

The American Legion
Department of Oregon



Strategic Plan
for
Sustained Membership Growth

SEP 2020

Table of Contents

Title Page

The American Legion Preamble

Background Information and Introduction

Mission Statement

**Department of Oregon Strategic Plan for Sustained
Membership Growth**

Reference Material Listing

Reference Material

- 1. 30-185 - Why You Should Belong Brochure**
- 2. 30-120 - Leadership Education and Development (LEAD)**
- 3. 30-106 - Post Officer Guide**
- 4. 40-005 - How We Help Brochure**
- 5. 58-022 - Public Relations Toolkit Handbook**
- 6. Post Service Officer's Manual**
- 7. Resolutions NEC, #64, 48,49,50,51,52**

The American Legion 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 in all 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 consecrate and sanctify our comradeship by our devotion to mutual helpfulness.

I. Background and Introduction

In light of numerous challenges facing The American Legion, Department of Oregon for sustained Membership and growth, and to increase membership and post development by creating a culture of growth, it was determined in the summer of 2011 during a strategy session with our department leadership to create a five year plan. Outcomes of that session identified five areas that needed to be worked. Since the strategy session, our National Organization passed Resolution No. 64, giving authority to create a Strategic Plan for Membership growth. The five key elements of this Plan are *Create Brand Awareness; Communications; Training/Education/Leadership Development; Post Development and Revitalization; and Membership Recruiting and Retention*. This Strategic Plan for The American Legion, Department of Oregon supports that sustained membership growth.

Much preparation and feedback went into the development of this Plan, including:

- * Development of Strategic Membership Plan background documents highlighting challenges we faced, history, and potential opportunities.
- * Discussion of this background information, and major membership retention and growth challenges with the Membership Commission and leadership, and experts in our Department and the National Organization.
- * Soliciting information and ideas from the leadership, Membership Commission, and members on all facets of the Plan.

Development of this Plan began with reviewing our National Strategic Plan for Sustained Membership Growth; our strategy sessions; input from Departments with the success they shared; development of successful strategy plans from organizations with similar membership growth concerns and workable solutions. We identified six critical success factors:

- a. Create Brand Awareness.
- b. Enhance member communication and contact.
- c. Retain existing membership while working to attract new members.
- d. Increase training/education/leadership development.
- e. Post creation, development, and revitalization.
- f. Measurable Goals and Accountability, supported by visual illustrations.

II. The Mission Statement of The American Legion, Department of Oregon

The American Legion, Department of Oregon's mission is to increase Membership and post-development by creating a culture of growth. To better communicate with the Membership, veterans, and the public about who we are and what we do. Make available training and educational opportunities at all levels of the Department of Oregon. To develop leadership, foster, and guide those leaders identified as having potential. Establish new Posts in our Districts and revitalize failing Posts and encourage all members to help meet goals.

III. Key Success Factors (Goals)

1. Create Brand Awareness

Short Term Strategy

- * Create news releases at Post, District, and Department level; of positive events where The American Legion is participating in or is the driving force.
- * Encourage all Posts to participate in talk radio spots on their activity and future events in the community.,
- * The PR Committee will provide information on PR availability and how to contact your local news median with success stories.
- * The Districts and Posts will provide the Legionnaire Committee with success Stories at all levels for inclusion in the Oregon Legionnaire.
- * Use resources of the Public Relations Commission for training and development of dialog and script for contact with news media.

Long Term Strategy

- * Utilize our publication resources throughout the Department to disseminate all positive accomplishments of our Posts, Districts, and communities.
- * Include Public Relations Commission members in District meetings to train Posts and Districts in additional media opportunities.

2. Enhance Member Communication and Contact

Short Term Strategy

- * Clearly define and communicate our history, programs, veteran's advocacy, and community activity in all communities.
- * Develop strategic partnerships with community agencies supporting veterans and their families such as VA facilities, ODVA, Access, Easter Seal, etc. to further our outreach and Membership efforts.

