



DISTRICT MANUAL

**POLICIES
PROCEDURES
FORM MASTERS
RESOURCES**

Board Approved

TO: DISTRICT OFFICERS

FROM: JOHN ASHMEN

Welcome to your position of leadership! The concept of grassroots district officers and programs has been at the heart of the Association of Gospel Rescue Missions since its inception. By virtue of your position in this association, you are instrumental in keeping that grassroots concept alive and growing.

If you need help, please contact Justin Boles, AGRM director of member services. If you need further help or have a concern, always feel free to contact your board representative.

AGRM Staff (Go to www.agrm.org/staff for a current roster, plus an email template.)

- Alison Phillips, Executive Editor
- Christine Matos, Executive Assistant
- Brad Lewis, Director of Communications
- Jeanne LaBarbera, Chief Financial Officer
- John Ashmen, President and CEO
- Justin Boles, Director of Member Services
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AGRM Board of Directors District Representatives, effective January 1, 2014. Go to http://www.agrm.org/agrm/District_Officers.asp?SnID=125595603 for a listing of the district officers.

Mideast Representative	Rich Trickel, The City Mission, Cleveland, Ohio
Midwest Representative	Donovan Coley, Fort Wayne Rescue Mission, Ft Wayne, Ind.
Mountain Representative	Brad Meuli, Denver Rescue Mission, Denver, Colo.
Pacific Representative	Herb Smith, Los Angeles Mission, Los Angeles, Calif.
North Central Representative	James Whitford, Watered Gardens Gospel Rescue Mission , Joplin, Mo.
Northeast Representative	Craig Mayes, New York City Mission, New York, N.Y.
Northwest Representative	Michael Rideout, Union Gospel Mission of Salem, Ore.
South Central Representative	Steve Whitaker, John 3:16 Mission, Tulsa, Okla.
Southern Representative	Burt Rosen, Knox Area Rescue Ministries, Knoxville, Tenn.

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INTRODUCTION

The Association of Gospel Rescue Missions has always been a grassroots organization. That's why delivering services at that level is still important to the association. Districts play an important part in this delivery process because districts are where members connect geographically. AGRM member missions in one state or province share many things in common: problems, solutions, resources, and goals.

Hence, the historic purpose of an AGRM district has been to provide meetings, conferences, resources, information, training, fellowship, spiritual inspiration, encouragement, and other agreed-upon services for AGRM members within a set geographical area.

The AGRM districts have an important mission to its membership that cannot be fulfilled by the North American organization. Because of AGRM's diversity, it is impossible to develop programs that meet all the needs of individual missions. Through its districts, however, AGRM can zero in and target specific issues and needs.

In this day of increasing regulation, rising expectations, and escalating litigation, the policies and procedures in the manual are set forth as a way to both protect and enhance AGRM. As a means of protection, policies and procedures safeguard collective interests by guarding against:

- A violation of AGRM's status as a 501(c)(3) nonprofit corporation.
- Lawsuits that could arise from unauthorized district's usage of the AGRM name or logo (both the name and logo are registered trademarks of the North American office) in conducting a program or event, putting AGRM at risk.
- Unauthorized publications in which libel or unauthorized endorsements might be published.
- Unauthorized involvement with projects, programs, or organizations.

As a means of enhancement, policies and procedures promote uniformity in operation as well as provide direction in fulfilling responsibilities.

Since times and needs change, this District Manual is published in an electronic format on the AGRM website to allow for easy updating. Based on annual input from district leaders, the AGRM board of directors will make changes in the policies and procedures as needed.

DEFINITIONS

POLICIES, the operational "givens" for districts, are established not by the AGRM staff, but by AGRM's board. In any association (e.g., AGRM, ASCI, CBA, CCCA, etc.), the board must establish certain policies that attempt to standardize operations throughout the countries where it exists. Since policies aren't perfect, they can be amended by board action. Until they change, however, it is important for district leaders to follow the established policies.

PROCEDURES are the guidelines established to carry out policies. While policies are recommended by the district officers and acknowledged by the board, procedures are developed administratively within the AGRM office.

VARIANCES are granted to a district that is temporarily unable to comply with a policy. Requests for variances must be submitted in writing on a Variance Request Form. Acceptance requires approval by the AGRM office.

FORMS are the online or hard copy documents districts use to communicate with the AGRM office. Some forms are used to file regular reports; others are used only on special occasions.

RESOURCES are the tools in this manual that are neither policy nor procedure. Occasionally, districts will receive supplements that provide necessary information from the national office, samplings of the best ideas from mission colleagues, and suggestions about how to improve district ministries.

