foster and perpetuate a one hundred percent Americanism; to preserve the memories and incidents of our associations during the Great Wars; to inculcate a sense of individual obligation to the community, state, and nation; to combat the autocracy of both the classes and the masses; to make right the master of might; to promote peace and goodwill on Earth; to safeguard and transmit to posterity, the principles of justice, freedom, and democracy; to participate in and contribute to the accomplishment of the aims and purposes of The American Legion; to consecrate and sanctify our association by our devotion to mutual helpfulness.

For an explanation of the Preamble, visit
www.ALAforVeterans.org/About/Preamble-to-the-ALA-Constitution.

NATIONAL CONSTITUTION & BYLAWS

The national Constitution & Bylaws is referenced throughout this Unit Guide Book. It can be found at
www.ALAforVeterans.org/members.

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CHAPTER 1

AMERICAN LEGION AUXILIARY HISTORY, MISSION, AND PURPOSE

HISTORY OF THE AMERICAN LEGION AUXILIARY

With the cessation of World War I, the Great War, the men and women of the armed forces banded together in The American Legion to carry forward their services to the country in peacetime. It was only natural that the women of their families should desire to continue to serve with them. The result was the American Legion Auxiliary, the world's largest women's patriotic service organization.

The establishment of an Auxiliary to The American Legion was provided for by the first National Convention of The American Legion in 1919. By the time of the 1920 National Convention, 1,342 local units of this Auxiliary had been formed; intensive organizational efforts were authorized. The first National Convention of the Auxiliary was held in Kansas City, Missouri, in 1921. At that time, the name "American Legion Auxiliary" was adopted and the first national officers elected.

The Auxiliary grew from a first-year enrollment of 121,000 to approximately 500,000 at the beginning of WWII. After the women of WWII families became eligible, enrollment rose rapidly to a record of 1,001,545 in 1955.

The American Legion Auxiliary is incorporated in and headquartered in the state of Indiana as a nonprofit organization classified by the Internal Revenue Service (IRS) as a 501(c)(19) Veterans Service Organization (VSO) because our purpose as an organization is to serve veterans, servicemembers, and their families.

The founding purposes of the Auxiliary encompassed rehabilitation of veterans, children & youth activities, community service, disaster relief, peace, and security, which continue today.

The Auxiliary organization (i.e., local, state, and national) parallels that of The American Legion. Auxiliary National Headquarters is located in Indianapolis, Indiana.

MISSION, VISION, PURPOSES, AND VALUES

Mission Statement

In the spirit of *Service Not Self*, the mission of the American Legion Auxiliary is to support The American Legion and honor the sacrifice of those who serve by enhancing the lives of our veterans, military, and their families, both at home and abroad. For God and Country, we advocate for veterans, educate our citizens, mentor youth, and promote patriotism, good citizenship, peace, and security.

Vision Statement

The vision of the American Legion Auxiliary is to support The American Legion while becoming the premier service organization and foundation of every community providing support for our veterans, our military, and their families by shaping a positive future in an atmosphere of fellowship, patriotism, peace, and security.

Purposes

In fulfillment of our mission, the American Legion Auxiliary adheres to the following purposes:

- To support and advocate for veterans, military, and their families.
- To support the initiatives and programs of The American Legion.
- To foster patriotism and responsible citizenship.
- To award scholarships and promote quality education and literacy.
- To provide educational and leadership opportunities that uphold the ideals of freedom and democracy and

encourage good citizenship and patriotism in government.

- To increase our capacity to deliver our mission by providing volunteer opportunities within our communities.
- To empower our membership to achieve personal fulfillment through *Service Not Self*.

Values

Our statement of values is predicated on the founding purposes:

- Commitment to the four founding principles: justice, freedom, democracy, loyalty.
- Service to God, our country, its veterans, and their families.
- Tradition of patriotism and citizenship.
- Personal integrity and family values.
- Respect for the uniqueness of individual members.
- Truthful, open communication in dealing with the public and our members.
- Adherence to the adopted policies and rules.

THE AMERICAN LEGION AUXILIARY EMBLEM

The emblem of the American Legion Auxiliary is our badge of distinction and honor. It stands for God and Country and the highest rights of man. It consists of several parts, and each part has a meaning. The rays of the sun that form the background stand for the American Legion Auxiliary principles of loyalty, justice, freedom, and democracy, and dispelling the darkness of violence, strife, and evil. The unbroken circle of blue represents unity and loyalty. The field of white exemplifies the hope of Freedom. The star of blue is the emblem of service in war; it is no less the emblem of service in time of peace.

Rules Governing Use

A written request for permission to use any American Legion Auxiliary trademark needs to be submitted to the ALA national secretary at emblem@ALAforVeterans.org for any merchandise intended to bear the name or emblem that is not ordered from American Legion Flag & Emblem Sales. Visit www.ALAforVeterans.org/resources to download the ALA Branding Guide and the ALA Emblem Use Approval Request Form.

CHAPTER 2

ELIGIBILITY AND MEMBERSHIP

ELIGIBILITY

Membership in the American Legion Auxiliary is defined in the National Constitution under Article III, Section 1. Further explanation on eligibility is found the *ALA Department Operations Guide*, Chapter 8:
www.ALAforVeterans.org/members.

Membership in the American Legion Auxiliary shall be limited to the grandmothers, mothers, sisters, wives, and direct and adopted female descendants of members of The American Legion, and to the grandmothers, mothers, sisters, wives, and direct and adopted female descendants of all men and women who were in the armed forces of the United States during any of the following periods and died in the line of duty during such service, or who, having received an Honorable Discharge, died after service:

Gulf War/War on Terrorism	August 2, 1990 to date of cessation
Panama	December 20, 1989 - January 31, 1990
Lebanon and Grenada	August 24, 1982 - July 31, 1984
Vietnam War	February 28, 1961 - May 7, 1975
Korean War	June 25, 1950 - January 31, 1955
WW II	December 7, 1941 - December 31, 1946
WW I	April 6, 1917 - November 11, 1918

A woman who is eligible for American Legion membership is eligible to join the American Legion Auxiliary regardless of whether or not she is a member of The American Legion. However, eligibility of her female relatives (sister, mother,

direct decedents) depends upon her membership in The American Legion.

Each unit of the ALA is responsible for verifying eligibility and deciding its membership, as provided in the national bylaws. However, this responsibility is subject to the restrictions of the national governing documents.

Once eligibility is established, female applicants who meet the eligibility requirements may become members of an Auxiliary unit. A member of a unit is also a member of the department and the national organization.

By payment of dues to the unit, a member also contributes to the support of her department (state) and the national organization.

On June 26, 2015, the United States Supreme Court ruled (*Obergefell v. Hodges*) in a landmark civil rights case in which the Supreme Court of the United States ruled that the fundamental right to marry is guaranteed to same-sex couples by both the Due Process Clause and the Equal Protection Clause of the Fourteenth Amendment to the United States Constitution. The 5-4 ruling requires all 50 states, the District of Columbia, and the Insular Areas to perform and recognize the marriages of same-sex couples on the same terms and conditions as the marriages of opposite-sex couples, with all the accompanying rights and responsibilities. In a female same-gender marriage, if one of the female spouses is a member of The American Legion, then the other female spouse is eligible for membership in the Auxiliary. The American Legion and the American Legion Auxiliary will continue to accept into membership those individuals who meet membership eligibility criteria regardless of the gender of their spouses.

MEMBERSHIP

For more information on types of membership, refer to Chapter 8 of the *ALA Department Operations Guide* at www.ALAforVeterans.org.

The only authorized form of membership is active membership, of which there are two classes: Senior and Junior. Granting special or honorary membership to any woman not eligible for any purpose or reason whatsoever is prohibited. Units can give Honorary Life Membership in their units to those eligible.

Senior members are those who are age 18 or older and those under the age of 18 years and married.

Junior members are defined in the National Constitution: "Junior membership shall consist of that group under the age of 18 years, whose activities shall be supervised by the Senior membership. Upon reaching the age of 18 years, Junior members shall automatically be admitted into active membership with full privileges." The voting age of 18 years for members of the American Legion Auxiliary was adopted at the National Convention in Boston in October 1930.

Honorary Life Membership

This distinction was created for units that confer Honorary Life Membership on outstanding members. Each department shall establish its own rules for conferring Honorary Life Membership and certification of these memberships. NOTE: Honorary Life Membership may not be transferred from unit to unit, nor department to department.

Paid Up For Life (PUFL) Membership

Any member in good standing whose membership dues are paid for the current year may become a Paid Up For Life member (PUFL). The unit secretary on the application must verify the membership status. PUFL applications are available at www.ALAforVeterans.org.

Applications for Membership

Every applicant for membership in the Auxiliary must complete an individual membership application as proof of her eligibility. Membership applications may be completed in paper form or online.

To join online: www.ALAforVeterans.org.

When a member joins online, she is automatically placed into the Department Headquarters unit of the state she designates on her mailing address. Departments are encouraged to reach out to these new members to welcome them and assist should they wish to transfer to a unit in their area.

Membership Rights

A new member joining the American Legion Auxiliary prior to the annual National Convention must pay full current annual dues to be eligible for full membership rights, privileges, and benefits.

A new member joining after National Convention may be given her unit full membership rights, privileges, and benefits from the date the dues are received through December 31 of the following year. (National Executive Committee, March 25, 2000)

MEMBER RECRUITMENT AND RETENTION

Recruiting and retaining a diverse, active membership is critical to the American Legion Auxiliary's mission. Recruitment and retention ensure the Auxiliary continues to exist for a future of serving our veterans, military, and their families.

The fundamentals of a membership recruitment campaign are proper preparation and promoting membership to potential members through social media and your local media. The national Membership Committee has developed several tools that can be used to develop a membership recruitment and retention campaign. That information can be found at www.ALAforVeterans.org/members.

Membership Promotion

Through working our mission of serving veterans, military, and their families, we can show the community the important work of the American Legion Auxiliary and entice others to join us.

It's important for our organization to visibly be a part of our communities as well as reach out to news outlets and other organizations that can help spotlight our mission in our communities for members both now and in the future.

To promote membership, start a recruitment campaign using social media and local media outlets.

One-on-One Promotion for Recruitment and Retention

Simple social media recruitment can start with social media followers on sites such as Facebook, Twitter, or Instagram. Focus on women who you know are eligible but have not yet joined. Reach out to potential new members personally – either virtually or through a phone call -- and invite them to a mission-related event so they can experience the ALA mission firsthand. After the event, follow up and see if there is an interest to learn more.

Be sure to promote Auxiliary events on personal social media accounts -- a great way to promote potential membership by using technology. And be sure to share the quarterly national Auxiliary magazine link online.

Local Mission Events Promotion for Recruitment and Retention

To help our organization recruit and retain new members, public relations is a great tool that all members can use. By reporting to the public through various local media outlets, this publicity will go a long way to gain recognition from our communities on who we are, what we do, and why we matter, which in turn, will help with recruiting and retaining efforts.

Working public relations through various methods can be simple — it can be sending a press release to a newspaper

explaining who the ALA is, it can be reaching out to a TV station for coverage of an upcoming event, and it can be wearing branded ALA attire in public.

Use local media to recruit new members. Write a letter to the editor and send press releases with photos to local newspapers and radio/TV stations for publication before and after the event to gain interest. However, remember that newspaper editors and media personnel are overwhelmed with requests, so be sure to follow up prior to your event. Just one contact will probably not attract much attention.

Publishing a letter to the editor surrounding patriotic holidays might entice a potential member to reach out and learn more about joining the American Legion Auxiliary because she wants to seek details on the mission-related work the unit is doing.

Remember: Just because a TV station may not make it to your event, it doesn't mean they can't still help spread the word. Most local media have websites and social media too and are always looking for great stories. Utilize media to help tell the story of who we are, what we do, and why we matter. Being in the public eye will help units gain members.

Need help with a press release? Templates can be found in the PR/marketing resources of the Members Only section at www.ALAforVeterans.org.

Tools Available to Assist in Member Retention, Recruitment

It is important for membership and leaders at all levels to become familiar with the resources available. Letting members know that their contributions are valued, along with welcoming, respectful treatment goes a long way toward creating a positive experience for both current members and potential members.

Check out www.ALAforVeterans.org/members for a number of helpful membership resources.

TRANSFER OF MEMBERSHIP

A member who is not subject to suspension or membership revocation under due process is eligible to transfer her membership to another unit if she has paid her membership dues to her current unit for either the current year or immediate past membership year. A member transferring to a new unit must pay current year dues to either her current unit or the unit into which she wishes to transfer.

Transfer is final upon verification of eligibility, evidence of paid membership, and acceptance of the transferee by the new unit.

Evidence of paid membership:

- American Legion Auxiliary membership card
- verification of membership by ALA Department or National Headquarters membership records
- other documentation verifying payment of current or immediate past year membership dues, such as a canceled check or receipt; or
- when verifying documentation is not available, a sworn statement that the member's membership dues payment was tendered

CHAPTER 3

THE UNIT

The basic organization of the American Legion Auxiliary is the local unit. All Auxiliary members must hold membership in a unit. Units implement the mission of the department and national programs. As stated in Bylaws Article VIII, the unit shall be given name, location, and number of The American Legion post to which it is attached.

If a post is no longer active, a unit may continue to function as a “widow unit” and in such instances the department adjutant of The American Legion should make certification (does not apply to online applications), which would otherwise be made by a post officer.

The unit is a professional charitable non-profit organization allied to the American Legions Congressionally chartered non-profit.

How to Organize a New Unit

Organization of an Auxiliary unit requires a group of at least 10 senior members interested in forming a unit. Units must secure authorization for the formation of an Auxiliary unit from the post. Charter application forms, individual membership applications, suggested Constitution & Bylaws, and any other needed supplies or information may be obtained from your Department Headquarters. Further information is available at www.ALForVeterans.org/resources.

The post commander and department Auxiliary officers should attend the organizational meeting to outline the nature and purposes of the Auxiliary. The following procedure is suggested protocol for the meeting:

- Elect a temporary chairman and secretary to preside over the meeting.
- Adopt a temporary unit constitution. (Please see the Appendix for an example of unit constitution and bylaws).

- Establish a dues amount enough to cover unit administrative expenses plus assessment amounts due to national, department, and, on occasion, district or county.
- The temporary chairman asks for nominations for the following officers: president, one or more vice presidents, chaplain, historian, secretary, treasurer, and sergeant-at-arms.

Following election, the newly elected officers will assume their duties. The president should act to establish unit committees that parallel those standing committees in the national constitution and bylaws as soon as possible.

Procedures for New Charters

1. Print the full name and address for each charter member, along with the unit number, on the charter application and on membership cards.
 - A minimum of 10 Senior members is required to form a unit.
 - Transferred members may be designated as charter members.
 - Junior members currently cannot be counted in the original 10 applicants for unit charter but can be charter members.
 - All new members must file individual membership applications as proof of eligibility.
 - Distribute signed cards to all paid-up members after national ALA Headquarters approves charter.
 - Retain a listing of all charter members for unit records.
2. Prepare a list with the total dues amount for Seniors and Juniors and who will receive the dues at the unit.
3. Prepare the "Application for Unit Charter of the American Legion Auxiliary." Obtain charter applications from your Department Headquarters. Forward the following to your Department Headquarters:

- All three copies of the signed charter application. (All copies must be signed by the post commander and attested by the post adjutant.)
- Name, number, and location of unit must be identical to the post.
- Completed information on the amount of the dues and members who should receive the renewal notices.
- Payment for the charter and the charter roll “based on current costs” be submitted.
- A typed list of names as they are to appear on the charter roll, if an inscribed roll is requested.

NOTE: The department must verify that all required information, forms, and payments are correct before forwarding items listed above to:

American Legion Auxiliary National Headquarters
ATTN: Membership Division
3450 Founders Road
Indianapolis, IN 46268

Each completed charter will be forwarded from National Headquarters to the appropriate Department Headquarters office.

eUnits

Electronic units (eUnits) allow members to communicate and conduct meetings via teleconferencing, email, and in virtual groups. There is no difference in how an eUnit would charter or operate, except for how they choose to meet. Starting an eUnit involves the same procedure for a traditional unit with one exception: Check your state’s laws on voting electronically. In addition to electronic communication, eUnit members may meet in person as required by their unit constitution and bylaws.

Some traditional brick-and-mortar American Legion Auxiliary units may choose to utilize an eUnit/hybrid meeting structure in which members sometimes meet in person and sometimes online. Or, the in-person meetings are held in a physical

location, but some members Skype or FaceTime into the meeting, or votes are taken outside of the in-person meetings via an emailed poll.

Examples of virtual meeting platforms might be via email to allow members to vote by using a site like Doodle, or members remoting in live via FaceTime or Skype types of apps, or conducting meetings via online platforms like Google Hangouts.

Charter Lost or Destroyed

If a charter has been lost or destroyed, a duplicate can be requested by the department secretary with the payment of the charter fee. Duplicate charter rolls can also be obtained by the same procedure.

Charter Cancellation

A vote for the unit to cancel a charter should be conducted at a meeting, with advance written notice to the membership. The Department Executive Committee will vote on the cancellation and then forward to National Headquarters for vote by the National Executive Committee.

NOTE: Please check with your department to see what process they have in place.

Cancellation, Suspension, and Revocation of Charter

Under the National Constitution Article X, unit charters may be cancelled, suspended, or revoked. Cancellation is in order when two or more units merge or when a unit voluntarily ceases to function.

Unit Charters

Section 1. The Department Executive Committee may suspend, cancel, or revoke unit charters for good cause to it appearing.

Section 2. Any unit that a) fails to meet the obligations imposed upon it by the governing documents, policies, or requirements of the National Organization or department, or b) ceases to function as an American Legion Auxiliary unit from one department convention to the next, shall surrender its charter at the direction of the department president. When a unit so directed to surrender its charter fails to do so, the Department Executive Committee may take immediate steps to revoke the charter.

Section 3. An American Legion Auxiliary unit whose charter has been suspended, cancelled, or revoked by the department may appeal the decision of the Department Executive Committee to the National Executive Committee, as provided in the Standing Rules.