- * The Legionnaire Committee will determine the published content stressing on what our Posts and Districts are doing in the community. It should be all positives including the benefits of membership in our Department.
- * The Department Adjutant shall keep the Department webpage updated and user friendly and encourage Posts and members to contribute to the webpage with events and Post news and to use the webpage.
- * Department to develop an effective media relations team.
- * Communicate The American Legion's story to our National Guard and Reserve components with emphasis on eligibility.
- * The Department Adjutant shall provide PSA's to District and Posts and increase PSA use in local media channels.
- * Increase presence in social media, radio talk shows TV spots when involved in community events and on holidays, etc.
- * Collect lists of members with email addresses for use on Post communications, legislative issue membership reports, and calls to action.
- * Include Public Relations Commission in planning and training at the District level and dissemination of positive outcomes and reports to the media.

Long Term Strategy

- * Increase PSA in local media channels.
- * Increase positive presence in social media.

3. Increase Training Education, Leadership Development

Short Term Strategy

- * Working with the Department Training and Development (T&D) Commission with recommendations for the development of potential future leaders and additional courses for our Oregon American Legion College.
- * Conduct the Oregon American Legion College immediately following the Department Convention for all leadership positions and commission/committee Chairs and identified

future candidates for leadership positions emphasizing Basic Training expectations Also a strategy to achieve our goals for our Strategic Plan for Sustained Membership Growth. Consider holding our college and training sessions locally and at other areas of our Department to support our Membership.

- * Utilize the resources of our National Organization to provide Leadership training on selected topics to support our Strategic Plan for Sustained Membership Growth.,
- * Department Training and Development Commission identify possible candidates for participation in The National American Legion College to fill future leadership positions.
- * Utilize our resources to provide instructors in leadership training at the District and Post level, especially for all new Posts.

Long Term Strategy

- * Through the recommendation of the Department Training and Development Commission develop further classes and dialog for our Oregon American Legion College from outcomes of our first-year support of the Strategic Plan for Sustained Membership Growth.
- * Department Training and Development Commission identify additional candidates for participation and development in leadership positions and attendance at the National American Legion College.
- * Continue to conduct Basic Training at all new Posts and offer at each District each year.

4. Post Creation, Development and Revitalization

Short Term Strategy

- * Hold District revitalization events in every District.
- * Encourage each District to start one new Post.

- * Each District requesting to cancel a Post charter should start a new Post to support American Legion programs in High Schools and National Guard Armories.
- * Each Post in a District where an institution of higher learning exists will visit the institution to provide our program information to veterans on campus offering assistance to start up a Student Post. Also, explore incarceration facilities, National Guard Armories, DOD Reserve and Active Duty facilities as well as Homeland Security Coast Guard facilities nfor the feasibility of starting a new Post for their members only.

Long Term Strategy

- * Continue to support District revitalization for DMS/114 members and members were not able to contact the previous year either by phones email, letter, or door knocking.
- * Encourage each District to start a new post for each city with a High School.
- * Each Post and District continue efforts to have an American Legion Post in each community with an institution of higher learning, National Guard Armory or High School, or incarceration facility.

5. Membership, Recruiting, and Retention

Short Term Strategy

- * Firmly establish The American Legion Department of Oregon as the leading organization representing veterans in Oregon and the United States being the provider of our programs.
- * Develop membership teams at all levels.
- * Develop a retention strategy at every level where retention must be the priority to increase our Membership. "Close the back door" have the Post do Buddy Checks via telephone and visitation teams to contact members to determine if there is an issue, such as sickness or other needs. At that time, they could be invited back into the Post to make their dues current. Retention, Retention, Retention is a Post level function.
- * Involve and educate all leadership on Membership programs, goals, and issues.
- * Encourage all Posts and Districts to develop a working relationship with their local military senior leaders at National Guard Armories. Offer them information on Legion programs and an opportunity to join The American Legion to all eligible members of the Guard and Reserve components.
- * Determine the driving force behind member satisfaction and increase the membership campaign utilizing positive outcomes in the areas of satisfaction at the Post level.