DISTRICT CONFERENCES are the primary meetings or annual conferences of individual districts.

PART I

DISTRICT POLICIES & PROCEDURES

POLICY 1: PURPOSES OF THE DISTRICT

The purposes of an AGRM district are to:

1. Meet the common needs of AGRM members within its district by building community through a variety of programs and services that may include (but are not limited to) meetings, conferences, resources, information, training, fellowship, spiritual inspiration, and encouragement.
2. Encourage quality ministry in its members through such things as modeling and sharing ideas and resources.
3. Develop a sense of Christian community through programs and services.
4. Assist the AGRM office with recruiting and retaining members.
5. Promote and assist with expansion efforts.

The AGRM board of directors affirms the unique grassroots role that the district can and must play. The ministry of the district is enhanced when its officers and members together determine its program and annual agenda.

POLICY 2: DISTRICT CABINET

A. CABINET COMPOSITION

1. President
2. Vice President
3. Secretary/Treasurer (Districts may make these two separate offices.)
4. Certification champion (appointed, not elected)
5. Membership champion (appointed, not elected)
6. Additional officers/members may be added, as a district deems necessary.
7. The district's representative to the board shall also be considered an ex-officio, non-voting member of the district cabinet.

B. CABINET ELECTIONS

1. Any individual member (from an AGRM member mission) who agrees with the AGRM statement of faith is eligible to hold office.
 - a. Each district president nominee shall have demonstrated skills in leadership and management.
 - b. Each district president nominee shall be widely recognized for his or her character and competence, transcending his or her mission role.
 - c. Each district president nominee shall be a member of the senior executive leadership team of a member mission, or the primary on-site decision maker of his or her mission or ministry division.
2. Pursuant to procedures established by the board, nominating committees shall be appointed annually to make nominations for the offices of president, vice-president, secretary, and treasurer (or secretary/treasurer) as well as the district-elected director (board representative). Each district scheduled to elect a director shall have its own nominating committee, which shall be comprised of individual members from that district. The Corporation's chair and president/CEO shall be ex-officio members of all nominating committees.
3. Two nominees for each office are preferred.
4. Write-in candidates are permitted if they meet the above criteria.
5. All AGRM individual and associate members are eligible to vote.
6. A majority of votes cast shall be required to elect an officer. Only ballots received by the stated deadline will be counted.
7. Nominations and elections will take place in the last quarter of the calendar year. Officers will begin their term at the beginning of the calendar year.

C. TERMS

1. All terms for elected officers are three years.
2. Terms for appointed officers may vary.

D. TERM LIMITS

1. All elected officers must be out of office for one full year before being eligible to serve again in the same position.
2. Appointed officers are eligible at any time to run for an elected position.

E. VACANCIES

1. **President:** In the event that the president cannot complete his or her term, the vice president shall complete the president's term, as well as his or her own.
2. **Vice President:** In the event that the vice president cannot complete his or her term, the candidate who ran against him or her in the election shall be appointed to fill the remaining term. If the vice president ran unopposed or if the other candidate is no longer available or qualified, a special election, which may or may not be held in conjunction with a scheduled district election, will be held to fill the unexpired term. If the special election is in the last year of a vacated three-year office, the newly elected officer will be eligible to run for re-election for one additional term. If the special election is in the first or second year of a vacated three-year office, regular term limits apply.
3. **Secretary/Treasurer:** In the event the secretary/treasurer cannot complete his or her term, the candidate who ran against him or her in the election shall be appointed to fill the remaining term. If the secretary/treasurer ran unopposed or if the other candidate is no longer available or qualified, a special election, which may or may not be held in conjunction with a scheduled district election, will be held to fill the unexpired term. The same applies to either office if secretary and treasurer are separate positions. If the special election is in the last year of a vacated three-year office, the newly elected officer will be eligible to run for re-election for one additional term. If the special election is in the first or second year of a vacated three-year office, regular term limits apply.
4. **Other officers:** The president, with approval of the other officers, may appoint a person to fill the remaining term.

F. REMOVAL FROM OFFICE

The district cabinet or the AGRM board of directors may vote to remove a district officer from office if it is determined he or she:

1. No longer meets eligibility criteria,
2. Fails to adequately perform the duties of the office, and/or
3. Displays ethical/moral conduct that is a hindrance to the ministry.