Section 4. Upon suspension of an American Legion Auxiliary unit charter, the Department Executive Committee is authorized, empowered, and directed, by and through its duly authorized agents, to take possession, custody, and control of all records, assets, property, and belongings of the unit and to provide for the governance and administration of the unit during said suspension.

Section 5. With regard to suspensions, cancellations, and revocations of unit charters, in no event shall the department organization be required to assume any financial obligation with regard to records, assets, property, and belongings.

Section 6. Cancellation of a unit charter shall be in order when two or more units merge, when a unit ceases to function, or under such other conditions as might make such action necessary within a department. In the event a unit charter is canceled or revoked without the consent of such unit, it shall have the right of appeal to the National Executive Committee as provided in the Standing Rules.

Section 7. The National Executive Committee may prescribe rules of procedures to be followed in the revocation, suspension, or cancellation of unit charters, with full power from time to time to revise or amend such rules, provided, however, that until such rules have been adopted, the procedure currently in existence shall be applicable. All rules and procedures shall be in accordance with the principles of due process of law.

Holding Membership Dues

Unit officers submit dues in a timely manner and should not hold collected membership dues for an extended amount of time. The dues are not considered “paid” until they have been received by National Headquarters.

Article X, Units, Section 2 of the Standing Rules of the American Legion Auxiliary states, “Units have the authority to establish annual unit dues. Annual dues collected by the unit shall include department and national dues. Units shall remit department and national dues according to the policies adopted by the National Executive Committee.” Article XII, Dues and Assessments, Section 1 of the Standing Rules states, “...Each department shall remit the national per capita dues promptly to the national treasurer via National Headquarters at least monthly.”

Units and The American Legion Post

The unit must take the exact same name, number, and location of The American Legion post to which it is attached, and these appear on its charter. If the post to which an Auxiliary unit is attached changes its name, location, or number, it is mandatory that the unit take the same action and forward the change to department secretary.

The cancellation or revocation of a post charter does not invalidate the charter of its Auxiliary unit. The unit may continue to operate, bearing the name, location, and number of the post to which it was attached. The number of such post

shall not be reassigned so long as the Auxiliary unit continues to be active.

When two or more American Legion posts surrender their charters and consolidate into a new post, the Auxiliary units have options. The unit may continue as a “widow unit” under the original charters where the department adjutant certifies the members, or the unit can choose to surrender the charters for cancellation and consolidate as an Auxiliary unit to the new post. Another option is to surrender the original charter and secure a new charter to a post. The last option is to surrender the charter and disband.

Recommended Unit Operations

In order for ALA units to manage the operations of their separate entities, there are general practices that each entity should follow. This section provides guidance that will be helpful for developing good standards of practice in managing an ALA unit.

- Advance preparation of a budget for the next administrative year for review and approval by the governing body.
- Annual membership analysis: Much of the unit income depends dues revenue. When developing budget, units should use a realistic expectation of anticipated members paying their dues for budget planning.
- Governing body and committee meeting schedules; set standards of reporting and accountability.
- Governing and committee meeting minutes: Review, approve, distribute, and retention.
- Distribution of funds requires two signatures.
- Independent review of bank, investment, and credit card statements.
- Reserves plan: Develop a plan for reserves to equal three times the annual budgeted amount.
- Cross training and succession planning.
- Confidentiality and member list protection agreements with service providers.

- Preparation and presentation of monthly financial statements: current month to budget; year-to-date to budget to Finance Committee for review; standard of reporting and accountability.
- Preparation and presentation of quarterly financial statements: quarter to budget; year-to-date to budget to Finance Committee and unit members for review and acceptance; standard of reporting and accountability.
- Engagement of audit firm by the Audit Committee: review and acceptance for public disclosure.
- Annual engagement of tax preparer by Audit Committee (management) and reporting all federal, state, and local compliance requirements fulfilled.

POLICIES

A policy sets the rules and standards; the process defines what, who, and when the policy will be enforced, and the procedure is the how and where the policy is implemented. All of these statements and actions, properly designed, will ensure the mission and purpose of the organization's goals.

Core Policies

- Code of Ethics
- Conflict of Interest and Confidentiality Agreement
- Whistleblower Policy
- Document Retention and Destruction Policy
- Travel and Expense Reimbursement Policy
- Gift and Grant Acceptance Policy
- Review Policy of Audited Financial Statements and Annual Reports
- Endowment Spending Policy
- Fundraising Policy
- Public Scrutiny (Federal) Policy
- Minutes of Governing and Committee Meetings Policy
- Check Signing Policy

- Business Credit Card Policy
- Reserve Funds (Surplus) Policy
- Purchasing Policy
- Emergency Response and Disaster Recovery Policy
- IT Emergency and Disaster Recovery
- Social Media Policy

All policies should be presented to and approved by the governing body. Policies should be reviewed annually if there have been changes in federal and state requirements, operations, and programs.

A procedure is a way of accomplishing something. It should be designed as a series of steps to be followed as a consistent and repetitive approach or cycle to accomplish an end result. Once complete, you will have a set of established methods for conducting the business of your organization, which will come in handy for training, process auditing, process improvement, or compliance initiatives.

BUDGETS

Budgets provide for financial stability by setting goals through the annual budget process.

Step-by-Step Instructions:

- Create a three-member Finance Committee for your unit.
- Conduct a budget planning meeting of the Finance Committee prior to the start of your fiscal year; make sure to invite unit officers at which time the agenda should include, but not limited to, the following:
 - Review your current financials in comparison to the IRS and nonprofit watchdog organizations benchmarks of Programs & Services 65-75 percent target, Management and General 5-10 percent target, and Fundraising 10-20 percent target. All categories should reflect a

percentage. These will change from year to year, dependent upon the activities of the programs or the focus of resources for fundraising. Management and General will always have expenses associated with the general operations of the organization.

- Review your progress status of your long-range goals (i.e., fundraising for new building, equipment).
- Review your annual ALA obligations (Veterans Affairs & Rehabilitation, poppy promotion, ALA Girls State, etc.). These are programs and services.
- Review your annual operating expenses (i.e., rent, heat, bank fees, conference registrations, etc.).
- Review your membership numbers and the related dues income.
- Review other sources of revenue (donations, events, bequests, etc.).
- On a 12-month calendar, plot out when you anticipate your revenue and expenditures will occur relative to the activities of the organization.
- Compare your total estimated revenue versus your total estimated expenses. Also compare the estimated allocations of these expenses and their overall impact to the mission.
- Determine what areas need further consideration to accomplish your long-range goals and meet the IRS and nonprofit watchdog organizations expense benchmarks:
 - Program Services (expenditures related to the organization's primary mission and purpose): the target should be 65-75 percent.

- Management and General Administrative (expenditures spent on managing the operations of the organization): The target should be 5-10 percent.
 - Fundraising (expenditures spent on raising additional funds for the organization's purpose and mission expenses — i.e., grants, planned giving, endowments, direct mail campaigns, etc.): The target should be 10-20 percent.
- Try to create a positive bottom line. Remember: Budgets are just a guide. And when change happens or is needed, the unit should have a procedure for how those overages get authorized.
 - Have the Finance Committee vote to approve the budget and forward onto unit membership.
 - Have unit membership vote on the adoption of the annual budget.

Privacy Protection for Unit Members

Officers and members of the American Legion Auxiliary are not allowed by National Convention resolution to distribute the names and addresses of any units or members of the Auxiliary, except in carrying out the duties of their offices.

Legal Opinions/Rulings

The American Legion Judge Advocate serves as the Counsel General to the American Legion Auxiliary. This person's relationship to the national officers is a legal advisory capacity. All requests for information from and/or rulings by the Counsel General must come through the department president or secretary and onto the national secretary. Requests for such information and any rulings received shall be sent via email and copied to the appropriate people.

CHAPTER 4

ORGANIZATION INFORMATION, COMPLIANCE, AND PRACTICES

American Legion Auxiliary units are separate entities that operate independently as affiliates of the ALA National Organization.

All chartered ALA units are permitted by the National Organization to use the name and trademarks of the American Legion Auxiliary and must comply with the national legal requirements for use of same. As independently operating not-for-profit organizations, units must duly report to their respective state governments and to the federal government.

Units that maintain their exempt status by complying with IRS requirements and are in good standing can be tax-exempt under the ALA National Organization Group Exemption ruling or can be tax-exempt in their own right.

Units that have had their tax-exempt status revoked by the Internal Revenue Service (IRS) for failure to file the annual required return for three consecutive years will need to initiate appropriate steps to regain the unit's federal tax-exempt status, and any state and local exempt statuses.

Unit leaders should be knowledgeable about the following information, which is intended to guide units in understanding their obligations for:

- Operating as a tax-exempt nonprofit corporation or tax-exempt unincorporated association permitted to use the name and trademarks of the American Legion Auxiliary.
- Federal requirements of filing an annual IRS Form 990 Series and meeting any state and local requirements.
- Taking appropriate steps for addressing the IRS' revocation of the tax-exempt status of an ALA unit.

Federal Compliance and Tax Laws

Prior to reporting annually as a not-for-profit and being recognized as a federally tax-exempt organization, a unit will be required to seek formal recognition via IRS Form 1024 or by making a request for inclusion under the American Legion Auxiliary National Group Exemption Ruling. In order to be included under the ALA National Group Exemption ruling, the unit must be recognized as a 501(c)(19) – Veterans' Organization.

Steps to take in order to conduct business and report annually to the federal government:

- Obtain an Tax Identification Number (TIN)/ Employer Identification Number (EIN).
- Request Inclusion Under American Legion Auxiliary Group Exemption ruling (GEN-0964) by submission of a letter and provide IRS verification of TIN/EIN assignment.
- File annually a 990 series of return (see instructions for 990, 990EZ and 990-N).
- File annual requirements at state and local levels.
- Reporting and filing annually 1099s non-incorporated vendors and services providers.
- Reporting change of address or responsible party (annually, if applicable).
- When applicable, filing all employment tax returns.

Public Scrutiny of IRS Tax Documents

Organizations that file IRS Form 990 and 990-EZ must make their annual returns available for public inspection or copying, excluding certain documents that are not available to the public for inspection, such as Schedule B – List of Contributors.

The IRS provides access to filings of all versions of the IRS Form 990 available online to charity rating and watchdog organizations, and to the news media following the same public inspection and protection regulations. To view the Exempt Organization Public Disclosure and Availability

Requirements, visit www.irs.gov/Charities-&-Non-Profits/Exempt-Organization-Public-Disclosure-and-Availability-Requirements.

Federal Tax Identification Number (TIN)/Employer Identification Number (EIN)

The federal TIN or the federal EIN (both terms are used by the IRS interchangeably) is a unique nine-digit identification number assigned to your organization by completing IRS Form SS-4. Each TIN/EIN assigned is on file with the IRS and should be used on all tax returns and correspondence, and a copy of the letter confirming the TIN/EIN assignment should be retained permanently in the records of the organization.

The American Legion Auxiliary Constitution, Bylaws and Standing Rules as adopted, revised and updated, provides guidance as to the expectation that units will operate as independent, separate entities as affiliates of the ALA National Organization.

If an ALA unit discovers they are currently operating with their American Legion post as one entity, the ALA unit needs to establish separate operations to conduct business. The organization can obtain a TIN/EIN by completing and submitting IRS Form SS-4 to the IRS. This form is where you initiate the entity type and structure of the classification as a 501(c)(19) – Veterans' Organization.

An additional step is required for formal recognition in seeking exemption from federal taxation and the ability to receive tax-deductible donations by choosing to make and seek a unique determination from the IRS by submitting IRS Form 1024 or by requesting inclusion under the ALA National Group Exemption ruling.

How to Obtain a TIN/EIN

Complete and submit an SS-4 to the IRS. You can apply for a TIN/EIN via mail, fax, or online by visiting www.IRS.gov (type SS4 in the search box on the homepage). Once the TIN/EIN is

assigned, please retain the letter you receive from the IRS as a permanent record.

Request Inclusion Under American Legion Auxiliary Group Exemption Ruling

Compose a letter from the ALA unit to the ALA National Organization requesting formal inclusion to the Group Exemption ruling. Send a signed copy of the letter together with a copy of the IRS verification letter assigning the new TIN/EIN to the legal name of the organization to:

American Legion Auxiliary National Headquarters
ATTN: Compliance
3450 Founders Road
Indianapolis, IN 46268

Once ALA National Headquarters receives the request, correspondence will then be sent to the IRS from the ALA National Organization (as the “central” or “parent”) on behalf of the ALA unit to be included under the ALA National Group ruling. It typically takes the IRS six to eight weeks to update their records. Most likely there will be no notification from the IRS when the unit has been added to the group ruling roster. Six to eight weeks after submitting the initial inclusion request, please contact the ALA National Headquarters Compliance Team at compliance@ALAforVeterans.org. The team will be able to help verify if the IRS has included the unit TIN/EIN to the group exemption roster through the IRS Business Master File (www.irs.gov/charities-non-profits/exempt-organizations-business-master-file-extract-eo-bmf).

Nonprofit Organization Classification 501(c)(19)

The American Legion Auxiliary National Organization is recognized as a 501(c)(19) – Veterans’ Organization classification for federal tax-exempt purposes and is able to receive tax-deductible donations per the Internal Revenue Code (IRC) Title 26 §170(c)(3). In October 1946, the individual ruling letter for the American Legion Auxiliary National Organization was changed to include the recognition of the

subordinate ALA entities as being classified as 501(c)(19) organizations that meet the following criteria:

- Organized in the United States or any of its possessions.
- Seventy-five percent of members are spouses of or within two degrees of kinship related to past or present members who served in the U.S. armed forces.
- No personal inurement (private) benefit is received by an individual.
- Affiliated and organized in accordance with the bylaws and regulations formulated by the parent organization.

See IRS Publication 557 and Publication 3386 for more detailed information.

The IRS affirmed the ALA National Organization's federal tax-exempt status and its ability to receive tax-deductible donations of the group ruling via its IRS Letter of Determination to the American Legion Auxiliary National Secretary dated March 26, 1973.

Tax-Exempt and Deductibility Status Are Not Automatic

An organization can be established as a nonprofit and have the required TIN/EIN but still NOT be tax-exempt or able to receive tax-deductible donations. It is at the discretion of the IRS to grant exemption from paying federal income taxes and the ability to receive tax-deductible donations – this is an entirely separate federal filing and determination process. For ALA entities, the ALA National Organization Group Exemption ruling provides federal tax-exemption and deductibility of donations unless the IRS has specifically revoked an ALA unit's status. See more details about tax-exempt status revocation within this document.

Newly chartered ALA entities that have obtained a TIN/EIN to conduct business and operate, can easily seek federal tax-exempt recognition as a 501(c)(19) and the ability to receive tax-deductible donations per IRC § 170(c) by requesting

inclusion under the ALA National Group Ruling. ALA units seeking group ruling inclusion will need to complete an Inclusion Letter and provide verification of their TIN/EIN in the form of a copy of the IRS letter confirming the assignment of their TIN/EIN. A template of the Inclusion Request letter can be obtained by contacting ALA National Headquarters at compliance@ALAforVeterans.org.

ALA entities have the option to seek their own unique tax-exempt and deductibility status by completing IRS Form 1024 and paying applicable fees.

NOTE: Inclusion under the ALA National Group Ruling is strongly recommended.

ALA Federal Group Exemption Number (GEN) GEN 0964

On Oct. 31, 1946, the IRS granted a group ruling to the American Legion Auxiliary National Organization that allows the inclusion of ALA entities, by request, to be recognized as 501(c)(19) organizations for exemption from federal taxes and with the ability to receive tax-deductible donations, as subordinates of a group exemption ruling.

The IRS does not require separate applications of recognition from each individual subordinate for organizations with like mission and purpose as the ALA National Organization. However, the ALA National Organization does not file an annual group return for those ALA entities that are identified as subordinates to the Group Exemption ruling. Subordinates of the group ruling are responsible for filing the appropriate 990 series of annual return for their ALA unit.

The American Legion Auxiliary National Organization's group ruling is identified by the IRS Group Exemption Number (GEN) 0964. When proof of federal tax-exemption or the ability to receive tax-deductible donations is requested, a photocopy of the 1973 IRS Letter of Determination for ALA National Group Exemption ruling is generally sufficient.

ALA units requesting a copy of the IRS Letter of Determination for the ALA National Group Exemption Ruling can contact the American Legion Auxiliary National Headquarters Compliance

Team at compliance@ALAforVeterans.org. Verification that the unit is currently included under the Group Exemption ruling and compliant (in good standing) will be confirmed prior to sending a copy of the IRS determination letter.

NOTE: The purpose of the IRS federal group exemption ruling is to exempt the American Legion Auxiliary National Organization and its ALA entities (subordinates) under the ALA's National Group Exemption ruling (GEN 0964) from federal income tax and with the ability to receive tax-deductible contributions. The Auxiliary at all levels is otherwise subject to other federal taxes such as payroll taxes and tax on unrelated business income. ALA entities may also be subject to certain state and local taxes, including hotel, hospitality, service, and sales taxes. Nonprofit tax requirements differ by state and locality; be sure to consult with a tax adviser knowledgeable about your state's nonprofit tax requirements to determine if nonprofit organizations in your state are afforded any state tax exemptions.

Tax-Deductible Donations and Gifts

Per the IRS Determination Letter for the ALA National Group Ruling, donations and contributions to organizations included under/in the group ruling are tax deductible per Internal Revenue Code Section 170(c)(3).

NOTE: ALA entities that have their own unique determination letter issued from the IRS are able to verify the deductibility status of donations and contributions via the IRS Business Master file accessible through the IRS website (Column H – Deductibility; coded as 1 = able to receive tax deductible donations; coded as 2 = not able to receive tax-deductible donations) or by calling the IRS Exempt Organization (EO) Division at 1-877-829-5500. If the organization is coded as 2= unable to receive tax deductible donations, verify with the IRS the process for reconsideration. Entities will want to take special care describing the mission and purpose of the organization when completing IRS Form 1024.

ALA Unit Structure: Nonprofit Corporation or Association (Unincorporated)

Incorporation is a legal process used to form a corporate legal entity. A corporation is a separate legal entity from its organizers (members) that has its own rights and obligations and provides legal protection for an organization by limiting the liability of the individual members of the organization. A nonprofit corporation is a special type of corporation that has been organized to meet specific tax-exempt purposes. Incorporation involves jurisdiction (state) specific registration information and fees. The American Legion Auxiliary's Counsel General strongly recommends incorporation.