- * Each District is encouraged to hold a District revitalization event for all Posts in their District involving assistance from District leadership, the District Membership Team, Media, VA&R, Legislative, Americanism, and the Service Officers.
- * Each District Commander will provide a monthly report to the leadership and to all District Commanders upon reaching their District membership targets and program goals and of any help or training required to achieve those goals
- * Each District Commander will develop a District membership contest within their District with award and recognition for the Post with the highest percentage of Membership offering a challenge between Posts. The results reported to the Department Commander at the first DEC.
- * The Department Weekly Membership Report provided by National will be utilized as the measurement tool showing the progress of all District and Post membership goals activities.
- * Each District Commander will prepare a Graphic charts, i.e., thermometers, of a scale to be seen across the room showing membership goal status. Verbal reports will be made explaining positive or negative progress with their plans to continue the success or a plan to change negative progress. If help from the Membership Team or Department Leadership it will be requested at the verbal report. The results will be displayed at all DEC meetings
- * Department Membership Chair will maintain a graphic showing the yearly progress compared to the five-year Plan monthly. This graphic will be shared with District Commanders at all DEC Meetings, published in the monthly Legionnaire and posted on the Department website.
- * The Department Membership Team made up of Department Membership Commission members and District Membership team members will provide support to Districts which show they are not making membership plan goals and need help. The Department Membership Chair will report their findings and whether additional help is required to the DEC at scheduled DEC meetings.

Long Term Strategy

- * The sitting Department Commander will set a designated date before the Fall DEC for the annual review of the Department Strategic Plan for Sustained Membership Growth. This meeting will revisit and update the Membership Plan at the end of each membership year and readjust the SPFSGM to support membership growth of 21415 traditional members by 2025. This will ensure sustained membership Growth and ensure this plan is a living document

- * At all DEC meetings, and the Annual Convention, the Chair of the Membership and Post Activities Commission will report where the Department is at on this five-year journey.
- * Posts will continue to develop relationships with their local military units of the National Guard and Reserve components.

IV. Implementation of this Strategic Plan for Sustained Membership Growth

Once this Plan is adopted it will be implemented by:

- * By reporting to the Membership at Annual Department Convention and all DEC meetings as an established agenda item reporting on the status; successes and changes required to reach the 2025 membership goal of 21415 members and future sustained membership growth.
- * Revisit and update the SPFSMG at the Annual Department of Oregon Legion College to ensure this document is a living document.
- * The sitting Department Commander is responsible for updates and adjustments to this Plan.

**NATIONAL EXECUTIVE COMMITTEE
OF
THE AMERICAN LEGION INDIANAPOLIS, INDIANA OCTOBER 17 – 18, 2012**

No. 64: 5-Year Membership Plan
Origin: Subcommittee on Resolutions
Submitted by: Subcommittee on Resolutions

WHEREAS, The Membership & Post Activities Committee and the Internal Affairs Commission have demonstrated to the National Executive Committee that they are confident that The American Legion can grow its membership if there was a commitment from national to the post level in developing and implementing a long-range plan at all levels of the organization; and

WHEREAS, The essential element in growing our membership is developing new posts in communities where we have a population of veterans that are not members of The American Legion and consolidating posts where advisable; and

WHEREAS, They believe that the direction provided by the 21st Century Report is more relevant than ever, and that the necessary membership tools already exist to grow our posts; now, therefore, be it

RESOLVED, By the National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 17- 18, 2012, That the National Executive Committee, having full confidence in the ability of the Internal Affairs Commission and the Membership & Post Activities Committee, does hereby direct that they develop an integrated five year strategic plan for the purpose of developing posts and growing membership; and, be it further

RESOLVED, That once this plan has been accepted by the National Executive Committee, that it will be revised as required at the end of each membership year and those revisions shall be reported to the National Executive Committee; and, be it further

RESOLVED, That the five-year strategic plan for growing membership shall be presented to the National Executive Committee at its May 2013 regularly scheduled meeting; and, be it further

RESOLVED, That while it would be expedient to task only the Membership & Post Activities Committee with developing a five-year plan, that the National Executive Committee does hereby direct the National Commander and National Adjutant to make available to said committee any and all resources currently available to draft such a plan, and the National Adjutant is authorized to expend reasonable travel funds in order to bring no more than seven Legionnaires, not including the Chairmen of Internal Affairs and Membership & Post Activities, with the required experience and knowledge in membership to no more than two meetings in Indianapolis for the purpose of finalizing the plan; and, be it finally

RESOLVED, That every community having a significant population of veterans deserves the opportunity to have an American Legion post, and no department shall thwart or impede such an initiative.