G. RESPONSIBILITIES

1. The president shall:
 - a. Coordinate program efforts with the AGRM director of member services.
 - b. Serve as the chairperson of the district cabinet.
 - c. Attend the annual district presidents conference.
 - d. Oversee the planning of the district conference and other activities.
 - e. Ensure all paperwork, as outlined in the District Manual, is completed and submitted to the AGRM office in a timely manner. (These forms include the District Activity Report, District Cabinet Form, District Financial Report Form, election material, and the like.)
 - f. Encourage missions to contact him or her about matters that may be of particular concern to them and provide "pastoral care" to those in the district during times of need and crisis.
 - g. Keep the AGRM director of member services informed of disasters and crises within the district concerning member missions.
 - h. Welcome AGRM members who are new or transferring in to the district by introducing himself or herself as the president and providing information on district activities. This contact may be made by email, social networking site, fax, phone, or letter.
 - i. Appoint non-elected cabinet members.
2. The vice president shall:
 - a. Serve as a member of the district cabinet.
 - b. Chair the cabinet in the absence of the president.
 - c. Support and attend the activities planned in and for the district.
 - d. Assume tasks and responsibilities as determined by the cabinet in regard to planning the district conference meeting and providing leadership to the district.
3. The secretary shall:
 - a. Serve as a member of the district cabinet.
 - b. Record the minutes of any meetings, and send a copy of such to the AGRM office for corporate records within 30 days of the meeting.

- c. Support and attend the activities planned in and for the district.
 - d. Assume tasks and responsibilities as determined by the cabinet in regard to planning the district conference and providing leadership to the district.
 - e. Follow the financial guidelines for a district, including the receipting of contributions as outlined in the financial procedures of the District Manual.
4. The treasurer shall:
- a. Serve as a member of the district cabinet.
 - b. Monitor records of district finances and keep the other cabinet members informed as to balances, and advise on how to avoid deficits.
 - c. Follow district financial guidelines, including registering, invoicing, and handling of funds for district conferences and other events, paying of the district's invoices, and receipting contributions.
 - d. Support and attend the activities planned in and for the district.
 - e. Assume tasks and responsibilities as determined by the cabinet in regard to planning the district conference and providing leadership to the district.
5. In the event that a district chooses to combine the secretary and the treasurer roles, the responsibilities in points 3 and 4 above should be combined.

H. LIMITED AUTHORITY

- 1. Individuals serving on the district cabinet may be referred to as district officers. However, this is not a corporate designation, and thus it is to be understood that these are not officers of the corporation.
- 2. District officers, as delegated by the AGRM board of directors, have limited authority to sign on behalf of a recognized AGRM district.
 - a. Only a district president is authorized to sign contracts for AGRM district functions. Contracts for events held at hotels or other public facilities must be reviewed or cosigned (if required) by a designated member of the AGRM staff.
 - b. District presidents may sign contracts for artists, speakers, and other program/business components. However, they may only sign contracts for one event scheduled after an immediately upcoming or current event. District presidents are not permitted to sign for presenters or other aspects of an event further into the future, and they may not enter into multi-year contracts. They should not agree to any waiver-of-claims language included in a facility contract unless they have received prior approval from a designated member of the AGRM staff.
- 3. Districts may not enter into any business contracts for ongoing services or arrangements for purchasing, servicing, or commission-type programs, since this requires an officer of the corporation to execute such documents.

4. Districts may not hire employees, since a district is not a legally constituted entity. However, they may use independent contractors, providing they use IRS standards for determining the qualifications for this type of relationship, and take care to use appropriate language in defining the contractor-organization relationship.
5. Districts should not enter into any other contract or agreement that asks for a commitment or letter of intent from or by the district, since this requires an officer of the corporation's signature.

ELECTION PROCEDURES

1. **Nominations:** Nominations shall be made in conjunction with or immediately following the fall district conference.
2. **District certification of nominees:** Within 14 days following the nominating meeting or call, the district president shall return the following forms to the AGRM office:
 - a. The Nominee Information Form, providing background information about each nominee
 - b. A signed AGRM statement of faith for each nominee
3. **Ballots sent to member missions:** Within 21 days following the nominating meeting or call, the AGRM office will send an electronic ballot to all of the individual members within the district.
4. **Determination of winners:** Ten business days after sending the ballots, the AGRM office will count the returned ballots to determine a winner (by a majority of votes).
5. **Notification of election results:** A summary of election results will be emailed or phoned in to the district president, who will notify all nominees.
6. **Announcement of election results:** AGRM will announce election results on the AGRM website and in the *Street Smart* issue that follows the candidates' notification.