NOTE: The act of incorporating as a nonprofit corporation does not automatically grant federal tax-exempt status and the ability to receive tax-deductible donations.

A nonprofit association (unincorporated) forms whenever at least two people agree to pursue a common lawful purpose that is not for profit. In general, an association is a group of persons banded together for a specific mission and purpose. Historically, a majority of ALA units were formed with this entity structure and continue in existence. The definition of a nonprofit association can vary under state law. You may wish to consult the law of the state in which the organization exists. The nonprofit association may be subject to certain legal requirements, even though it hasn't filed for incorporation under its state's incorporation laws. There may also be multiple state and local registration requirements no different from a similar nonprofit corporation.

State & Local Requirement – Tax and Charity Registration

Federal tax exemption does not automatically grant exemption from state and local taxation. Each state and local municipality has its own tax laws and rulings regarding tax exemptions, including sales tax. State tax exemptions may only be granted by the state in which your ALA unit is located. Sales tax exemption is only recognized in the state where it is granted.

Most states require a specific nonprofit status tax return form be filed annually. State tax returns for a nonprofit organization may be required to maintain state and local tax-exempt status.

Some states regulate charitable organizations' solicitations to the public and fundraising activities. States may require an additional annual filing to verify these activities. Be sure to consult with your state's agencies and/or a knowledgeable legal/tax professional in your state to ensure you are meeting all the requirements for filing, and for maintaining any state and local charitable regulations that have been mandated to ensure compliance. State and Local Charity compliance may include doing the following:

- Business entity reports – annual and biennial (corporate).
- State tax-exempt annual returns.
- When applicable, state employment returns.
- Renew or update sales tax-exemption certificates.
- Charity registrations, reporting, and licensing:
 - State statutes usually require organizations to register with the state before they solicit or conduct fundraising activities asking the state's residents for contributions.

Tax-Exempt Status Revocation

The Pension Protection Act of 2006 (Title XII; Subtitle B; Part I Sec. 1223) imposed certain reporting requirements on exempt organizations that were not previously required to file. These requirements were implemented in the 2007 tax year.

Additionally, organizations that fail to file the required IRS Form 990 Series for three consecutive years automatically have their federal tax-exempt status and their ability to receive tax-deductible donations revoked.

Consequences of losing your federal tax-exemption may include, but are not limited to, the following:

1. Your ALA unit is no longer exempt from federal income tax, does not have the ability to receive tax-deductible

donations, and will be subject to corporate income tax on annual revenue.

NOTE: Your ALA unit should proactively communicate with your donors explaining that the organization's tax-exempt status has been revoked. You should communicate the reason for the revocation, consequences of the revocation, and that all steps are being taken to have the organization's tax-exempt status reinstated.

2. State and local tax exemptions, dependent on the organizations' federal tax-exempt status, may also be revoked. Please consult with the state and local regulatory agencies and/or a tax professional.
3. ALA entities that have had their tax-exempt status revoked are unlikely to be considered for grants.

NOTE: ALA entities that have lost federal (and/or state, local) tax-exempt status may still remain chartered entities with the American Legion Auxiliary. The ALA National Organization does not require chartered entities to be tax-exempt.

CHAPTER 5

UNIT OFFICERS

Unit officers and committee chairmen share in the responsibility of the success of their unit. Each should familiarize herself with the duties of her office and fulfill such obligation to the best of her ability.

Duties of the Unit President

The unit president should be an able and qualified leader. She should be familiar with the duties of all officers and committee chairmen and encourage and inspire them in their work. It is the responsibility of the president to see that all officers are supplied with all available information and material from department and National Headquarters for efficient promotion of their various activities.

- The unit president should preside at all meetings of the unit and the Unit Executive Committee.
- Require adherence to the Constitution and Bylaws, and rules and regulations established by the National and Department Convention, National and Department Executive Committees, and the unit itself.
- Appoint members of standing committees and create other committees as necessary.
- Appoint all non-elected officers and perform all duties which are assigned to her office.

Duties of the Unit Vice President

The vice president is given the responsibility, with the president, for complete development of the unit program. The vice president should be prepared to preside at meetings in the absence of the president.

Duties of the Unit Secretary

The duties of the unit secretary are administrative. She should be efficient and well informed on all phases of unit, department, and national activities and requirements and be capable of giving information on organization matters. The unit secretary:

- Makes a record of all business transacted at each meeting, and of the executive board and presents her minutes for approval at the next meeting.
- Counts a rising vote when requested by the president.
- Prepares for the use of the presiding officer a statement of unfinished business to come before the meeting.
- Has on hand for reference at each meeting a list of the names of members of all standing committees, a copy of the local bylaws, and correspondence sorted for reading.
- Responsible for forwarding all name and address changes to Department Headquarters.

Minutes

Minutes should record what was done at the meeting, not what was said by the members. The minutes should never reflect the secretary's opinion, favorable or otherwise.

The first paragraph of the minutes should contain the following information:

- The kind of meeting (regular, special, adjourned regular, or adjourned special).
- The name of the unit.
- The date and time of the meeting, and the place, if it is not always the same.
- The name of the presiding officer, officer, committee chairmen, and those absent.
- Whether the minutes of the previous meeting were read and approved, as read or as corrected.

The body of the minutes should contain a separate paragraph for each subject matter, giving, in the case of all-important motions, the name of the mover, and should show:

- The wording in which each motion was adopted or otherwise disposed of (this needs to be specific; what was the assembly voting for or against?).
- The disposition of the motion (adopted or rejected). Example: "Mary Smith moved that the unit spend \$200 for landscaping plants. The motion was adopted."
- Secondary motions that were lost or withdrawn.
- All notices of motions (i.e., changes to constitution and bylaws which require prior notice before actual voting can occur).
- All points of order and appeals, whether sustained or lost, together with the reasons given by the chair for their ruling.

The last paragraph should state the hour of adjournment.

Additional rules and practices relating to the content of the minutes:

- The name of the seconder of a motion should not be entered in the minutes unless ordered by the assembly.
- When a count has been ordered or the vote by ballot, the number of votes on each side should be entered; and when the voting is by roll call, the names of those voting on each side and those answering "present" should be entered. If members fail to respond on a roll call vote, enough of their names should be recorded as present to reflect that a quorum was present at the time of the vote. If the chair voted, no special mention of this fact is made in the minutes.
- The proceedings of a committee should not be entered in the minutes.
- When a question is considered informally, the same information should be recorded as under the

regular rules, since the only informality in the proceedings is in the debate.

- When a committee report is of great importance or should be recorded to show the legislative history of a measure, the assembly can order it “to be entered in the minutes,” in which case the secretary copies it in full in the minutes.
- The name and subject of a guest speaker can be given, but no effort should be made to summarize their remarks.

Unit Permanent Records

It is the responsibility of the secretary to maintain a permanent file whether by paper or electronically for the unit, which should include the following:

- The unit charter and charter roll.
- Complete membership lists for every year.
- Individual membership applications, filed alphabetically, for everyone who is or has ever been a member of the unit.
- Complete record of members lost by death, transfer, nonpayment of dues, resignation or expulsion.
- Record of individual member identification numbers.
- Complete file of the local post and unit’s publications should be saved for history purposes.
- Complete file of department’s current year bulletins.
- Unit, department, and national constitutions of both Legion and Auxiliary.
- Minutes of the meetings and officers’ reports.
- Correspondence file.

Duties of the Unit Treasurer

An efficient unit treasurer is essential to the unit and to ensure that proper accounting practices and internal controls are maintained.

- The unit treasurer is responsible for handling all unit funds.
- The collection of dues from members and donations to special funds.
- The collections and sending of the department and national dues, as well as special fund donations to Department Headquarters monthly.
- The treasurer is responsible for providing a monthly financial statement to the unit, Finance Committee, and others as required by the unit constitution and bylaws.
- The unit treasurer should be present to facilitate an audit. If the bylaws do not state how the audit is to be conducted, the unit may hire an outside auditor or appoint an audit committee of two or more persons.
- The unit treasurer should provide a report after an annual audit of the treasurer's books. Once the audited report has been adopted, it becomes part of the unit's permanent record.

Dues

The membership year is based on a calendar year: Jan. 1 – Dec. 31. ALA National Headquarters begins taking dues in July for the upcoming Auxiliary year. (Example: In July 2019, ALA National Headquarters started taking dues for the 2020 Auxiliary year).

ALA National Headquarters sends the first renewal notice to members in mid-September. All current year dues should be collected and sent to departments by Dec. 31 each year.

Units are encouraged to find their own ways to contact their members about the importance of renewing.

Duties of the Unit Historian

The unit historian is charged with the responsibility of recording the activities and accomplishments of her unit.

Unit historians are encouraged to maintain a factual continuing story of the accomplishments in each program in the unit.

Duties of the Unit Chaplain

The unit chaplain will express, by word and action, our founding principle of service to God and Country.

- The unit chaplain will encourage the unit to celebrate the diversity amongst its members and their faiths.
- The unit chaplain will provide spiritual and emotional guidance to members and their families, as needed while maintaining confidentiality.
- The unit chaplain is responsible for presenting the invocation and benediction at Auxiliary meetings.
- The unit chaplain will participate as needed in installations; initiations of new members; dedication of halls, monuments, or colors; Four Chaplains services; POW/MIA recognition programs; and the memorial service of a member, always lending dignity and respect to the occasion.
- The chaplain should stay in close contact with the president and other officers of the unit and should attend all meetings of the unit and the Unit Executive Committee.

Duties of the Sergeant-at-Arms

The sergeant-at-arms is responsible for keeping order at unit meetings, for the advancement and retirement of the unit colors and their proper care, and for such other duties as may be assigned to her by the unit president.

Requirement for Holding Office

Units cannot require meeting attendance or membership for a specified length of time before a member is eligible to run for office.

The Counsel General has stated there cannot be any condition precedent attached to the right to aspire to and hold office. Once a member has been accepted for membership, that individual becomes a member in good standing with all the rights and privileges connected with that membership, not the least of which is the right to aspire to and hold office.

ALAMIS

The American Legion Auxiliary Management Information System (ALAMIS) can be used by units to manage members and leadership information. Units can stay informed of important reminders from National Headquarters by viewing the announcements on ALAMIS. Units are also able to make updates (depending on access level), perform searches, and view unit reports. Units are allowed to designate up to two users for login access.

There is a yearly login fee per user to be collected through the department and transmitted to National Headquarters. The Department Headquarters authorizes who has access. Units must contact their department with the name of the member who should have access to ALAMIS, along with the member's email address, member ID number, and phone number for the person at the unit who will be using the account. All users must be current in dues before requesting access. Training videos are available at www.ALAforVeterans.org/resources/ALAMIS.

Installation of Officers

Unit officers can be installed immediately following their election or as soon thereafter as possible, but it is not mandatory.

An officer takes possession of her office immediately upon her election unless the bylaws or other rules specify a later time.

Initiation of New Members

Initiation of new members is not mandatory. If conducted, every new member should be invited and encouraged to participate in the ceremony.

CHAPTER 6

UNIT MEETING

Conducting a Unit Meeting

To be successful as a volunteer organization in today's busy world, unit meetings need to be planned to best honor the volunteers' time. Plan your agenda in advance, keeping in mind your unit's bylaws, and publicize it to your members so that they can plan their time accordingly. The sample meeting agenda that follows shows the order of a variety of activities like officer installation. It is not necessary that every one of the examples be on the agenda at every meeting. Units may find that their members prefer a more abbreviated agenda. Committee chairs should only bring important matters before the unit for decision.

Unit elections and all unit business must be conducted in accordance with unit bylaws. Unit bylaws cannot conflict with department and national constitution and bylaws.

Unit presidents should be impartial while presiding and not participate in discussion. The majority vote rules, but the minority has the right to be heard. For more information, refer to the Appendix. The proper parliamentary points describe the roles and responsibilities of everyone participating in the unit meeting.

The President as Presiding Officer

Calls the meeting to order. If a quorum is present, proceeds with necessary business.

- Preserves order throughout the meeting.
- Follows the published agenda.
- Refers to herself as "the Chair."
- Follows parliamentary procedures. For example, the president states the motion clearly after it has been seconded and before allowing discussion.
- While presiding, takes no part in any discussion and refrains from expressing personal opinions.

- Calls upon the vice president to preside if she wishes to speak on a motion or leave the chair. Remains out of chair until the vote on the pending motion is taken.
- Depending on bylaws, may vote.

Sample of Order of Business

Not every item will be used at every meeting throughout the year. The order should be modified to fit the type of meeting being held.

1. Call to Order
2. Advancement of colors (optional). Salute the colors if colors are not advanced.
3. Prayer.
4. Pledge of Allegiance.
5. National Anthem or other patriotic song.
6. Preamble to the Constitution of the American Legion Auxiliary.
7. Roll call of officers.
8. Reading and approval of minutes of previous meeting.
9. Treasurer's financial report.
10. Initiation of candidates (quarterly, biannually, or annually, as is the unit custom).
11. Reports of: president, secretary, unit officers, Executive Committee, Membership Committee, standing committees, and special committees.
12. Reading of communications, including those from national, department, and district officers (email these to members if possible).
13. Unfinished business.
14. New business.
15. Election and installation of officers.
16. Announcements.
17. Program – service project (mission) or educational and entertaining (optional).
18. Closing prayer.
19. Adjournment of business meeting.
20. Retirement of colors (optional).

NOTE: The American flag and a miniature banner of

the American Legion Auxiliary flag in a small stand should not be used for the advancement or retirement of colors.

Requirement for Voting

A unit cannot require that a member attend a certain number of meetings to vote. The Counsel General has ruled that the right to vote and the right to hold office are clear privileges of membership.

CHAPTER 7

CODE OF ETHICS

A unit is a professional nonprofit organization. It is the expectation of the American Legion Auxiliary that national, departments, and units adhere to the highest ethical standards to earn and protect the public's trust in our business standards, operations, and mission.

The American Legion Auxiliary strongly recommends that all chartered entities and affiliated units adopt a Code of Ethics that complies with the organization's governing documents and conduct themselves accordingly.

The National Executive Committee has adopted a national Code of Ethics. Units may use the national Code of Ethics as a sample for establishing their own code of ethics.

The national Code of Ethics is in the appendix and also available at www.ALForVeterans.org/resources.

CHAPTER 8

RESOLVING CONFLICT

As a professional nonprofit organization, respect for individuals should guide how we conduct ourselves within the unit and how we represent ourselves to the community. Remember that your conduct should honor the sacrifice of our veterans and their families.

PRIVATE CONVERSATION

Resolving conflict within your unit and the ALA and is dependent upon confidentiality and respect and goodwill of both parties. Have a private conversation to address the conflict, not a public one. Having uncomfortable conversations is never easy. This is especially true for people who are afraid of conflict and would do anything possible to avoid it.

However, avoiding difficult conversations can lead to dysfunction and lack of performance, which can ultimately have a negative impact on your unit as a whole. Many times, a member might not be aware of the issue, and a conversation may be enlightening and all that is needed for the member to improve her conduct.

Five Tips for Engaging in a Private Conversation

It is important to realize that conflict is a part of life, and the ability to address conflict is a desirable life skill.

Here are five steps to help you address conflict in a private conversation:

1. Identify the source of the conflict.
Take a step back from your frustration for a moment and try to assess exactly what you find inappropriate or irritating. Sometimes the source of irritation is easy to identify, but, in other situations, it may take some thoughtful consideration for you to figure out just what

is bothering you. It is important not to jump to conclusions.

2. Find an appropriate time and place for your private discussion.

This step may be the most important. You need to determine when and where the discussion of the conflict would best take place. Don't choose a time when you and the other party may be tired or rushed to do other things. Make sure the place is a neutral setting that allows for a quiet conversation.

3. Use a good-natured approach.

You want the member to listen to you, so start in a positive manner, such as, "Thank you for agreeing to meet with me. I know we both are interested in the good work our unit is doing to help so many veterans."

4. Identify the member's behavior and your emotion. Specifically identify the behavior that is the problem for you. Don't generalize. Identifying the other person's inappropriate behavior and identifying your emotions is a two-step process.

- a. Be specific about when and where the behavior happened. Numbers often help. You can say things like, "Last week in our unit meeting, you interrupted me four times." Remember: The member may not be aware she interrupted you at all.
- b. Next, be sure to express the emotion you felt in reaction to the behavior. Use a phrase like, "I felt disrespected" or "I felt like you didn't value my opinion" or "That made me feel angry." This part of the conversation is about you, not the other member.

So, putting it together, here is what you might say to the other member: "You might not have realized it, but last week in our unit meeting, you interrupted me four times. I felt disrespected; I felt like you didn't value my opinion."

5. Build an agreement that works.

At this point, make sure to focus on the present and future and not on the past. Determine what you want to

accomplish when you are finished with the conversation. Ask yourself: “What will make me feel like the conflict is resolved?” You may propose a solution and ask for the other person’s agreement, or you may want to brainstorm together until you find a mutually agreeable outcome to resolve the conflict.

Have an idea before you start the conversation: Do you want only an apology, or are you looking for something specific to change? By figuring out your desired outcome to resolve the conflict before having the conversation, you will make this step of the conversation much easier.

Be willing to be open-minded and flexible. You may learn information during the conversation that changes your entire perspective. For example, you felt like a member was ignoring you, yet you learned in your discussion with her that she has a significant hearing loss and often cannot hear others speaking.

Remember...

A private conversation to address behavior does not have to be long. You should spend more time planning the conversation than having the conversation. It is much easier to have a positive outcome when you have a plan. Even if the other member does not respond at the time how you would have liked, she will have heard your concerns, which is a critical first step toward improving relationships with anyone. Hopefully, having a private, candid conversation leads to a better understanding and a more harmonious relationship.

Some helpful phrases in conflict resolution:

- Help me understand...
- I need your help (to understand...)
- I want to understand your point of view.
- Let’s...(talk, discuss, and help each other understand...)
- Could you please...
- What are the options?
- How can we make this work?
- How can we resolve this?