**NATIONAL EXECUTIVE COMMITTEE
OF
THE AMERICAN LEGION INDIANAPOLIS, INDIANA OCTOBER 17 – 18, 2012**
Resolution No. 48: Diversity and a Veteran is a Veteran (21st Century)
Origin: Internal Affairs Commission
Submitted by: Internal Affairs Commission

WHEREAS, The National Commander's 21st Century Ad Hoc Committee met and reported to the National Executive Committee, October 15-16, 1997, its findings and recommendations and six resolutions were approved by the National Executive Committee in May 1998; and

WHEREAS, The National Commander's 2006 Ad Hoc Committee on Membership Retention, which met July 5 and 6 and July 24 and 25, 2006 recommended all six resolutions be reaffirmed because of their importance on the membership program of The American Legion for the future; and

WHEREAS, That Resolution No. 27, dated May 6, 1998, subject as above, was reaffirmed by the 2006 Fall National Executive Committee as Resolution No. 27, dated October 18-19, 2006; and **WHEREAS**, The American Legion, founded in 1919, as a fraternal veterans' organization based upon firm comradeship born out of war service, and dedication to equitable treatment for all veterans, particularly the disabled, their widows, and their orphans; and

WHEREAS, The American Legion affirmed its continued commitment and support to all our comrades, their children, their widows and orphans and the generations to come during the Minneapolis Convention, September 6-8, 1994; and

WHEREAS, A veteran is a veteran, regardless of race, religion, gender, creed or age and is eligible to belong to The American Legion as long as he or she meets the prescribed eligibility requirement; and **WHEREAS**, American Legion posts are made up of war time veterans from all walks of life, who gave of themselves, sacrificed so much and asked for so little in return to become eligible to be a member of The American Legion; and

WHEREAS, It is the responsibility of elected and appointed officials at all levels of The American Legion to ensure that our governing document, the National Constitution and By-Laws is strictly enforced and adhered to; and

WHEREAS, By virtue of membership in The American Legion, members are entitled to certain benefits including access to any American Legion post; and

WHEREAS, Due to the importance of this resolution in the foundation of our membership plans for the future, Resolution #27 (NEC, October 2006) should be rescinded and replaced by this resolution to keep all six of the original 21st Century resolutions together; now, therefore, be it

RESOLVED, By the National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 17- 18, 2012, That The American Legion strongly recommends that every level of The American Legion (departments, districts, counties and posts) review its Constitution and By-Laws and those of superior bodies within the organization to ensure it is in compliance with the rules that govern this organization; and, be it further

RESOLVED, That a veteran is a veteran, regardless of race, religion, gender, creed, age, or war era, and is eligible to belong to The American Legion as long as he or she meets the prescribed eligibility requirements; and, be it further

RESOLVED, Departments, districts, counties and posts dedicated to the programs of The American Legion are urged not to take unwarranted actions that may lead to barriers that hamper the growth, support of programs and active community involvement that may adversely affect the growth of The American Legion; and, be it further

RESOLVED, That we operate with a common focus, derived from cooperation and fraternal relationships developed from working together at all levels of the organization, for the sole intent and purpose of carrying out the duties and responsibilities commonly shared at each level of The American Legion; and, be it finally

RESOLVED, That Resolution No. 27, of the National Executive Committee, October 2006, titled, "Diversity and a Veteran is a Veteran" (21st Century) is hereby superseded and rescinded.