POLICY 3: DISTRICT CONFERENCES

1. All districts are strongly encouraged to hold a district conference, or, at a minimum, annually join with another district for networking and education in August, September, or October.
2. All districts shall hold at least one annual business meeting each year, which should be in the context of the annual networking and education conference in August, September, or October.
3. No district event should be the efforts of one individual member or mission member, but must be the collaboration of multiple individuals and missions.
4. Registration for all district events for which there is a fee shall be run through the AGRM office.
5. Other district events, such as informal fellowship gatherings or special educational functions, may be scheduled. However, none are to be scheduled 60 days before or after the AGRM annual convention.
6. For an event to be an official district function, it must be voted upon by the elected district cabinet and approved by majority vote, recorded in district cabinet meeting minutes, and communicated to AGRM within seven days of the vote.
7. District conference dates shall be coordinated with the appropriate staff member at the AGRM office prior to any publication to ensure there are no scheduling conflicts and so thorough promotion can occur.
8. District conference fees shall include an additional charge for non-AGRM members, both registrants and exhibitors. This additional charge shall be not less than a 30 percent add-on (e.g., if event cost is \$100, the non-AGRM member cost shall be at least \$130). Districts shall have the right to waive the additional charge in cases where the non-member is a first time attendee or has not attended in at least three years and is exploring the association and considering membership.
9. Any individual who is employed by an AGRM member mission or who is the spouse of the same will receive member rates, even if he or she is not an individual member of AGRM.
10. District conference fees shall be set to produce an operating surplus to be used for year-round administrative expenses of the district.
11. The host site shall be an AGRM member mission, camp/conference center, or hotel/event center, and shall be visited by at least one district officer or designated cabinet member before the rental contract is signed.
12. Guest group rental contracts shall be signed by the district president and, if involving a hotel or other public facility, must be reviewed and co-signed (if required) by a designated member of the AGRM staff.

DISTRICT CONFERENCE PROCEDURES

1. Work with AGRM to set up your district conference on AGRM's website and utilize AGRM's online registration system. Provide all necessary information and graphics (see page 16). Provide content for up to four e-blasts advertising your event, which will be sent by AGRM to all district members.

NOTE: You may also send your own email to district members. Please request a list from AGRM three days in advance. The mailing lists change daily because of ongoing membership renewals or cancelations. Do not use an old list.

2. Send the AGRM office five copies of your district conference announcement or brochure (if applicable).
3. Utilize promotional materials the AGRM office might send or an AGRM staff member might bring. An AGRM staff member might also bring an AGRM display.
4. Handle all financial matters promptly, per the Finances Policy and Financial Procedures.
5. Ensure each speaker/presenter and/or musician who receives an honorarium of \$600 or more (cumulative) from AGRM for all services in the course of a calendar year completes a W-9 form. Take into consideration payments by other districts and the AGRM office. The forms should be completed prior to the district conference; AGRM cannot issue a check without this form. You can download a copy at www.irs.gov/pub/irs-pdf/fw9.pdf.
6. Publish the markup for non-members (minimum 30 percent) in all promotional materials. This fee must be substantial to protect the membership proposition and motivate non-members to join AGRM.
7. File a District Activity Report Form with the AGRM office within two weeks after the conclusion of the district conference.
8. Coordinate dates with the designated members of the AGRM staff, and plan future district conferences a year in advance. At a minimum, announce confirmed dates and location for the next year before the district conference ends.
9. Move the district conference around within the boundaries of the district so each area has the opportunity to have a nearby event.

Recommended Information for Event Registration and Website (Asterisked items are required)

***Dates:** Dates of conference or event along with start and end times.

***Location:** Location and address.

***Event Title:** Title of meeting, especially if different from “District Conference.”

Conference Theme: Slogan/theme; please send jpgs if you have pictures to be included on your website and e-blasts.

***Cost/Registration:** Member rate, 30% higher non-member rate, and what does the cost include (which meals and/or special events); is there a discount for multiple attendees from the same mission? A “member” is anyone from a member mission.

***Lodging Options:** Hotel names/addresses, rates, website links, deadlines.

Special Events: Details of any special activities that would draw folks to your event or conference; is the special function part of your conference, or is there a separate cost?

Local Information: Details on local attractions, weather, etc.

Schedule: Times for each function, seminar/workshop names and descriptions, devotional times, and meals.

Special Speakers: Information on special speakers, brief bios, and such that would draw folks to the conference.

***Registration Dates:** Date registration should open and date online registration should close (4-5 days before the conference or event starts).