- So what you're saying is...
- I'd like to make sure we're on the same page.
- I feel that...
- When you say_____, I feel_____.
- When you do_____, the way it affects me is_____.
- I noticed_____, and I'm wondering_____.
- I'm concerned...
- I would appreciate...
- What will it take?
- Would you consider...
- Would you be willing to...
- I'd like your thoughts on...
- Could you live with it if we...?
- How might I gain your cooperation?
- What do you think about...?
- Would you be open to...
- Would you be OK with...
- I would like your support.
- Please be more specific.
- What do you need from me (to help resolve, improve, better understand...?)
- Tell me more.
- What do you suggest?
- I would prefer...
- I appreciate your letting me know
- Fantastic!
- Thank you!

HEARING BOARD

Should the individuals and unit exhaust all other avenues of conflict resolution and conversations, the unit, department and/or district may choose to hold a hearing to discipline, expel, or suspend the membership of a member in good standing. The next few pages are a sample process a unit or department may follow.

A disciplinary hearing before a Hearing Board is to be convened when a mutually agreeable resolution of a member's violation of the American Legion Auxiliary Code of Conduct.

Departments and units, and districts when appropriate, are each encouraged to establish a Hearing Board and determine the composition of its own Hearing Board.

The Hearing Board is strongly advised to consult legal counsel to ensure the principles of due process under state law are being followed. Members of the Hearing Board have the authority to decide whether legal counsel may attend the hearing; both the accusing party and the accused member shall be treated uniformly in that regard.

Sample notice and hearing process:

1. Filing of grievances/charges to the Hearing Board (or unit secretary).
2. Notice of charges to the accused member:
Written notice of the charges, and written notice to appear at a hearing at a specific time and place, should be given to the accused member via registered or certified mail at least 20 days in advance of the scheduled hearing.

If the accused member fails to attend the hearing at the appointed time as directed, the hearing proceeds without her. If the accusing party fails to attend at the appointed time as directed, the charges against the accused member will be dropped.

3. Order of events at the Hearing Board:
The hearing and proceedings must ensure confidentiality is maintained throughout and after the entire process. Records of the proceedings are kept.
 - a) The presiding officer calls the hearing to order and reminds everyone that proceedings are strictly confidential.
 - b) Everyone at the hearing introduces themselves.
 - c) The presiding officer reads the accusations as presented to the member. No other accusations can be considered at this hearing.
 - d) The presiding officer asks the accused member if she is or is not responsible for the accusations as presented.

- e) Both the accusing party and accused members present their cases and any witnesses to support their side.
- f) Both the accuser(s) and the accused member are each given time, separately and individually, to present closing remarks. Then they will be asked to leave the room prior to the deliberations of the Hearing Board. Only the members of the Hearing Board may participate in the deliberations. After discussion of the testimony and evidence, the Hearing Board votes by paper ballot yes or no on whether the accused member is responsible for the accusation(s) brought against her. The presiding officer puts the motion before the Hearing Board as follows: "The motion before the Hearing Board: Is (name) responsible for the accusation? [Read the accusation aloud. If there are several, distinct accusations, then each is voted on individually in separate motions.]
- g) The ballots are tabulated and the outcome(s) is/are recorded in the proceedings.

If it is determined that the accused member is not responsible, the member is informed that the accusations are dismissed.

If by a majority vote the Hearing Board finds the accused member to be responsible for any of the accusation(s) brought against her, the Hearing Board must select at least one of the first three disciplinary actions allowed (see list below).

Disciplinary options for a Hearing Board to issue to a member or impose on a member:

- Letter of Reprimand. A letter of reprimand from the Hearing Board may be issued to the member responsible for the accusation(s) brought against her.
- Corrective Actions. The member responsible for the accusation(s) may be presented detailed sanctions by the Hearing Board to make amends for the wrongdoing. The Hearing Board monitors completion of the sanctions. Failure to complete sanctions within the

specified timeframe will require the Hearing Board to hold an additional hearing to determine further disciplinary action against the member.

- Suspension. The member responsible for the accusation(s) will be suspended from all privileges of the American Legion Auxiliary for no more than 12 months from the date of the hearing. (NOTE: The reason suspension cannot exceed 12 months is because the term of an ALA administrative year is 12 months. A Hearing Board or governing board can re-issue a suspension of a member for an endless number of 12 month segments of time.)
- Expulsion. In addition to the Hearing Board voting for one of the disciplinary actions above, the Hearing Board, by a two-thirds vote, may also recommend expulsion of the member to that member's unit. If any of the above disciplinary actions are deemed insufficient, expulsion may be the most appropriate option for addressing the unacceptability of a member to retain her membership in the American Legion Auxiliary. Remember: Membership in the ALA is a privilege, not a right.

PROCEDURES FOR EXPULSION OF A MEMBER FROM THE ALA

If expulsion of membership in the American Legion Auxiliary is recommended, the member shall be suspended from all privileges of the American Legion Auxiliary until her unit votes on the Hearing Board's recommendation of her expulsion. Under no circumstances shall the suspension last for a period of time longer than 12 months from the date of the hearing.

Expulsion of a member from the American Legion Auxiliary must be determined at a meeting of the unit:

- Provided that 20 days' advance notice is sent to all unit members informing them that the recommended expulsion will be considered at the specified unit meeting.

- The unit must take action to accept or deny the expulsion at the scheduled meeting within 60 days of providing notice to all unit members of the meeting scheduled to consider the Hearing Board's recommendation for expulsion.
- The member for whom expulsion is recommended has the right to appear at the unit meeting on her own behalf.
- No further evidence shall be taken at that unit meeting.
- The Hearing Board, in fulfilling its designated responsibilities and authority, has already held the hearing; heard and reviewed the comments, testimony, and evidence of both the member and her accuser(s); and rendered its decision(s) and recommendation.

NOTE: The unit's responsibility is solely to vote to accept or reject the recommendation provided by the Hearing Board to the unit for the expulsion of the member.

At the unit meeting held to vote on the expulsion of the member:

- The unit president shall read the accusations and the Hearing Board's recommendation for expulsion.
- The unit shall invite the member recommended for expulsion, if present, to speak on her own behalf.
- The unit members shall then vote by paper ballot on the proposed expulsion of the member.
- A two-thirds vote of the unit members present and voting is required for expulsion of a member from the American Legion Auxiliary.
- If the unit votes to not expel the member, all other disciplinary action imposed by the Hearing Board shall stand.
- If the unit votes to expel the member, that member has the right to appeal the expulsion decision to the department governing board.
- The decision of the department governing board is final; the department's decision is not appealable to the national organization.

After completing a procedure for expulsion or suspension of a member of the American Legion Auxiliary, as set forth in this Unit Guide Book, National Headquarters will require the guidelines listed below to be followed:

1. All department requests to ALA National Headquarters for canceling a member must come in writing from the department secretary. In the event the member being expelled is the department secretary, the request must come from the department president.
2. The written request must contain the following:
 - Name and membership ID number of person being expelled.
 - Reason for being expelled.
 - Effective date of being expelled.
 - A clear statement that all procedures outlined in the American Legion Auxiliary Unit Guide Book have been followed and that the department has written copies of all documentation regarding the expulsion in their files.
3. Departments are required to submit documentation to ALA National Headquarters.

CHAPTER 9

CEREMONIAL UNIT PROTOCOL

The *ALA Manual of Ceremonies* may be found at www.ALAforVeterans.org/resources. This publication provides examples of ceremonies for unit meetings and special occasions, such as initiation and installation. These ceremonies are not required by any official action of the American Legion Auxiliary National Organization. They may be modified to match the occasion; however, ensure that no ceremony is offensive to anyone.

Advancement of Colors

Proper Advancement of Colors

- The flag of the United States is carried on the right and passes in the front.
- The left hand is placed up on the staff, not on the flag.
- The right hand is held down straight at the side, with the hand firmly on the staff.
- The eagle flies forward.
- Cross directly in front of the president's station; the flag of the United States closest to the president's station.
- The colors may all be posted at the same time, but if the color guard chooses to post each color (flag) separately, the United States flag must be released last. When retrieving the colors, the United States flag should be retrieved first.
- The eagle should face the audience – fly toward the audience.
- Do not touch the colors (flag or banner) after they are posted. Let them hang free.
- Take one step back from the colors (flag or banner). Face the flag of the United States and salute.
- Return to your seats.

Additional information: www.ALAforVeterans.org/Respecting-the-Stars-and-Stripes--American-Flag-Etiquette.

Advancement of Officers

All Past Department Presidents precede the current officers. The department president, if present, is always last in line. The National Executive Committeewoman precedes the department president. Go to Chapter 13 of the *ALA Department Operations Guide* at www.ALAforVeterans.org/members for more information.

Advancement of Guests

The Distinguished Guests chairman should meet the guest at the door of the meeting room. The guest is then escorted down the aisle on the chairman's right upon receiving a signal from the chair.

The guest should have been notified in advance regarding whether the meeting is formal or informal, the time and place of the meeting, amount of time allocated for speeches/presentations, and whether she is to respond to the introduction.

Seating of Guests

The guest of honor is always seated at the right of the presiding officer; the second most important guest is placed at left of the presiding officer.

Outside Speakers

As a matter of courtesy, when outside speakers are engaged, they should be given a check for expenses as agreed upon immediately after they leave the platform. A podium should always be provided for outside speakers.

Wearing of the American Legion Auxiliary Pin

The American Legion Auxiliary pin should always be worn over the heart; this is as necessary as the proper display of the flag. If also wearing an American flag pin, the ALA pin should be placed underneath – the flag is always worn above other pins.

Function of National Executive Committeewoman

The National Executive Committeewoman functions as a national officer representing her department. As such, she is given all the courtesies at meetings and social events that are accorded to a national officer. When a national officer or National Executive Committeewoman pays an official visit to a department or unit, the National Executive Committeewoman often acts as a special hostess along with the department president and/or unit president.

Relationship Between Unit and Department

The unit is an integral part of the department, and close contact must always be maintained between the unit and Department Headquarters. Immediately following the election or appointment of a unit officer or committee chairman, her name should be reported to Department Headquarters so that she may receive information and guidance in her work from the corresponding department officer or chairman. Dues for membership should be remitted to the department promptly, and reports of activities should be made as requested by the department.

CHAPTER 10

UNIT COMMITTEES/PROGRAMS OF THE AMERICAN LEGION AUXILIARY

The National Organization has the following national committees: Americanism; Auxiliary Emergency Fund; History; Children & Youth; Community Service; Constitution & Bylaws; Education; Finance; ALA Girls Nation; Juniors Activities; Leadership; Legislative; Membership; National Security; Past Presidents Parley; Poppy; Public Relations; and Veterans Affairs & Rehabilitation.

Departments usually follow this plan of committee organization. It should also be followed by units to facilitate the coordination of unit programs with department and national programs. Units nor departments have to do everything, but do the best you can and what your resources allow to be done.

An action outlining the purpose, goals, and “best practices” of each program, the national Programs Action Plan, along with the department’s plan, should be used as a guideline for the unit. It is available for free download at www.ALAforVeterans.org/members/programs-action-plan.

Duties of Unit Committees

The unit president appoints a chairman and members for each of these committees. It is the duty of the committee chairman and members to become familiar with their respective program and to encourage unit members to participate in program related activities.

Following is an explanation of the purpose and goals of each national standing committee.

AMERICANISM

The purpose of the Americanism program is to promote patriotism and responsible citizenship. The Americanism work of the Auxiliary includes all activities that strengthen American

ideals and uphold the principles of democracy. The security of America lies in a citizenry who possess a true understanding and love for those ideals and principles upon which the nation was founded; knowledge of the duties of citizenship and a willingness to perform these duties even at great personal sacrifice. The work of the Americanism program is educationally based and divided into three phases: work with the youth, work with the adult, and work within the community. All matters pertaining to the flag or patriotic education are rightly classified as Americanism activities.

Patriotic Education

Every citizen should have a thorough knowledge and understanding of the constitution of the United States. Therefore, the American Legion Auxiliary has a very definite objective in emphasizing through its Americanism program the teachings of good citizenship. Present Americanism awards in schools. Sponsor debates and essay contests. Work with The American Legion to sponsor local Oratorical contests. Present flags to schools and encourage the Pledge of Allegiance to be recited daily. Promote www.legion.org/flag and flag advocacy. Encourage formation of student councils in elementary schools.

Americanism as an Individual

Be able to answer, "What kind of an American am I?" Take an interest in our country's affairs. Express our belief in our love for America in our words and deeds. Inspire children and young people in our homes and schools to develop fine characters, high ideals, and a sincere appreciation of our heritage. Be tolerant in thought and deeds toward others. Vote intelligently after careful study of candidates and issues. Proudly fly our nation's flag in front of your home on all patriotic holidays.

Unit

Appoint an active Americanism chairman. Plan a patriotic conference. Observe patriotic holidays. Display the flag, keep it clean, and fold it properly. Promote www.legion.org/flag and flag etiquette. Sponsor citizenship classes and present small American flags to new citizens. Host Americanism meetings and community forums. Instill in members the responsibility of voting, attend local caucuses, and mentor members to be informed voters.

Community

Plan town meetings and other study groups, presenting both sides of a question. Host “Meet the Candidate” nights where all candidates are invited to participate since the American Legion Auxiliary is non-partisan. This encourage citizens to be informed voters. Help with community observance of patriotic holidays; write open forums encouraging citizens to proudly display the flag on all patriotic holidays. Present flags where needed, and send certificates of appreciation to community businesses that fly the American flag. Use both printed and electronic media when presenting Americanism programs. Watch for subversive group activities and report to proper authorities. Visit local government groups in action and show interest in school boards, city councils, county boards, and town meetings.

Cooperative Effort

The Americanism program of The American Legion embraces a multiplicity of activities. It necessitates real, honest, unselfish effort on the part of all members of The American Legion. American Legion Auxiliary members can effectively make patriotism a personal matter and select and successfully carry out projects adaptable to the needs of their communities. Work as an American Legion Family to promote these activities at home, in your schools, and throughout your communities.

AUDIT

The American Legion Auxiliary's national Audit Committee meets the governance expectations of the multifaceted IRS Form 990 for nonprofits. The Audit Committee serves in a risk management role for the national organization. The committee's foremost responsibility is to ensure that the American Legion Auxiliary, as a corporate entity, has appropriate governance policies and internal and financial reporting controls in place that mitigate the organization's exposure to financial reporting risks and other corporate-level risks.

In keeping with the vision, expectations, and requirements of the IRS Form 990, the Audit Committee operates at arm's length from the ALA and reviews, evaluates, and monitors the organization's policies, standards, compliance, and potential for risk. Audit Committee members have a strong background and experience in financial reporting and auditing, risk management, corporate governance or management, and have no conflicts of interest. Audit Committee members must be unbiased and do not currently serve in ALA national leadership positions within the organization or serve on other ALA national committees except for the liaisons from the national Finance Committee and the American Legion Auxiliary Foundation.

AUXILIARY EMERGENCY FUND

The purpose of the Auxiliary Emergency Fund Committee is to raise funds for the Auxiliary Emergency Fund, to promote knowledge about the program, and to disseminate information to members about the application process. The Auxiliary Emergency Fund was created to assist members who have suffered a significant financial setback as the result of an act of nature or other personal crisis when no other source of aid is readily available to pay for shelter, food, and utilities.

AEF Assistance Information

The Auxiliary Emergency Fund provides eligible members with temporary assistance for:

1. Financial crisis: to help pay for shelter and utilities. Funds are not available to settle accumulated debts, or to help with medical expenses.
2. Disaster relief: to help pay for food and shelter due to weather-related emergencies and natural disasters.
3. Educational training: due to life changes such as death of a spouse, divorce, or separation, necessitating the Auxiliary member to assume the role of primary source of support for her family.

In each case, as a first course of action, applicants are encouraged to make every effort to secure financial assistance through local, state and federal agencies.

Who is Eligible?

Members of the American Legion Auxiliary who have maintained membership for at least the immediate past two years and who have paid their dues for the current year (three consecutive years of membership) are eligible to apply.

How Much Can a Member Receive?

The maximum amount of any grant is \$2,400 and may be disbursed as determined by the Grant Committee. Payments may be made directly to the member, or at the discretion of the Grant Committee, to the mortgage company, or utility company. In the case of educational grants, payments may be made directly to the educational institution.

HISTORY

The purpose of the ALA History Committee is to collect, chronicle, and preserve the history of the American Legion Auxiliary through photographs, documents, personal mementos, and other artifacts. In 1972, the American Legion

Auxiliary established a Cavalcade of Memories museum at National Headquarters to display memorabilia of the Auxiliary's history. Members are invited to tour the Cavalcade when visiting Indianapolis. Please contact the national office regarding guidelines for historical contributions. Each department and unit is encouraged to participate by creating their own Cavalcade of Memories.

CHILDREN & YOUTH

The purposes and principles of the American Legion Auxiliary's Children & Youth program, in general, are the same as those of The American Legion.

The Children & Youth (C&Y) program emphasizes protecting, caring for, and supporting children and youth, particularly those of veterans' and military families.

Every American Legion Auxiliary unit should have a C&Y chairman. Larger units may want to select a C&Y Committee to work with the chairman. Under guidance of the unit president, the C&Y chairman should work within her community to protect, care for, and support children and youth.

Auxiliary C&Y chairmen may want to work together with their American Legion post's C&Y chairman on projects and events in the community.

Duties of the Unit Children & Youth Chairman

- Make sure the pledge of care and protection for children of veterans is carried out through service work, or through direct cash assistance to needy families if necessary.
- Provide leadership for the unit on all matters pertaining to children.
- Cooperate with other responsible organizations and agencies of the community whose work is in the interest of children.
- Submit mid-year and annual reports of C&Y activities and plans, to the membership of the unit, and to the district or department C&Y chairman.

The American Legion Child Welfare Foundation

In 1954, The American Legion's National Executive Committee authorized the creation of an American Legion Child Welfare Foundation with broad powers to use such funds as it might receive to benefit the children and youth of America. The Foundation was incorporated under the laws of the State of Indiana.

It is the hope of the founders of this Foundation that, through it, funds may become available to finance research, special projects, demonstrations, and public education regarding children over and above the existing program. Through such activities, it is hoped that solutions may be found to some of the problems of child welfare.