**NATIONAL EXECUTIVE COMMITTEE
OF
THE AMERICAN LEGION
INDIANAPOLIS, INDIANA
OCTOBER 17 – 18, 2012**

Resolution No. 49: Disenfranchising (21st Century)

Origin: Internal Affairs Commission

Submitted by: Internal Affairs Commission

WHEREAS, The December 2011 change to the charter of The American Legion created the need to examine and edit language within certain resolutions of the organization in order to bring a resolution into compliance with the Charter, and gave opportunity to correct deficiencies in other resolutions, the subject herein being one as originally set out in Resolution No. 28, NEC, October 2006; and

WHEREAS, The National Commander's 21st Century Ad Hoc Committee met and reported to the National Executive Committee, October 15-16, 1997, its findings and recommendations and six resolutions were approved by the National Executive Committee in May 1998; and

WHEREAS, The National Commander's 2006 Ad Hoc Committee on Membership Retention, which met July 5 and 6 and July 24 and 25, 2006 recommended all six resolutions be reaffirmed because of their importance on the membership program of The American Legion for the future; and

WHEREAS, That Resolution No. 28, dated May 6, 1998, subject as above, was reaffirmed by the 2006 Fall National Executive Committee as Resolution No.28, dated October 18-19, 2006; and

WHEREAS, The number of American Legion posts has shown an annual reduction at a time when veterans' population is increasing; and

WHEREAS, This trend must be reversed if The American Legion is to afford every veteran an opportunity to become a member; and

WHEREAS, Every community should have the benefit of an active American Legion post that supports American Legion programs; and

WHEREAS, The original 21st Century Report recommended an American Legion post for every high school in the community in order to offer appropriate American Legion programs to high school students, which today is still a very valid concept but because of the consolidation of schools in the communities across the Nation does not provide adequate number of posts for all the eligible veterans to become a member of a post in their local community in order to provide this support; and

WHEREAS, Departments are urged to review the veteran population data in the counties in their state as compared to the location of posts and if there is not a post for every 200 veterans located in the local community there should be a major emphasis to start new posts in order to service all veterans as well as the local school systems with The American Legion programs; and

WHEREAS, A reduction of Posts directly reflects the decline in membership within each Department; and

WHEREAS, A strong presence within the community begins with an active American Legion Post; and

WHEREAS, The National Executive Committee on January 15, 1923, approved a resolution to allow the establishment of new posts regardless of location and without undue outside interference; and

WHEREAS, Resolutions approved at the 1965 National Convention in Portland, Oregon and the 1971 National Convention in Houston, Texas, recommended that new post development be a priority project of department commanders; and

WHEREAS, Due to the importance of this resolution in the foundation of our membership plans for the future, Resolution #28 (NEC, 2006) should be rescinded and replaced by this resolution to keep all six of the original 21st Century resolutions together; now, therefore, be it

RESOLVED, By the National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 17- 18, 2012, That the formation and revitalization of American Legion posts be a recommended priority which only the Department Commander or the Department Executive Committee controls in accordance with Article IX Section 1 of the National Constitution; and, be it further

RESOLVED, As long as all of the required obligations are met for the establishment of a post, no individual post, county, or district shall have the authority to deny any individual(s) the opportunity to start or revitalize a post, that the final decision on all post charter applications will be made by the Department Commander or Department Executive Committee; and, be it further

RESOLVED, That no post charter will be cancelled without the department attempting to revitalize the post in question and attempts made by the department to start a new post within the same calendar year for every post submitted for cancellation to the National Executive Committee; and, be it further

RESOLVED, That departments are urged to form new posts in communities where there exists a large veteran population in order to provide veterans an opportunity to choose which post they desire to belong as well as make it more convenient for the veteran; and, be it finally

RESOLVED, That Resolution No. 28, of the National Executive Committee, October, 2006, titled “Disenfranchising” (21st Century) is hereby superseded and rescinded.

**NATIONAL EXECUTIVE COMMITTEE
OF
THE AMERICAN LEGION
INDIANAPOLIS, INDIANA
OCTOBER 17 – 18, 2012**

Resolution No. 50: Training and Education (21st Century)

Origin: Internal Affairs Commission

Submitted by: Internal Affairs Commission

WHEREAS, The National Commander’s 21st Century Ad Hoc Committee met and reported to the National Executive Committee, October 15-16, 1997, its findings and recommendations and six resolutions were approved by the National Executive Committee in May 1998; and

WHEREAS, The National Commander’s 2006 Ad Hoc Committee on Membership Retention, which met July 5 and 6 and July 24 and 25, 2006 recommended all six resolutions be reaffirmed because of their importance on the membership program of The American Legion for the future; and