E-Blasts: Would you like AGRM to send e-blasts to district members on your behalf? (We would prefer that you draft the e-blasts and provide details and pictures/graphics);

— Date of each e-blast to be sent;

— AGRM will send up to 4. Here is our suggested progression:

E-Blast #1 Save the Date

E-Blast #2 Location, speaker, hotel information

E-Blast #3 Detailed Schedule/hotel reservation deadlines reminder

E-Blast #4 Last chance to register

Vendors/Exhibitors: Will you have vendors/exhibitors? What is their exhibitor fee? Do they also need to pay a registration fee? (We can also build them into the registration system.)

POLICY 4: FINANCES

1. AGRM will place in each district account 5 percent of the membership dues received from organizational members within the corresponding district. This will be done as membership dues are received.
2. AGRM will maintain income and expense records for each district.
3. Requests for checks shall be made in writing or online by a district officer, and could take up to 10 business days to process.
4. Districts should develop a budget and maintain financial solvency.
5. Districts are not independently recognized by the Internal Revenue Service as 501(c)(3) nonprofit organizations, but operate as local chapters of AGRM. Therefore, the AGRM office shall issue tax-deductible receipts for gifts given to or designated for the district. Individual missions may not issue tax receipts on behalf of AGRM.
6. From time to time, districts may request grant money from AGRM for special purposes. In most cases, these requests will need approval of the AGRM board of directors. Make applications to the AGRM office.
7. The district financial reporting period shall be a calendar year.
8. Spending should ultimately support the needs of both current and future obligations of the district.
9. All expenditures must have a majority approval of the district cabinet, and be recorded in district minutes.
10. Reimbursement of travel expenses for district business may be made to district cabinet members from district funds, with reimbursement not to exceed the maximum standard mileage amount the IRS allows.
11. District funds may go toward an AGRM member mission's specific project or an expansion project, but only with a majority vote of the district's members. In such cases, funds must be paid to an established organization, rather than to an individual.

Payments may only be made to individuals in the cases of expense reimbursement or honorariums. For honorariums, each individual must complete a W-9 form (see Conference Procedures). All completed W-9 forms will be kept on file at the AGRM office. Receipts must be submitted with all requests for reimbursement. Noted on the receipts must be the specific purpose for the expenditure, the persons involved, and the issues discussed.

FINANCIAL PROCEDURES

A. DISTRICT CONFERENCES OR EVENTS

1. Each district secretary/treasurer or treasurer shall be given a monthly financial statement for his/her district.
2. The host mission for district events will appoint a conference coordinator with financial experience.
3. The host mission coordinator will work with AGRM to set up online registration for the event.
4. Most fees should be collected via online registration. If checks or credit card payments are received onsite, AGRM should be listed as the payee and they should be forwarded to AGRM in a timely manner.
5. The district secretary/treasurer or treasurer shall send the actual invoices to the AGRM director of operations. The host mission may also choose to cover conference expenses and send one invoice for reimbursement to AGRM, approved by the district treasurer.
6. Immediately following the event, an internal auditing of income and expenses will be done between the secretary/treasurer or treasurer and the AGRM director of operations.

B. RECEIPTING CONTRIBUTIONS

1. When a district receives a contribution (for either AGRM or the district), it should immediately be sent to the AGRM office accompanied by a letter/note with complete contact information for the donor and information about any restrictions related to the contribution.
2. AGRM will issue an official receipt.
3. Under no circumstances is a member mission to accept, retain, and expend contributions designated for AGRM or an AGRM district.

PART II

Forms

APPROVED BY: _____

___ ONE-TIME/EXPIRATION _____

___ CONTINUING _____

STIPULATION

VARIANCE REQUEST FORM

To request a variance to the Board approved policies and procedures, fill out items #1 through #4 and return to AGRM. Your request for a variance is not always possible. Therefore, when applicable, please do not make arrangements contrary to policy, prior to official notification of the variance.

1) DISTRICT NAME _____

2) OUR DISTRICT IS NOT ABLE TO COMPLY WITH THE FOLLOWING POLICY:

Procedure Name/Policy # _____

Sub-point # _____

3) DESCRIPTION OF POLICY:

4) WE HEREBY REQUEST A VARIANCE FOR THE FOLLOWING REASON(S):

Signature of Officer

Date

RETURN REQUEST TO:

AGRM
7222 Commerce Center Dr, Ste 120
Colorado Springs CO 80919

FAX (719) 266-8600, Attn: Christine Matos
EMAIL cmatos@agrm.org