The primary source of funds to the Foundation has been from individual members of The American Legion Family and from investments. In 1956, the board of directors of the Foundation, with the approval of the National Convention, established a memorial fund within the Foundation. Through the memorial fund, a unit or individual may, through a contribution to the Foundation, memorialize a deceased member. A fitting memorial card sent to the family of the deceased acknowledges such memorial contributions.

For more information on the Child Welfare Foundation, visit www.cwf-inc.org.

COMMUNITY SERVICE

The ALA Community Service program promotes the American Legion Auxiliary's visibility within our localities through our commitment to community, state, and nation. Our Community Service program strengthens local communities with uniquely identified opportunities of service by providing volunteer leadership, encouraging the stewardship of its patriotic citizens, acknowledging our country's military history, and supporting families that have sacrificed for our freedom. Community Service has been a major activity of The American Legion and the American Legion Auxiliary since 1926.

Every ALA unit is expected to implement or cooperate in at least one project for community improvement annually. It is the duty of the unit Community Service Committee to study community needs, give careful thought in recommending projects to the unit, take the lead in the accomplishment of the designated projects, and report the work to the department Community Service Committee.

Support of Community Service projects of The American Legion post is a first responsibility of the American Legion Auxiliary unit. In almost every American Legion project, there will be phases in which the post, unit, and squadron can work together as The American Legion Family.

Collaborate with other organizations on practical, worthwhile projects for community improvement, and solicit their cooperation with ALA projects as well. The greatest achievement is made when the interest and efforts of the entire community are enlisted in support of a project.

Suggested Projects

American Legion Auxiliary units nationwide have successfully completed a variety of Community Service projects through the years. Be sure to visit www.ALAforVeterans.org to discover ways your ALA unit and Legion Family can get involved.

CONSTITUTION & BYLAWS

The ALA Constitution & Bylaws Committee informs members about having proper governing documents at all levels. The success of any nonprofit organization depends on a sound governance structure that relies on efficient governance documents to frame the organization's fundamental policies for driving its mission. Governing documents must be carefully developed, properly written, and periodically reviewed and updated for an organization to accomplish its goals and objectives. Everything done well, including volunteering and serving the ALA's mission in communities across the reach of

the United States, requires written, reasonable parameters for conducting the mission.

Updated documents allow questions about the Auxiliary, its governance, its programs, and eligibility to be answered easily – a benefit to all members. Our constitution, bylaws, and standing rules ensure we are operating according to our agreed-upon rules.

EDUCATION

The purpose of the Education Committee is to promote quality education for children and adults through classroom activities, literacy programs, scholarship promotion, and support of education beyond high school, with a special emphasis on children of veterans and servicemembers.

The education of America's children is essential for the future of our nation. The American Legion Auxiliary joins with The American Legion to aid and support the basic rights of all children to receive an appropriate education.

It is suggested that the unit Education Committee thoroughly familiarize itself with existing sources of scholarships available in their own states and communities.

The American Legion Auxiliary national organization annually awards the following scholarships:

1. Children of Warriors National Presidents' Scholarship - Fifteen \$5,000 scholarships are given to high school seniors who are direct descendants of U.S. wartime veterans.
2. Spirit of Youth Scholarship for Junior Members - Five scholarships in the amount of \$5,000 each are awarded annually to Junior members of the American Legion Auxiliary. Current ALA Junior members who are high school seniors and who have been Junior members for the past three years are eligible to apply.
3. Non-traditional Student Scholarship - This scholarship helps people who are part of The American Legion Family pursue a college degree later in life or allow them to pick up where they left off when their studies

were interrupted. Five scholarships in the amount of \$2,000 each are awarded annually.

Members can find more information and the scholarship applications at www.ALAforVeterans.org/scholarships. Be sure to check with your local unit and your state department for any scholarships they may offer.

Units should join with the Education Committee of the local American Legion Post to give cooperation and support to the expansion of legislation or development of legislation, which would establish new scholarship sources for the increasing numbers of students reaching college age.

Units may also want to work with their post on The American Legion's Veterans in Community Schools. This activity brings history to life by connecting military veterans with students in classrooms or at school assemblies in conjunction with history lessons about World War II, the Korean War, Vietnam War, or Operation Enduring Freedom/Operation Iraqi Freedom.

FINANCE

The purpose of the Finance Committee is to oversee the general financial policy of the organization and shall oversee the preparation of and monitor the annual budget and its expenditures. The Finance Committee shall oversee the administration, collection, and disbursement of the financial resources of the organization and shall advise the board with respect to making significant financial decisions.

A successful month-to-month program depends, to a large degree, on the ability to pay the expenses incidental to it. Therefore, it is essential that a well-planned budget be one of the first objectives of the administrative year. An adequate budget ensures there will be funds earmarked for all purposes necessary to participate in the various Auxiliary programs throughout the year. A close review should be made each month to make sure that operating expenses are kept within the budget.

Please note that the revenue from distribution of poppies should be carried as a separate item in the books, as such

revenue is to be used solely for programs benefiting veterans and their families.

The matter of finance is one of great importance to the unit. To that end, it is recommended that the Finance Committee ensure that proper internal controls are designed, implemented, and maintained.

The Audit Committee is authorized to consider matters related to (a) the financial statements of the organization and other official financial information provided to the public; and (b) the systems of internal controls, including overseeing compliance by management with applicable policies and procedures and risk management.

Shared responsibilities of Finance and Audit committees:

The Finance Committee ensures budgets and financial statements are prepared; the Audit Committee has oversight for ensuring reports are received, monitored, and disseminated appropriately. The Finance Committee monitors financial transactions; the Audit Committee makes sure things are done according to policy and with adequate controls. The Finance Committee provides guidance about what can be done; the Audit Committee ensures independent oversight occurs.

Units should have an annual audit, as described in the “Duties of Unit Treasurer” section of this Unit Guide Book, and must file an annual tax return. (See “Federal Compliance and Tax Laws” for further information.) It is recommended that the unit procure a certified public accountant (CPA) or tax professional to assist in financial matters of the Unit. Additionally, units may wish to consult with their Department Headquarters for a recommendation.

By provision of the National Constitution and Bylaws, unit officers having custody of organization funds shall be bonded. The National Organization maintains a blanket position bond whereby all unit officers are bonded. Departments reimburse National for this coverage based upon the number of units in the department. Contact your department secretary for more information about bond coverage and instructions on filing a claim.

It is important that the Finance Committee is familiar with the Federal

Compliance and Tax Laws. (See Chapter 4 of this Unit Guide Book.)

ALA GIRLS STATE/ALA GIRLS NATION

The purpose of ALA Girls State/Girls Nation is to provide an outstanding, unique, and coveted educational opportunity for the young women of our nation and instills the basic ideals and principles of American government through the American Legion Auxiliary Girls State and American Legion Auxiliary Girls Nation citizenship training programs.

American Legion Auxiliary Girls Nation has provided aspiring young women leaders firsthand experience with practical insight into how the federal government works.

ALA Girls State is a unique and exciting government-in-action learning program in which American Legion Auxiliary members guide young women to become knowledgeable stewards of freedom, democracy, and patriotic citizens.

ALA Girls State is a highly selective program designed for young women with above average academic standing, outstanding character, and exemplary leadership qualities. Administered by the individual states, Units follow the selection and participation guidelines established by their respective departments. Units work with schools to find candidates, but the final decision is up to the unit. It is crucial to continually cultivate the relationship with school personnel to ensure recruitment of qualified candidates.

Sponsorship

Funds for ALA Girls State are raised through unit activities. You can also reach out to the community and local businesses for financial support. The benefits of the program are often the strongest selling point when soliciting additional support. The American Legion Auxiliary remains the sponsor and shall be known as such. Once the young women have attended their

ALA Girls State session, each delegate should appear before their local unit, the contributing organizations, and the local high school to present a report on her experience at ALA Girls State.

ALA Girls Nation

ALA Girls Nation is a continuation of ALA Girls State that began in 1947 in Washington, D.C., with a focus on national government. Two girls are selected from each ALA Girls State program, and these “senators” meet in Washington, D.C. For seven days, the senators hold mock Senate sessions which require them to write, caucus, and debate bills; campaign for elected office; elect an ALA Girls Nation president and vice president; and work together to pass legislation. The girls participate in a variety of other activities, including daily flag ceremonies and a community service project to benefit veterans. The ALA Girls Nation senators get the unique opportunity to meet with their respective state senators on Capitol Hill. The week is often capped with meeting the President of the United States at The White House.

The national ALA Girls Nation committee supervises the activity of the senators and reports to each department regarding the participation of their senators. Visit www.ALAforVeterans.org/ALA-Girls-Nation for more information.

JUNIOR ACTIVITIES

The ALA Junior Activities inspires active participation in American Legion Auxiliary members age 17 and under so that they will become engaging, productive members who will want to continue their ALA membership into adulthood. Enrollment in the Auxiliary of many daughters of American Legion members prompted the formation of Junior groups within many units.

Junior members do not form a separate organization but are members of the American Legion Auxiliary, grouped separately so they may be given a program within the scope of

their years and understanding. Junior membership is the training ground for active Auxiliary membership. When properly implemented, Junior Activities instill in Junior members the ideals of the Auxiliary and present opportunities to teach the ALA's founding principles of justice, freedom, loyalty, and democracy.

Junior groups function under the guidance of an advisor and committee from the Senior ALA members. Organized as a committee of the unit, Juniors conduct their own meetings and carry out their own activities. The Junior officers shall be known as honorary Junior officers. Their work should be coordinated with the work of the Senior group, and they should have a role in regular unit activities whenever possible so they will feel they are truly a part of the Auxiliary.

Americanism should be a major focus for Juniors and presented in such a manner that they are taught patriotism, citizenship, and loyalty to American ideals and principles. Most Auxiliary activities can be adapted to allow Juniors some level of participation in all phases of the year's program. The Juniors should be kept active and interested.

Success of the Junior group is largely dependent on leadership provided by the unit. The unit Junior advisor should be a woman capable of managing and teaching children of all ages and possessing the ability to keep interest alive while directing activities designed to carry out the purposes of the organization.

ALA Junior Patch Program

Junior members are encouraged to participate in the Junior Activities Patch Program. Completing required criteria for patches provides Junior members an opportunity to increase their knowledge of the various aspects of the American Legion Auxiliary.

Patches are available on topics such as Americanism, health and fitness, and leadership. Regardless of their location, Juniors can be involved with the program as part of their active Junior group or as an individual member. For more information

about the ALA Junior Patch Program, log in to the Members Only section at www.ALAforVeterans.org and visit the Junior Member Activities page.

ALA Junior Activities Handbook

The *ALA Junior Activities Handbook* contains details for organizing and directing a program for Junior members, as well as information on eligibility, ceremonies for initiations, installations and graduations, contests, meetings, and programs. The Junior Activities Handbook can be downloaded from the Junior Member Activities page when you log in to the Members Only section at www.ALAforVeterans.org. It can also be purchased from American Legion Flag & Emblem Sales toll free at 1-888-453-4466 or online at www.emblem.legion.org.

LEADERSHIP

The purpose of the Leadership Committee is to find new leaders, identify existing leaders, and enhance knowledge to better equip these women to serve with the confidence and skills to better the mission of the American Legion Auxiliary.

The concept of Leadership is believable and achievable for every member – not just those who are currently serving in leadership positions. The key to good Leadership is to build confidence in those you lead, treat all members with dignity and respect, and to be a good listener.

No matter the experience, education, or technical skills, most anyone can be trained to be a leader if they are willing to make a commitment, devote their time and energy to listen, learn, and communicate.

For more information visit the Leadership page at www.ALAforVeterans.org, under the Members Only section, and encourage others to do the same. Basic principles of effective leadership are found in many articles and writings on the web and in how-to guides.

LEGISLATIVE

The ALA Legislative Program provides information and assistance to American Legion Auxiliary members to advocate for the legislative agenda of the American Legion. Through lobbying efforts, The American Legion Family can influence legislation to benefit veterans, military, their families, as well as our communities, states, and nation.

National and State Legislative Committee

The national organization of the American Legion Auxiliary has a national Legislative Committee, which works closely with the national Legislative Commission of The American Legion. The American Legion has offices in Washington, D.C., and continually promotes the passage of legislation supported by The American Legion. Departments of The American Legion and the American Legion Auxiliary also have Legislative committees which function in a similar manner within the states.

The American Legion and the American Legion Auxiliary are non-partisan organizations that do not promote, advance, or support any party, candidate, or policy, but rather advocate solely for The American Legion's position on legislative issues. When legislation important to The American Legion comes before lawmaking bodies for consideration, appeals are distributed to members at all levels for support on these issues.

How Legislative Policy is Formed

In all matters of legislation, the American Legion Auxiliary follows the action of The American Legion, never endorsing any measure until The American Legion has first endorsed it and never following a policy that does not coincide exactly with The American Legion's position.

The department conventions formulate the legislative program for each department and follow the action of The American Legion department convention. They outline the policy to be

followed regarding measures to come before their respective state legislatures. They also pass resolutions on national measures to be referred to the National Conventions.

Legislative Work for Units

The legislative activities of the unit may be handled by the unit president, by a standing unit committee, or by a special committee appointed to conduct legislative work at critical times.

These legislative matters usually pertain to some other phase of Auxiliary work, such as Veterans Affairs & Rehabilitation, to support legislation beneficial to veterans; Children & Youth, securing legislation to benefit children, particularly those of veterans and servicemembers; National Security, supporting legislation that provides the necessary means to promote a strong national defense, strengthen military families, and prepare our citizenry for response to natural and manmade disasters; and Americanism, supporting the passage of legislation to promote better citizenship. The arousing of public sentiment in support of such measures might well be left to the committee under which they fall, in conjunction with the Public Relations Committee to enhance public awareness of issues at critical junctures.

Unit members are encouraged to establish relationships with their lawmakers as members of the American Legion Auxiliary, such that when issues of critical importance to The American Legion arise, they are poised to make contact urging them to take the action desired.

Members are encouraged to familiarize themselves with the resources available on the national website at www.ALAforVeterans.org, including the *American Legion Auxiliary Legislative Advocacy Guide*, designed to assist members at all levels with building and fostering relationships with their local, state, and national lawmakers. The guide provides a wealth of information, including how to set up and conduct visits with lawmakers, tools to guide written and email correspondence, and phone contact details to advocate for legislation supported by The American Legion.

All members, particularly unit Legislative Committee chairmen, should familiarize themselves with The American Legion's legislative agenda at www.legion.org/legislative.

Another way to stay up to date on legislative issues is to join the ALA Legislative Facebook group, which welcomes all American Legion Family members, at www.Facebook.com/groups/ALALegislative. Join the group for updates, alerts, and general information regarding legislative advocacy efforts in support of The American Legion's legislative agenda and priorities.

MEMBERSHIP

The purpose of the Membership Committee is to promote the benefits of American Legion Auxiliary membership and to retain and recruit a diverse, active membership to carry out the American Legion Auxiliary mission and programs.

Unit Membership Effort

An experienced chairman, with an able committee to assist her, should be placed in charge of membership campaigns. For best results, the plan should be worked out well in advance.

Recruiting and retaining a diverse, active membership is critical to the American Legion Auxiliary mission. Veterans need our support and advocacy to assist them at home and abroad, during war and peacetime, to receive the attention and benefits they deserve.

NATIONAL SECURITY

The purpose of the ALA National Security Committee is to maintain and promote a strong national defense, strengthening our military families, and preparing our population for response to natural and manmade disasters.

Unit Activities

Units are encouraged to have a National Security chairman. However, many of the activities that support the mission of this program can be done in conjunction with other activities and programs.

Supporting a strong military means providing for their families on the home front. It is each unit's responsibility to identify these families in their local communities and ensure their day-to-day needs are met before, during, and after deployment. Collaborate with The American Legion Family and other organizations and agencies that work hand in hand with servicemembers and their families.

The local chapter of the USO, a National Guard armory, or an active-duty military installation can be approached to participate in welcome-home activities or Blue Star Banner programs. Another show of support for military families would be to fly a POW/MIA flag or conduct a POW/MIA ceremony at unit events.

Pay special attention to the needs of military children in your unit's community by incorporating these kids in Junior member and Children & Youth programming.

Your American Legion post home is an ideal setting for hosting programs recommended by the U.S. Department of Homeland Security that assist members and communities in preparing for and/or responding to natural and manmade disasters.

PAST PRESIDENTS PARLEY

The Past Presidents Parley Committee recognizes and honors women veterans and utilizes the experience and knowledge of past American Legion Auxiliary leaders for the training and encouragement of future Auxiliary leaders.

Through the Past Presidents Parley Committee, women who have served as unit, department, and national presidents have an opportunity to continue in active service to the Auxiliary, helping ensure strong future leadership for the organization. The Past Presidents Parley also recognizes and honors

outstanding unit members through the Unit Member of the Year Award and women veterans through the Salute to Servicewomen Award.

ALA Unit Member of the Year Award

American Legion Auxiliary units all have hardworking, dedicated members who give their time and talent to further the mission of our organization but have no desire to serve beyond the unit level. To recognize such dedicated service, each unit may select one candidate for Unit Member of the Year in its department. Each department will select the Unit Member of the Year for that department. The member will be honored at the National Convention. Contact your Department Headquarters for more information.

POPPY

The ALA Poppy Committee educates our membership and the public concerning the poppy's significance and the financial benefit for veterans, servicemembers, and their families regarding its distribution.

Poppy distribution is an important part of the American Legion Auxiliary mission. Be prepared when distributing poppies. Dress in attire branded with the American Legion Auxiliary emblem. Wear your best smile, and be prepared to answer questions about the poppy.

History of the poppy and the American Legion Auxiliary:

- In the spring of 1919, amidst complete devastation, poppies bloomed in abundance on the battlefields of France where so many men had fallen in battle. A replica of this poppy has become the memorial flower of The American Legion Family.
- The American Legion was the first national organization to adopt the poppy as its memorial flower, having taken this action at the National Convention in Cleveland, Sept. 27-29, 1920.

- The American Legion Auxiliary adopted the poppy as its memorial flower at its organizing convention held in Kansas City in October 1921.
- When the American Legion Auxiliary adopted the poppy, it pledged 100 percent of profits from poppy distribution to welfare relief for servicemen and servicewomen and their families, thus fulfilling the true meaning of the poppy: an emblem of faith, faith which is being kept with all who died through service to the living.
- The American Legion Auxiliary, in order to protect the memorial poppy from the inroads of commercialism, adopted a national poppy program at the St. Paul Convention in 1924, which eliminated the commercial poppy.
- Through the American Legion Auxiliary poppy program, hundreds of thousands of dollars are paid annually to needy and disabled servicemen and servicewomen for making poppies.
- Proceeds from the distribution of millions of poppies annually under the guidance of the American Legion Auxiliary amount to millions of dollars. The method of distribution varies in each department, depending upon the nature of demands for help.

Uses of the Poppy Fund

Poppy funds CAN be used for:

- For the rehabilitation of veterans honorably discharged from the United States Armed Forces after April 6, 1917.
- For the welfare of the families of veterans of the above-named period.
- For the rehabilitation of hospitalized military service personnel returning home and awaiting discharge who require treatment in service hospitals.
- For the welfare of veterans, active military personnel, and the families of veterans and active

military personnel of the above-named period where financial and medical need is evident.

- For poppy kits and supplies used to make symbolic poppies and poppy items that will be distributed for donations to the Poppy Fund.

Poppy funds CANNOT be used for:

- Any general operating fund of a department, unit or post.
- Any community service project that does not strictly benefit the welfare of an individual veteran/military servicemember or the welfare of his/her family.
- General maintenance, beautification or improvement projects of American Legion or Auxiliary facilities, including adding ramp(s) to a post home.
- Investments, even those that would bring profit to the unit or post.
- POW/MIA programs.
- Memberships, including other veteran support organizations such as Gold Star Mothers.
- Contributions to, or payouts from, the Auxiliary Emergency Fund.
- ALA Girls State/ALA Girls Nation fees.
- Flags or flagpoles.
- Scholarships which do not restrict eligibility solely to military servicemembers or their children, or where the financial need is not evident.
- Mileage, travel or lodging expenses; registration of conference fees; or costs incurred by a person – including ALA members, volunteers and staff -- to attend any meeting, conference or event about veterans.
- Attire or uniforms used by volunteers or staff in promoting or conducting ALA program activity or business.

Use of poppy funds is allowable for care packages only when it is for a welfare need, such as first aid topical treatment or vital hygiene items, as opposed to a comfort needs, such as leisure items like baked goods or books.

National Poppy Day®

Congress designated the Friday before Memorial Day as National Poppy Day. Units should plan accordingly to distribute poppies and share the poppy story in their communities. Remember: Anyone can participate in National Poppy Day. Here are a few simple ways:

- Wear a red poppy all day, and tell everyone why.
- Distribute poppies to friends, coworkers, and family and tell everyone why.
- Collect donations at your workplace to give to the ALA poppy program.
- Tell the story on social media of who you are wearing your poppy to remember or support on National Poppy Day. Use hashtags #PoppyDay and #LegionFamily.
- Accept a poppy, and donate if you see a member of The American Legion Family in your neighborhood distributing poppies.
- The public is given an opportunity each year to help in the significant work of The American Legion and the American Legion Auxiliary, as well as an opportunity to pay tribute to all who died in service, by wearing a poppy on National Poppy Day.

The *ALA Poppy Program Guide* is a very useful tool containing answers to frequently asked questions about the American Legion Auxiliary poppy program. Log in to the Members Only section to download a copy at www.ALAforVeterans.org, or purchase a copy through American Legion Flag & Emblem Sales at www.emblem.legion.org.

Additional information about the American Legion Auxiliary poppy program, plus National Poppy Day, can be found at www.ALAforVeterans.org/poppy.

PUBLIC RELATIONS

The American Legion Auxiliary Public Relations Committee works collaboratively with all levels of the organization to create, implement, and support communication that advances the mission of the American Legion Auxiliary and positively projects our image and programs to the public.

The success of our programs is due to the support and volunteerism of our members. To maintain this support and increase volunteer hours, we must keep members informed in a timely fashion. The unit PR chairman should be included in program planning and be informed of newsworthy activities at the unit and department levels. It is the goal of the PR chairmen and committees to use all forms of communication to tell the media and our communities who we are, what we do, and why we matter.

Public relations establishes and maintains a positive public image. It covers every kind of communication, from casual conversation to speaking at a public meeting about the ALA, to carefully prepared news releases for the media about an upcoming event. It is communicating to the public the value the American Legion Auxiliary provides to the community and to the country. While not a complicated job, it is vitally important and involves not only the Public Relations Committee, but also every member of the Auxiliary to help spread the word of the ALA's mission.

Effective media relations requires the PR chairman to establish a good relationship with local media. Appointing a committee to make personal contact with social media, newspapers, radio, and television stations is a great first step toward establishing a relationship between the unit and the media. Sharing interesting and relevant information with the public about the American Legion Auxiliary, its programs, and its mission will increase the visibility and public awareness of the ALA.

Community Programming

Another PR option to explore is community programming. Many radio and television stations provide airtime for public service announcements. Locally produced talk shows, spots on human-interest stories, community access television, and community calendars are other possibilities for media exposure.

The unit PR chairman should meet with the staff of local electronic and print media outlets to explain the unit's objectives for its programs and ask for suggestions on how these programs can be promoted. Requesting the professional opinion and assistance from your media contacts can help build rapport.

The mission and story of the American Legion Auxiliary is a great value to America's communities. Using the right approach, knowing your programs, and establishing goodwill with the local media will allow you to bring invaluable support to all your program activities.

Auxiliary magazine

The quarterly *Auxiliary* magazine is the official publication of the American Legion Auxiliary and serves to promote the ALA's mission. It is published by National Headquarters, and senior members receive a subscription as a benefit of joining the Auxiliary.

Contained within *Auxiliary* is a section called *Impact ALA!*, a best practice showcase focused on information related to specific American Legion Auxiliary programs, departments, units, and members. There is also a direct link between the member and the national organization through letters to the editor and articles by national committee chairmen.

eNewsletters and the Internet

Units should actively move forward to develop their own websites and use them to showcase and promote ALA

programs and the unit's involvement in and impact on their local communities.

The national ALA website, www.ALAforVeterans.org, contains a wealth of information for Auxiliary members.

ALA eNews — This electronic newsletter is published monthly and focuses on programs, activities, and events. One-topic eblasts are also sent to announce special events or news.

Contained within the monthly *eNews* is the *ALA In the Know eBulletin*, which updates Auxiliary members and leaders working the ALA mission and internal support programs. To subscribe, visit www.ALAforVeterans.org.

VETERANS AFFAIRS & REHABILITATION

The Veterans Affairs & Rehabilitation Committee is committed to the promotion of programs and services that assist and enhance the lives of veterans and their families, ensuring that they may live their best life possible.

American Legion Auxiliary members are the go-to resource for our veterans and their families. We are proud of our legacy of volunteer service and wish to continue this tradition for years to come.

The Veterans Affairs & Rehabilitation work of the American Legion Auxiliary includes bringing physical comfort and mental cheer to veterans in hospitals and helping them to re-establish themselves in life. The American Legion Auxiliary cooperates with The American Legion in ALL of its endeavors on behalf of veterans.

There are many opportunities to serve veterans outside of U.S. Department of Veterans Affairs facilities. Reach out to local mission-compatible organizations that focus on serving veterans, servicemembers, and their families. Develop collaborations with like-minded organizations to efficiently deliver the Auxiliary's mission throughout the community as well as the department.

ALA Veterans Affairs & Rehabilitation: A Guide for Volunteers is a valuable resource available both online at

www.ALAforVeterans.org and for purchase through American Legion Flag & Emblem Sales.

The guide contains information on the types of volunteer services available – both at VA facilities across the country and through the ALA's Service to Veterans. It also contains the most up to date information on the VA&R Committee and its structure.

CHAPTER 11

AMERICAN LEGION AUXILIARY FOUNDATION

The American Legion Auxiliary Foundation, a 501(c)(3) public benefit corporation, provides a way for individuals and corporations to support the American Legion Auxiliary's charitable and educational outreach programs through endowed gifts, grants, and sponsorships.

The ALA Foundation supports America's core values by providing additional resources to ensure the success of the American Legion Auxiliary's programs and services benefiting the lives of our veterans, military, and their families, our communities and our youth.

The ALA Foundation offers four types of grants to American Legion Auxiliary entities:

1. Veteran Projects Fund Grants

If your ALA unit or department identifies a specific, emergent need for local veterans or active military, the American Legion Auxiliary Foundation's Veteran Projects Fund may be able to lend a helping hand. The proposal must address a specific, emergent need by an ALA entity that supports veterans, military, and their families. An emergent need is a new need appearing, arising, occurring, or developing to an ALA entity for the first time.

The American Legion Auxiliary Foundation will fund emergent need projects in the amount of \$1,000 – \$5,000, and in unusual circumstances, an amount no greater than \$10,000. Applicants can be awarded a Veteran Projects Fund grant once per a 12-month period.

2. Sub Grants

American Legion Auxiliary units or departments that have identified a source for grant funding from a foundation or corporation that requires the recipient to be a 501(c)(3) can have the ALA Foundation serve as the recipient. The ALA Foundation will then, in turn, sub-grant to the unit or department according to the terms and conditions of the

grantor. For sub-granting of third-party grants to be considered, they must support the mission of the American Legion Auxiliary.

3. Veterans Creative Arts Festival Grants

Veterans Creative Arts Festival (VCAF) Grants aid in the wellbeing of veterans by introducing them to art therapy. Whether used for workshops, preparation for, or facilitation of local competitions which feed into the National Veterans Creative Arts Festival, grant funds may be requested for needs that contribute to this effort.

The American Legion Auxiliary Foundation will fund Veterans Creative Arts Festival grants up to \$2,500. Applicants can be awarded a grant once per a 12-month period.

4. Mission in Action Grants

The Mission in Action grant can help members be recognizable in the community for all their good works throughout the year. We want to make sure members stand out by providing a means to transport all of their goods and materials while working the ALA programs. Following are examples of Mission in Action vehicles and other attention-getting branding opportunities: plastic storage totes, utility trailers, cargo trailers, vehicle wraps, car/trailer magnets, and car/trailer/tote deals.

The proposal must address a specific ALA branding need that will help members with mission delivery and be recognizable in the community. The project must support the ALA mission or an ALA program.

The American Legion Auxiliary Foundation will fund Mission in Action grants up to \$5,000. Applicants can be awarded a grant once per a 12-month period.

To find out more information, visit www.ALAFoundation.org.

HOW TO MAKE ALA FOUNDATION DONATIONS

ALAFoundation.org/donate

Making an online donation to the American Legion Auxiliary Foundation is easy! On the online donation form, you can select which fund you want to donate to:

- ALAF Mission Endowment Fund
- ALAF Veteran Projects Fund
- ALAF Veterans Creative Arts Festival Fund
- #GivingTuesday Fund

Checks

Checks should be made payable to the American Legion Auxiliary Foundation and mailed to:

American Legion Auxiliary National Headquarters
ATTN: Development Division
3450 Founders Road
Indianapolis, IN 46268

Visit ALAFoundation.org/donate for a donation form for mailing.

Planned Giving

Planned giving is the process of thoughtfully including a charitable gift in your estate plans. It is a method of establishing your legacy of support for the organization you love while providing for your current financial needs. You can help ensure the American Legion Auxiliary has a lasting impact for the generations that follow by providing for the continuation of our many programs and services that enhance the lives of those we serve.

Visit ALAFoundation.org/donate for more details on planned giving, and to download the *ALA Planned Giving Guide*, plus the confidential charitable bequest intention form.

AmazonSmile

Do you shop on Amazon? With a 10-second sign-on through smile.amazon.com, your Amazon purchases will generate a 0.5 percent donation to American Legion Auxiliary Foundation Inc. whenever you shop on Amazon through AmazonSmile. No added cost. No added fee. Just log in to your Amazon account through this link and you're now supporting the ALA. Nothing could be easier!

Tributes/Memorials

Making a tribute or memorial donation to the American Legion Auxiliary in honor of a loved one is a lasting way to celebrate how much a person's life means to the donor. Donating in lieu of flowers celebrates a loved one's life by supporting the outreach of the American Legion Auxiliary's mission and patriotic values.

When you donate in lieu of flowers to the American Legion Auxiliary or American Legion Auxiliary Foundation, the person or family you are honoring will receive an acknowledgment from National Headquarters informing them of your gift without disclosing the amount. Tribute and memorial gifts in any amount can be made to celebrate achievements or remember ones who have passed away. Learn more at ALAFoundation.org/donate.

CHAPTER 12

NATIONAL DIVISIONS

OF THE AMERICAN LEGION AUXILIARY

American Legion Auxiliary departments are grouped into five divisions: Central, Eastern, Northwestern, Southern, and Western. One national division vice president is elected from each division every year. ALA division groupings:

Central Division

Illinois	Kansas	Ohio
Indiana	Michigan	West Virginia
Iowa	Missouri	Wisconsin

Eastern Division

Connecticut	Maryland	New York
Delaware	Massachusetts	Pennsylvania
District of Columbia	New Hampshire	Rhode Island
Maine	New Jersey	Vermont

Northwestern Division

Colorado	Nebraska	South Dakota
Minnesota	North Dakota	Wyoming
Montana		

Southern Division

Alabama

Arkansas

Florida

Georgia

Kentucky

Louisiana

Mississippi

North Carolina

Oklahoma

Puerto Rico

South Carolina

Tennessee

Texas

Virginia

Western Division

Alaska

Arizona

California

Hawaii

Idaho

Nevada

New Mexico

Oregon

Utah

Washington

APPENDIX A: UNIT CONSTITUTION AND BYLAWS

Example of American Legion Auxiliary Unit Constitution and Bylaws

The formulation and adoption of a constitution and bylaws should be one of the first acts of a new unit. A committee of three or more members, with the unit president as an ex-officio member, should be appointed by the president to draft a constitution and bylaws.

The unit constitution and bylaws should make provisions for government of the unit which are not already determined by the department and national constitution, usually including the following: amount of unit dues; frequency of unit meetings; what constitutes a quorum at meetings; how vacancies of offices shall be filled; the procedure for admittance of applicants for membership; the method of amending the constitution and bylaws; discipline of members; and similar matters.

The national constitution, the acts of the National Conventions, and the National Executive Committee constitute the fundamental law of the American Legion Auxiliary. Just as the acts of the department convention and the Department Executive Committees must conform to them or be rendered null and void, the constitution of a unit must conform to the constitution of the department in which it is located. Any provision of a unit constitution which conflicts with the constitution of the department or with any action of the department convention or Department Executive Committee is invalid and without effect. In some departments, the adoption of a uniform unit constitution and bylaws prescribed by the department is mandatory.

Suggested Format: Unit Constitution and Bylaws

Preamble

For God and country, we associate ourselves together for the following purposes:

To uphold and defend the Constitution of the United States of America; to maintain law and order; to foster and perpetuate a one hundred percent Americanism; to preserve the memories and incidents of our association during the Great Wars; to inculcate a sense of individual obligation to the community, state and nation; to combat the autocracy of both the classes and the masses; to make right the master of might; to promote peace and good will on earth; to

safeguard and transmit to posterity the principles of justice, freedom and democracy; to participate in and contribute to the accomplishment of the aims and purposes of The American Legion; to consecrate and sanctify our association by our devotion to mutual helpfulness.

Constitution

Article I - Name

The name of this organization shall be American Legion Auxiliary,
_____ Unit No. _____, Department of

Article II - Nature

Section 1. The American Legion Auxiliary is a civilian organization of women.

Article III - Object

Section 1. The object of the American Legion Auxiliary,
_____ Unit No.
_____, Department of _____ shall be as
stated in the Preamble of the Constitution.

Article IV - Eligibility

Section 1. Membership in the American Legion Auxiliary shall be limited to the grandmothers, mothers, sisters, wives, and direct and adopted female descendants of members of The American Legion, and to the grandmothers, mothers, sisters, wives, and direct and adopted female descendants of all men and women who were in the Armed Forces of the United States during any of the following periods:

April 6, 1917	to	November 11, 1918
December 7, 1941	to	December 31, 1946
June 25, 1950	to	January 31, 1955
February 28, 1961	to	May 7, 1975

August 24, 1982 to July 31, 1984

December 20, 1989 to January 31, 1990

August 2, 1990, to the date of cessation of hostilities as determined by the Government of the United States, all dates inclusive, or who, being citizens of the United States at the time of their entry therein served on active duty in the Armed Forces of any of the governments associated with the United States during any of said periods, and died in line of duty or after honorable discharge; and to those women who of their own right are eligible for membership in The American Legion.

Section 2. There shall be two classes of membership, Senior and Junior.

a. Senior membership shall be composed of members over the age of 18 years, provided, however, that a wife under the age of 18 years, who is eligible under Section 1 of this article, shall be classed as a Senior member.

b. Junior membership shall consist of that group under the age of 18 years, whose activities shall be supervised by the Senior membership. Upon reaching the age of 18 years, Junior members shall automatically be admitted into Senior membership with full privileges.

c. Dues of both classes shall be paid annually or for life.

Article V - Unit Officers

Section 1. The unit shall elect annually a president, first vice president, second vice president, secretary, treasurer, chaplain, historian, and sergeant-at-arms who shall serve until their successors are duly elected or as otherwise provided.

Article VI - Executive Committee

Section 1. There shall be an Executive Committee, which shall consist

of the officers, and additional members-at-large elected by the unit.

Article VII - Amendments

Section 1. This constitution may be amended by a two-thirds vote of the members present at a regular unit meeting, provided the proposed amendments shall have been read at the previous meeting.

Section 2. This constitution shall be automatically amended to conform to the national and department constitution and bylaws and standing rules of the American Legion Auxiliary.

Bylaws

Article I - Executive Committee

Section 1. Between meetings, the government and management of this unit shall be entrusted to the Executive Committee and all proceedings of said committee shall be presented to the unit at the next meeting for approval.

Section 2. A vacancy existing in the Executive Committee from any cause other than the expiration of a term shall be filled by a majority vote of the entire committee. A person so elected shall hold office for the unexpired term of the member she succeeds.

Section 3. One-third of the members of the Executive Committee shall constitute a quorum.

Section 4. Special meetings may be called by order of the president or on written request of at least three members of the Executive Committee. Uniform notice of such special meeting shall be given to all members of the Executive Committee; and, except in extreme emergency, shall be given at least 48 hours in advance. At special meetings only, business specified shall be transacted.

Article II - Duties and Powers of Officers

Section 1. Duties of the Unit President: It shall be the duty of the president to preside at all meetings of the unit and Unit Executive Committee; to enforce strict observance of the constitution and bylaws; to appoint members of the standing committees; to create such other committees and appoint members thereof as she deems advisable; to perform such other duties as custom and parliamentary usage require; and to appoint all officers not otherwise provided for.

Section 2. Duties of the Vice President: The first and second vice president in the order named shall, when called upon, assist the

president, and, in her absence, perform her duties, and shall succeed her in office in case of death, resignation, or removal.

Section 3. Duties of the Secretary: It shall be the duty of the secretary to record the proceedings and transactions of all the meetings of the unit; to act as custodian of all books, papers, and records; to keep a record of names and addresses of the members, showing the source of their eligibility; to send out such notices as are directed by the president; to process the correspondence of the unit; to keep on file in a comprehensive manner copies of all the correspondence sent and received; and perform such other duties as shall be required of her by the president.

Section 4. Duties of the Treasurer: It shall be the duty of the unit treasurer to receive all money belonging to the unit and to account for them. She shall maintain two separate funds, namely a general and a poppy fund. All poppy donations shall be placed in the poppy fund and be used to assist the veteran or active military and his/her family. She shall keep an accounting of her receipts and expenditures, making a monthly report thereon, and such other reports as may be deemed necessary by the Unit Executive Committee. Her accounts shall be audited annually. She shall pay all current bills before transferring all funds, books, and papers belonging to the unit to her successor.

Section 5. Duties of the Chaplain: It shall be the duty of the chaplain to offer prayer at the opening and closing of each meeting, and to perform such other duties as the president may direct.

Section 6. Duties of the Historian: It shall be the duty of the unit historian to compile historical records of the unit and to make a report to the department.

Section 7. Duties of the Sergeant-at-Arms: It shall be the duty of the sergeant-at-arms to preserve order at the meetings of the unit and to perform such other duties as may be requested by the president.

Section 8. Where deemed necessary, a recording secretary and a corresponding secretary may be elected to carry on the duties normally performed by the secretary.

Section 9. The office of secretary may be combined with that of treasurer and called "secretary-treasurer."

Article III - Dues

Section 1. The annual membership dues of this unit shall be \$, paid annually or for life, and shall include the department and national per capita.

Section 2. A member failing to pay annual dues, including the unit, state, and national assessments, by Jan. 31, shall be classified as delinquent and shall be suspended from all membership privileges. Payment of back dues, after suspension, shall reinstate such member to active membership. Any member delinquent to Dec. 31, of the year of delinquency shall automatically be dropped from the rolls and may be reinstated only by paying all back dues or by re-establishing eligibility and making application as a new member.

Article IV - Unit Meetings

Section 1. Regular meetings of the Auxiliary unit shall be held on the _____ unless otherwise specified, and shall be called to order at _____.

Section 2. An annual meeting of this unit shall be held in the month of _____ each year for the purpose of electing officers and receiving annual reports.

Section 3. Special meetings of this unit may be called by the president, or at least three members of the Executive Committee, or upon written request of members of the unit.

Article V - Election

Section 1. Election may be by voice vote if there is only one candidate; but where there is more than one candidate for the same office, election shall be by ballot and the majority of votes cast shall be necessary to elect.

Section 2. Delegates and alternates to a department convention shall be elected at a unit meeting duly called for that purpose not less than two weeks prior to the convention. Alternates shall have priority in the order of their election.

Section 3. All officers and executive board members shall be elected annually at a meeting duly called for that purpose. The secretary may be either elected or appointed according to the rules prescribed by the department.

Article VI - Committees

Section 1. A nominating committee composed of three members shall be elected for the purpose of presenting a slate of unit officers for the ensuing year.

Section 2. An auditing committee composed of three members shall be appointed by the unit president for the purpose of auditing the treasurer's accounts at the close of each term and making a report of the audit to the unit.

Article VII - Transfers

Section 1. Transfer of membership from one unit to another in the department shall be upon application of the member to, and acceptance by, the other unit, in conformity with national and department constitutions and bylaws.

Article VIII - Discipline

Section 1. For any violation of the unit, department, or national constitutions, or for conduct improper and prejudicial to the welfare of the Auxiliary or of The American Legion, any member may be expelled from membership or any officer removed from office by two-thirds vote at a unit meeting duly called for that purpose, said expulsion or removal to be binding only in the event said member or officer shall have been given at least 15 days' notice in writing by the unit secretary of the charges and the hearing thereon. Either party has the right of appeal to the Department Executive Committee, or the action thereon shall be final. Any expense related to said appeal shall be the responsibility of the appellant.

Section 2. Neither this unit in the department, nor any member thereof, shall contact any other unit or member thereof without the consent of a Department Executive Committee.

Section 3. Liabilities: No member or group of members shall subject this unit to liability without authorization of the unit.

Article IX - Parliamentary Authority

Section 1. The unit organization shall be governed by the current edition of "Robert's Rules of Order, Newly Revised," on all points not covered by this constitution and bylaws.

Article X - Amendments

Section 1. These bylaws may be amended by a two-thirds vote of the members present at a regular unit meeting, provided the proposed amendments shall have been read at the previous unit meeting.

Section 2. These bylaws shall be automatically amended to conform to the national and department constitutions and bylaws and standing rules of the American Legion Auxiliary.

Standing Rules Examples

A standing rule relates to the details of the administration of a society and which can be adopted or changed the same way as any other act of the deliberative assembly.[1] Standing rules can be suspended by a majority vote for the duration of the session, but not for longer.[2]

Examples of standing rules include wearing name badges, signing a guest register, or using recording devices.

Following is an example of the standing rules from the ALA National Constitution, Bylaws and Standing Rules (see more at www.ALAforVeterans.org/resources).

I. UNITS

1. Units of the American Legion Auxiliary are separate entities that operate independently as affiliates of the American Legion Auxiliary National Organization. Units shall be governed by their own unit constitution and/or bylaws which shall not conflict with the national constitution and bylaws, national standing rules, national rules and policies, department constitution and bylaws, or department rules and policies. Units may refer to the Unit Guide Book and other publications of the national and department organizations for guidance in the conduct of their programs and the administration of unit activities.
2. Units have the authority to establish annual unit dues. Annual dues collected by the unit shall include department and national dues. Units shall remit department and national dues according to the policies adopted by the National Executive Committee.

3. As provided in the national bylaws, the minimum membership of a unit shall be 10 Senior members. A Department Headquarters unit shall have no minimum membership requirement.

No person may, at any time, be a member of more than one unit.

A new member joining the American Legion Auxiliary prior to the annual National Convention must pay full current annual dues to be eligible for full membership rights, privileges, and benefits.

A new member joining after the National Convention may be given by her unit full membership rights, privileges, and benefits from the date the dues are received through Dec. 31 of the following year.

A member who is not subject to suspension or membership revocation under due process is eligible to transfer her membership to another unit if she has paid her membership dues to her current unit for either the current year or immediate past membership year. A member transferring to a new unit must pay current year dues to either her current unit or to the unit into which she wishes to transfer.

Evidence of paid membership includes:

- American Legion Auxiliary membership card.
- Verification of membership by ALA Department or National Headquarters membership records.
- Other documentation verifying payment of current or immediate past year membership dues such as a cancelled check or receipt.
- When verifying documentation is not available, a sworn statement that the member's membership dues payment was tendered.

A member whose dues are paid up-to-date and who is not subject to suspension or membership revocation under due process shall be considered in good standing and the member shall be entitled to full membership rights, privileges, and benefits in the new unit.

4. A valid American Legion Auxiliary membership card shall reflect the member's current pertinent membership information, and may either be:

- a) A preprinted Auxiliary membership card conveyed by a unit or department.
- b) A preprinted Auxiliary membership card mailed via the United States Postal Service or couriered via a professional delivery service.
- c) An Auxiliary membership card electronically or digitally printed from a new membership generated online or a renewed membership paid online or by phone via the American Legion Auxiliary website online membership system; an official American Legion Auxiliary membership card printed online must bear the electronic signature of the American Legion Auxiliary national secretary and be hand-signed by the member.

An American Legion Auxiliary membership card electronically printed online as described above in subsection 4c carries all of the American Legion Auxiliary rights and privileges the same as does a pre-printed stock Auxiliary membership card as described above in subsections 4a and b.

- 5. A Legion post has no authority to regulate a unit and vice versa.
- 6. The unit has the responsibility for the discipline of its members. A member disciplined by her unit may appeal the unit's disciplinary action in writing to the Department Executive Committee. See Standing Rules Section IX Departments – Section 4 and 5.

Disciplinary actions against members, including membership suspensions, are not appealable to the National Organization. All discipline must be imposed in accordance with the principles of due process and equal protection. A department may discipline a unit for failure to discipline a member.

- 7. When a unit ceases to function, or its charter has been revoked or canceled, the charter and all unit records and funds shall be immediately forwarded to Department Headquarters which has no obligation to assume any of the unit's debt or other obligations.
- 8. A unit whose charter has been suspended, canceled, or revoked by its department without the unit's consent may appeal the department's decision to the National Executive Committee as provided in these standing rules.

Unit Meeting Terminology

- **Call to Order:** The presiding officer first calls the meeting to order.
- **Reading of the Minutes:** The president asks the secretary to read the minutes of the previous regular meeting. If special meetings have been held, these minutes should be acted upon after the regular ones. The presiding officer asks for any corrections or additions to the minutes, she then declares the minutes “approved as read” or “approved as corrected” if any corrections have been made.
- **Statement of the Treasurer:** After the reading of the report by the treasurer, the report is entered into the minutes and filed for audit. At the annual meeting, the annual report is read; the auditor’s report is read. The report of the auditor, including the treasurer’s report, is accepted.
- **Reading of Communications:** The secretary reads all communications from Department and National Headquarters, local organization notices and matters of general interest. Any action, which may arise from the reading, is deferred until unfinished business or new business is considered.
- **Unfinished Business:** Any business postponed from the previous meeting, or any matter introduced at the meeting on which action of the unit was deferred, is unfinished business. The secretary from the minutes of the last meeting prepares a list of such unfinished business for the presiding officer. Only when the unfinished business has been disposed of any new business be brought forward, unless the regular order of business has been modified by vote of the members present.
- **New Business:** Any business brought forward for the first time.
- **Announcements:** The date of the next meeting or special event is announced. If a social hour is to follow, this should be announced at this time.
- **Program:** The president asks the program chairman to take charge.
- **Closing Prayer:** The president asks the chaplain to offer the closing prayer.
- **Charge:** The president states, “Until we meet again, let us remember that our obligation to our country can be

fulfilled only by the faithful performance of all duties of citizenship. Let service to the community, state, and nation be ever a main objective of the American Legion Auxiliary and its members. Let us ever be watchful of our organization and ourselves, that nothing shall swerve us from the path of justice, freedom, loyalty and democracy.”

- Adjournment: The president states, “If there is no further business to come before this meeting, the meeting is adjourned.”
- Retirement of the Colors: The color bearers will retire the colors. (Optional) If colors are not retired, the president should say, “Colors in place; hand salute.”

APPENDIX B: AMERICAN LEGION AUXILIARY NATIONAL CODE OF ETHICS

Personal and Professional Integrity

All members, volunteers, and staff of the American Legion Auxiliary and its Foundation act with honesty, integrity, and openness in all their communication, business, and transactions as representatives of the American Legion Auxiliary (organization). The organization promotes an environment that values fairness and commitment to the organizations founding principles and demonstrates respect for others.

National officers, board members, staff, and volunteers shall conduct their personal and professional lives in a manner befitting the organization's mission and values, recognizing that their actions reflect upon the creditability and reputation of the American Legion Auxiliary and American Legion Auxiliary Foundation.

National officers, board members, staff, and volunteers shall work to positively influence their environment to build respect, creditability, and strategic importance of our organization to the public, our members, and the communities we serve.

Legal Compliance

The American Legion Auxiliary and American Legion Auxiliary Foundation are knowledgeable of and comply with all applicable federal, state and local laws and regulations, including but not limited to: complying with laws and regulations related to human resources, financial accountability, taxation, fundraising, trademark protection, and licensing.

National officers, board members, staff, and volunteers shall exercise due diligence in obtaining information on applicable laws and regulations for their jurisdiction.

National officers, board members, staff, and volunteers shall recognize that compliance with applicable laws is a paramount standard.

Governance

The American Legion Auxiliary's national governing body (National Executive Committee) is responsible for setting the strategic direction of the organization and oversight of the finances, operations, policies, and programmatic performance.

The governing bodies of both the American Legion Auxiliary and American Legion Auxiliary Foundation shall:

- Ensure that the organization conducts all communication, business, and transactions with integrity and honesty;
- Ensure that policies of the organization are in writing, clearly articulated, and officially adopted;
- Ensure periodic review of the organization's structure, procedures and programs to determine what is working well and what practices the organization might want to change in order to be more efficient, effective or responsible.
- Ensure that the resources of the organization are responsibly and prudently managed;
- Ensure that the organization has the capacity to carry out its programs effectively.

Responsible Stewardship

The boards, officers, staff, and volunteers of the Auxiliary and its Foundation are responsible for managing and preserving the organization's assets. Officers, board members, staff, and volunteers are expected to understand their fiduciary responsibilities so that the charitable purposes of the organization are carried out and assets are properly safeguarded and managed.

Officers, board members, appropriate volunteer leaders, and staff shall ensure that:

- Financial reports are created and maintained on a timely basis that accurately portray its financial status and activities.
- Internal financial statements are provided accurately and timely.
- Annual financial reports are made available to the public.
- Employees, national leaders, and members are provided a confidential means to report suspected financial impropriety or misuse of its resource.
- Written financial policies governing management and investment of assets and reserve accounts, internal control procedures, and purchasing practices are developed and implemented.

Openness and Disclosure

The American Legion Auxiliary and American Legion Auxiliary Foundation will provide comprehensive and timely information to the public, the media, and its members, and is responsive to reasonable requests for information. All information about the organizations will fully and honestly reflect the policies and the practices of the organizations.

Conflict of Interest

The organization has the right to expect that the decisions made by the national boards, officers, staff, and volunteers of the Auxiliary and its Foundation are made objectively and in the best interest of the organization.

To avoid the appearance of impropriety by those who could benefit directly or indirectly from any action by the Auxiliary and its Foundation, the organization shall develop, adopt and implement a conflict of interest policy.

Such policy shall include requirements to fully disclose all potential and actual conflicts of interest and prohibitions on activities that conflict with legal, ethical, and fiduciary obligations to the organization.

Fundraising

The organization shall take care to ensure that all means and materials for solicitation accurately and correctly reflect its mission and use of solicited funds. The American Legion Auxiliary and its Foundation shall respect the privacy concerns of individual donors and expend funds consistent with donor intent.

To assure that donors and prospective donors can have full confidence in the organization and the causes they are asked to support, the Auxiliary and its Foundation will respect the following rights of donors:

- To be informed of the organization's mission, of the way the organization intends to use donated resources, and of its capacity to use donations effectively for their intended purposes.
- To be informed of the identity of those serving on the organization's governing board, and to expect the board to exercise prudent judgment in its stewardship responsibilities.

- To have access to the organization's most recent financial statement and others on request.
- To be assured their gifts will be used for the purposes for which they were given.
- To receive appropriate acknowledgement and recognition.
- To be assured that information about their donation is handled with respect and with confidentiality to the extent provided by law.
- To expect that all relationships with individuals representing the American Legion Auxiliary and its Foundation will be professional in nature.
- To be informed whether those seeking donations are volunteers, employees of the organization or hired solicitors.
- To feel free to ask questions when making a donation and to receive prompt, truthful, and forthright answers.

Grant Making

The American Legion Auxiliary and its Foundation shall have specific stated responsibilities in carrying out grant programs. These responsibilities include the following:

- A formal and consistent application process which includes defined eligibility.
- Fair and equitable selection criteria.
- Assurance of applicant privacy.
- Clear, timely, and respectful communications throughout the application process.

Inclusiveness and Diversity

The organization recognizes the value of the diverse backgrounds and beliefs of its membership. The organization promotes an atmosphere of mutual respect for the worth and dignity of its members, those eligible to become members, and those we serve.

Ethics Violations

Any member may report a violation of ethical conduct or actions contrary to the governing doctrine without fear of retaliation.

The organization considers all inquiries and complaints about actions of members to be strictly confidential.

Ethics Query – An ethics query is a means for inquiring whether or not a practice warrants filing a complaint alleging a violation of the Code. Anyone may register a query of a possible violation of the Code of Ethics by a member.

The organization shall adopt a procedure to administer the ethics query process.

Ethics Complaint – An ethics complaint provides a process for receiving, investigating, and acting on a violation of the Code of Ethics made against any member or staff and provides a process that is fair, responsible, confidential and consistent.

The organization shall adopt a procedure to administer the complaint process.

Whistleblower Protection

A whistleblower is any member who, in good faith, promptly reports instances of any suspected violation of the Code of Ethics or Code of Conduct. The American Legion Auxiliary and American Legion Auxiliary Foundation shall establish and abide by policies to protect the Auxiliary.

Any member who acts maliciously by making known information she knows or reasonably believes to be false is not a whistleblower and will not be protected under the whistleblower mechanism.

The organization expects improper activity to be reported accurately and will protect whistleblowers from retaliation.

The organization will investigate any allegation that a whistleblower has been retaliated against for disclosing information that the whistleblower believed to have been accurate. Any member who believes she has been retaliated against for whistleblowing is expected to report it immediately. If the complaint is validated, the organization can impose disciplinary sanctions against the retaliating member including termination of membership in the organization.

End National Code of Ethics

APPENDIX C: PROPER PARLIAMENTARY POINTS

This information is to assist unit officers in conducting the business of the American Legion Auxiliary in formal meeting settings, both in person and as virtual meetings. The information contained herein is based on Robert's Rules of Order.

FUNDAMENTALS OF PARLIAMENTARY PROCEDURE

Basic Parliamentary Principles

Parliamentary procedures exist to facilitate efficiently conducted meetings that protect the rights of members. Fundamental principles of parliamentary procedure:

- Fairness of process and courtesy for all.
- Only one thing, speaker, motion, or action at a time.
- The majority rules.
- The minority must be heard.
- Each proposition is entitled to a full and free debate.
- The purpose is to facilitate action, not to obstruct it.

Common Definitions

- Parliamentary procedure: Rules by which meetings of deliberative assemblies, societies, boards, clubs, etc., are formally conducted.
- Chair: Short form of the word "chairman," used to refer to the member conducting the meeting.
- Gavel: The traditional mallet used by the presiding officer to maintain order.
- Quorum: The number of members needed to hold a meeting as stated in the standing rules of an organization.
- Agenda: A list of the order of business to be considered.
- Minutes: A record of the meeting kept by the secretary. The secretary will read the minutes of the last meeting.
- Adjourn: To end a meeting officially.
- Amendment: A specific proposal to modify an organization's entity/governance documents.

Roles of Those Leading and Attending a Meeting

Roles of those responsible for the process of conducting the business of a meeting:

1. **Chair:** The presiding officer, usually the president (or vice president if president is unavailable), and is responsible for:
 - Keeping the meeting on schedule and within time limits.
 - Remains neutral by not entering into discussions.
 - Expedites the transaction of business by preparing the agenda and keeping order during the meetings.
 - States motions that are in order or rule them out of order; asks for discussion, asks for a second to the motion, puts motion to vote, and declares the result of the vote.
2. **Vice president:** Presides in the absence of the president or whenever the president temporarily vacates the chair (e.g., so she can join a discussion regarding a motion).
3. **Parliamentarian:** Appointed by the president, the parliamentarian serves as the expert on parliamentary procedure.

Duties of the parliamentarian before a meeting: Reviews the agenda with the president to be familiar with the business and possible procedural problems that may arise. Reviews and knows the bylaws and standing rules of the organization. Works with committee members who request assistance in preparing reports for the meeting.

Secretary: In the absence of president and vice president, the secretary calls the meeting to order and entertains a motion for temporary chairman. The secretary sees that minutes of the meeting are taken – whether taken by herself or her designee – including recording the type of meeting (regular, special, etc.), place, date, hour, presiding officer, all motions and their disposal, names of makers of motions.

Treasurer: Custodian of funds of the organization; receives and disburses them upon authority from the organization. The treasurer reports on budget performance and the financial health of the organization to the assembly. If the treasurer is also an employee of the department, the budget and financial reports should always be prepared and reported by a Finance Committee chair or outside finance professional.

4. **Members:** All members whose current membership dues are paid are considered members in good standing and are entitled to all rights and privileges of membership, including those aspiring to and holding office, and voting in the ALA.
 - Rise and address the chair if you want to discuss the motion under consideration or to offer another motion.
5. **Committees:**
 - Members of committees have no authority except that which is granted by bylaws or by a vote of the assembly.
 - Unless otherwise provided, the member first named to a committee or the one receiving the largest number of votes is the chairman of the committee.
 - Members of committees should not conduct business of the committee without a quorum present. A majority of committee members constitutes a quorum unless the assembly orders otherwise.
 - Motions and resolutions originating in committees need no seconding, if the committee members are also members of the governing body. The already have been seconded by committee action.

Presenting a Motion

A proposal for action is made in the form of a motion. For the group to consider a motion, at least two members must be in favor of it. The first member makes the motion. The second member seconds the motion to show agreement that the motion should come before the assembly. Seconding a motion does not signify that the member is in favor of the motion; she simply wishes the subject to be discussed.

There are eight simple steps in presenting a (main) motion:

1. The member rises and addresses the chair (chairman).
2. The member is recognized by the chair.
3. The member states her proposal.
4. Another member seconds the motion.
5. The motion is restated by the chair.
6. The chairman conducts the discussion.
7. The chairman puts the question to a vote.
8. The chairman announces the result.

Parliamentary Procedure – Frequently Used Motions

To Do This:	You Say This:	Can You Interrupt A Speaker?	Do You Need A Second?	Is it Debatable?	Can It Be Amended?	What Vote?
Introduce new business.	"I move that..."	No	Yes	Yes	Yes	Majority
Amend a motion.	"I move to amend the motion by..."	No	Yes	Yes	Yes	Majority
Request information.	"I rise for a point of information."	Yes	No	No	No	No vote
Complain about noise, etc.	"I rise for a question of privilege"	Yes	No	No	No	No vote

To Do This:	You Say This:	Can You Interrupt A Speaker?	Do You Need A Second?	Is it Debatable?	Can It Be Amended?	What Vote?
Call for a brief intermission.	"I move to recess for _____ minutes."	No	Yes	No	Yes	Majority
Postpone the question to a later time.	"I move to postpone the question until next week."	No	Yes	Yes	Yes	Majority
Refer the question to a committee for further study.	"I move to refer the motion to the _____ committee to study."	No	Yes	Yes	Yes	Majority

To Do This:	You Say This:	Can You Interrupt A Speaker?	Do You Need A Second?	Is it Debatable?	Can It Be Amended?	What Vote?
Put a limit on the debate.	"I move that debate be limited to 5 minutes."	No	Yes	No	Yes	2/3
End debate and vote.	"I move the previous question."	No	Yes	No	No	2/3
Verify a voice vote by rising.	"Division."	Yes	No	No	No	No vote
Want to do something, but don't know how to do it.	"I rise to a parliamentary inquiry."	Yes	No	No	No	No vote

To Do This:	You Say This:	Can You Interrupt A Speaker?	Do You Need A Second?	Is it Debatable?	Can It Be Amended?	What Vote?
Reconsider an action.	"I move to reconsider the vote on the motion to..."	No	Yes	Yes/No	No	Majority
Call attention to breach of rules.	"I rise to a point of order."	Yes	No	No	No	No vote
Suspend the rules temporarily.	"I move to suspend the rules so that..."	No	Yes	No	No	2/3
Adjourn the meeting.	"I move that we adjourn."	No	Yes	No	No	Majority

APPENDIX D: RESOLUTION PROCESS

How to Write a Resolution

1. A resolution is a formal, written motion. Resolutions are often used when the subject matter contains many details or amends the organization's governing documents and to include the reasons for proposing the motion. A well-written resolution makes it easier for members to consider the proposal's importance and makes it easier to follow a lengthy or complex motion. Resolutions are also useful when a large assembly will be considering its motion.
2. A resolution has two sections – the resolving clauses and the clauses that state the reasons for the motion. Resolving clauses state the specifics of the proposal. The main reasons a motion should be adopted are included in the "whereas" clauses. Neither section should include more clauses than are necessary to clearly articulate the reasons for the motion and the proposed outcome(s) if adopted.

For more examples of how to write and format resolutions, The American Legion has a detailed booklet on resolutions in PDF format at www.legion.org/resolutions.

Procedure for Presenting an Amendment

Often, a motion under consideration does not indicate what the group really wants to do. An amendment is how a proposal is changed to get closer to the group's wishes. An amendment can change a motion by striking out, by adding, or by substituting.

The procedure below is followed when presenting amendments:

Step 1: The motion is made, seconded, and opened for discussion.

Step 2: The amendment is made, seconded, and open for discussion.

Step 3: The chairman asks, "Is there further discussion?"

Step 4: Hearing no objection, the chairman restates the amendment.

Step 5: The chairman states, "The yes's have it. The amendment is carried, and the motion now reads..."

Step 6: The chairman then returns to a discussion, or debate, of the motion which is followed by a call for the vote, the vote, and announcement of the results.

APPENDIX E: CONDUCTING ELECTRONIC MEETINGS

Electronic (email) voting was approved by the National Executive Committee (NEC) in February 2009. Seventy-five percent of the NEC must vote (to establish a quorum), and a majority of those voting must approve of the motion for it to pass. It should be noted that the policy adopted in 2009 allows for votes to be cast by “mail, telephonically, or electronically: within 30 days.”

Conducting department business virtually by voting by mail, phone, and/or email would have to be approved by that department’s governing body, the Department Executive Committee. A department’s policy regarding virtual voting must comply with what is allowed under the laws of the state in which the nonprofit is incorporated.

In Indiana, for example, the state office of government that oversees incorporation and state corporate filings is the Indiana Secretary of State. The ALA National Headquarters confirms our virtual voting requirements with the Indiana Secretary of State. In Indiana, a corporation may conduct business virtually; voting by phone, mail, or email is allowed. The national organization, being incorporated in Indiana, complies with Indiana law and may conduct national voting by mail, participate in a virtual vote conducted by mail, email, or phone.

If state laws permit conducting business electronically, then that constitutes a virtual meeting, and minutes need to be kept – the same as if the meeting were held in person. The virtual meeting, then, needs to:

1. Properly convene with participants instructed that the special meeting is being convened to conduct business electronically.
2. State the business clearly.
3. State the legal authority for conducting the meeting electronically.
4. Specify the motion and instructions to respond via “Reply All” by a certain date/time.
5. When the business concludes (i.e., the voting has been completed), the convener responds again via “Reply All” the outcome of the vote.
6. Creates minutes of the special virtual meeting, saves the emails as documentation, and then includes a summary of the virtual meeting(s) at the next face-to-face meeting of the

governing body for the governing body to ratify for the record.

- When a vote is conducted by email, the emails are documentation of the voting and should be saved. The minutes of the next regularly scheduled meeting should reflect the vote.
- Information to be considered during the virtual meeting should be conveyed and attached as a PDF document so that the emailed wording cannot be manipulated.

Similar steps need to be established and followed when a meeting is held telephonically or by postal mail.

All actions taken at a virtual meeting need to be confirmed or ratified by the department governing board at its next regularly scheduled in-person meeting and the actions recorded in the governing board's meeting minutes.

APPENDIX F: HONORARY JUNIOR OFFICERS

At the National Executive Committee Meeting held Feb. 25, 2012, a resolution was passed stating honorary Junior officers could have courtesy titles bestowed on them.

Any honorary Junior officer elected is solely an honorary, courtesy position without any formal duties. She shall not conduct fundraising for Junior election campaigns or related activities benefiting an honorary Junior officer or candidate. Any Junior officer must be paying dues as a Junior member for the membership year in which she is installed.

At the unit level, honorary Junior officers traditionally include president, vice president, chaplain, historian, secretary, treasurer, and sergeant-at-arms. Honorary Junior officers may vary by district and department but are likely to reflect the structure of the unit.

Remember: These are children we are helping teach and shape to be our ALA future leaders.

Leadership Roles for Juniors

Nothing in the national governing documents (check your department and unit constitutions and bylaws) prohibits a Junior member (presumably a high-school-aged Junior member) from serving in an administrative appointed or elected Senior position. This could include a unit historian, unit chaplain or a mission-outreach committee member (i.e. Poppy or Community Service), because those positions operate under the guidance of a Senior member who is a governing officer or leader. It is not advised that a Junior member be elected or appointed to serve in a policymaking/governance position.

APPENDIX G: ALA ACADEMY

ALA Academy is a series of self-paced online courses that are free, easily accessible, and user-friendly. Available for American Legion Auxiliary members, ALA Academy offers professionally developed training designed to help members learn through a process that includes learning the information, sharing it with others, practicing their new skills, and, eventually, making those new skills a habit.

ALA 101 is the introductory course to ALA Academy, focusing on who we are, what we do, and why we matter. ALA 101 provides a general overview of the American Legion Auxiliary and our mission, with information helpful for most members to learn.

ALA Communication Methods, the first class in the Effective Communications Module, is an introduction to how the ALA uses E-Communication. It also provides basic how-to information about using social media.

All ALA members can benefit from this training program by gaining more knowledge about the world's largest women's patriotic service organization, enabling members to reach more veterans and better serve our mission.

See the full list of ALA Academy courses available, and learn more by visiting www.ALAforVeterans.org/ALA-Academy.

APPENDIX H: AMERICAN LEGION AUXILIARY NATIONAL PRESIDENTS

- *1921-22 Edith Irwin Hobart (Ohio)
- *1922-23 Dr. Kate Waller Barrett (Virginia)
- *1923-24 Helen A. Bishop (Massachusetts)
- *1924-25 Claire D. Oliphant (New Jersey)
- *1925-26 Eliza London Shepard (California)
- *1926-27 Adalin Wright Macauley (Wisconsin)
- *1927-28 J. Irene Walbridge (New Hampshire)
- *1928-29 Lucy R. D. Ficklen, (Georgia)
- *1929-30 Mary Virginia Macrae (Iowa)
- *1930-31 Wilma D. Hoyal (Arizona)
- *1931-32 Louise E. Williams (New York)
- *1932-33 Laura B. Blackburn (Kentucky)
- *1933-34 Rachel "Rae" F. Biester (Pennsylvania)
- *1934-35 Emma "Tess" Carlson (Minnesota)
- *1935-36 Ada S. Mucklestone (Illinois)
- *1936-37 Lorena B. Hahn (Nebraska)
- *1937-38 Clara C. Douglas (Washington)
- *1938-39 Amelia N. Morris (North Dakota)
- *1939-40 Doris Corwith (New York)
- *1940-41 Enid L. Lemstra (Indiana)
- *1941-42 Mary T. Murrill (Massachusetts)
- *1942-43 Ruth H. Mathebat (California)
- *1943-44 Eleanor Smith (Wisconsin)
- *1944-45 Helen Lee Gilbert (Connecticut)
- *1945-46 Jennie G. E. Craven (North Carolina)
- *1946-47 Dorothy K. Pearl (Michigan)
- *1947-48 Ruth B. Hutton (Minnesota)
- *1948-49 Laura S. Goode (Oregon)
- *1949-50 Marie E. Sheehe (Illinois)
- *1950-51 Hope S. Reed (Oklahoma)
- *1951-52 Iler K. Campbell (Louisiana)
- *1952-53 Eva S. Ashton (Utah)
- *1953-54 Elizabeth "Betty" Burdett (New York)
- *1954-55 Elizabeth "Bess" Lainson (Iowa)
- *1955-56 Ruby B. Ward (West Virginia)
- *1956-57 Leta I. Zeller (Ohio)
- *1957-58 Mildred S. Kelly (Georgia)
- *1958-59 Cecilia "Ce" J. Gunn (Oregon)
- *1959-61 Vara V. Gray (Tennessee)
- *1960-61 Grace M. "Petie" Ahnemiller (Washington)
- *1961-62 Melisse J. McKay (Pennsylvania)
- *1962-63 Mary H. Koger (Kansas)

*1963-64 Lucile P. Johnson (Nebraska)
 *1964-65 Lillian P. Andrews (Alabama)
 *1965-66 Opal Glynn Hanes (Iowa)
 *1966-67 Genevieve "Gen" Ryan (Florida)
 *1967-68 Ellen E. Randall (Maryland)
 *1968-69 Estella H. Hanell (California)
 *1969-70 Marcella G. Davidson (New Mexico)
 *1970-71 Rachel "Rae" Shaw (Illinois)
 *1971-72 Bertha M. Parker (Oklahoma)
 *1972-73 Lois Maxine Chilton (Arizona)
 *1973-74 Mary Sue Jarrett (North Carolina)
 *1974-75 Josephine "Ione" Kubby (Texas)
 *1975-76 Lotys M. Schanel (Rhode Island)
 *1976-77 Norma L. Brown (Idaho)
 *1977-78 Viola F. Moltzen (North Dakota)
 *1978-79 Maxine Bigalow (Oregon)
 *1979-80 Agnes R. Kennedy (New York)
 *1980-81 Dora L. Seymour (Kansas)
 *1981-82 Romaine B. Roethel (Michigan)
 *1982-83 June C. Stolte (Missouri)
 1983-84 Anna M. Gear (Virginia)
 *1984-85 Helen C. Gardner (Florida)
 *1985-86 Josie J. Melgard (California)
 *1986-87 Evelyn M. Starr (Minnesota)
 1987-88 Pearl Behrend (Wisconsin)
 *1988-89 Alice M. Galka (Indiana)
 1989-90 Betty Calder (Utah)
 *1990-91 Ruby L. Paul (Nebraska)
 *1991-92 Margaret R. Yankovich (Pennsylvania)
 1992-93 Linda Boone (Oregon)
 *1993-94 Helen Holcomb (Texas)
 1994-95 Linda Newsome (Maryland)
 *1995-96 Syble Deshotel (Louisiana)
 *1996-97 Phyllis Bachman Sickmond (New York)
 1997-98 Barbara Kranig (Wisconsin)
 1998-99 Virginia "Jenny" Hobbs (Kentucky)
 1999-00 Elizabeth "Lib" Stewart (North Carolina)
 2000-01 Kristine West (New Hampshire)
 *2001-02 Sherry McLaughlin (Iowa)
 *2002-03 Elsie Bailey-Comer (New Jersey)
 2003-04 Katherine Morris (Texas)
 2004-05 Sandi Dutton (Maryland)
 2005-06 Carol Van Kirk (Nebraska)
 2006-07 JoAnn Cronin (Missouri)

2007-08 Jan Pulvermacher-Ryan (Wisconsin)
2008-09 Desiree Stoy (Ohio)
2009-10 Rita Navarrete (New Mexico)
2010-11 Carlene Ashworth (Texas)
*2011-12 Kris Nelson (Minnesota)
2012-13 Peggy Thomas (Virginia)
2013-14 Nancy Brown-Park (California)
2014-15 Janet Jefford (Connecticut)
2015-16 Sharon Conatser (Illinois)
2016-17 Mary E. Davis (Washington)
2017-18 Diane Duscheck (Wisconsin)

*Deceased

American Legion Auxiliary Mission:

In the spirit of Service Not Self, the mission of the American Legion Auxiliary is to support The American Legion and honor the sacrifice of those who serve by enhancing the lives of our veterans, military, and their families, both at home and abroad.

For God and Country, we advocate for veterans, educate our citizens, mentor youth, and promote patriotism, good citizenship, peace and security.



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