WHEREAS, That Resolution No. 30, dated May 6, 1998, subject as above, was reaffirmed by the 2006 Fall National Executive Committee as Resolution No. 30, dated October 18-19, 2006; and

WHEREAS, Their specific assignment was to study “the future needs of the veterans to which The American Legion needs to adapt its programs and activities as we enter the 21st Century”; and

WHEREAS, The Internal Affairs Commission is the subordinate body to formulate and recommend policies and to oversee the implementation of adopted policies relating to activities conducted for organizational purposes; and

WHEREAS, The American Legion is fundamentally a patriotic organization, dedicated and devoted to advancing the ideals of America—justice, freedom, democracy, and loyalty; and

WHEREAS, The American Legion has always touted these basic principles, they do not come without exacting a price for the rank and file; and

WHEREAS, Service and membership go hand-in-hand, so do progress and growth through active support and participation as a result of education and training; and

WHEREAS, Our world is a universal information database, with its leaders and forerunners being those that use these powerful tools as cornerstones to ensure a quantitative and qualitative edge over other systems and/or groups; and

WHEREAS, This must be accomplished through the effectiveness and abilities of our leaders at all levels of the organization; it is essential they are given the opportunity, the orientation, and knowledge about American Legion programs and activities; and

WHEREAS, Due to the importance of this resolution in the foundation of our membership plans for the future, Resolution #30 (NEC, 2006) should be rescinded and replaced by this resolution to keep all six of the original 21st Century resolutions together; now, therefore, be it

RESOLVED, By the National Executive Committee of The American

Legion in regular meeting assembled in Indianapolis, Indiana, on October 17-

18, 2012, That all levels of The American Legion leadership are urged to develop a standard for its leadership to include a knowledge about programs, activities, goals and objectives of the

organization in order to do their best and be more proactive towards the needs of those they serve; and, be it further

RESOLVED, That leadership at all levels (National through Post) are urged to recommend to all candidates for office to consider taking and successfully completing the on-line version of The American Legion Extension Institute course; and, be it further

RESOLVED, That every department of The American Legion be encouraged to start and staff a comprehensive training seminar/college (also known as Legion College) for the purpose of training its leaders; and, be it further

RESOLVED, That the National Organization of The American Legion develop a training environment, seeking a better-trained cadre of leadership that may include the use of computer technology/communications, written materials, teleconferencing, other electronic media, workshops, conferences, and seminars; and, be it further

RESOLVED, That all levels of The American Legion be strongly and resolutely urged to develop and execute a continuing education program pertaining to The American Legion programs for leadership and members; and, be it finally

RESOLVED, That Resolution No. 30, of the National Executive Committee, October, 2006, titled "Training and Education" (21st Century) is hereby superseded and rescinded.

**NATIONAL EXECUTIVE COMMITTEE
OF
THE AMERICAN LEGION
INDIANAPOLIS, INDIANA
OCTOBER 17 – 18, 2012**

Resolution No. 51: Veteran Outreach Program (21st Century)

Origin: Internal Affairs Commission

Submitted by: Internal Affairs Commission

WHEREAS, The December 2011 change to the charter of The American Legion created the need to examine and edit language within certain resolutions of the organization in order to bring a resolution into compliance with the Charter, and gave opportunity to correct deficiencies in other resolutions, the subject herein being one as originally set out in Resolution No. 29, NEC, October 2006; and

WHEREAS, The National Commander's 21st Century Ad Hoc Committee met and reported to the National Executive Committee, October 15-16, 1997, its findings and recommendations and six resolutions were approved by the National Executive Committee in May 1998; and

WHEREAS, The National Commander's 2006 Ad Hoc Committee on Membership Retention, which met July 5 and 6 and July 24 and 25, 2006 recommended all six resolutions be reaffirmed because of their importance on the membership program of The American Legion for the future; and

WHEREAS, That Resolution No. 29, dated May 6, 1998, subject as above, was reaffirmed by the 2006 Fall National Executive Committee as Resolution No. 29, dated October 18-19, 2006; and

WHEREAS, The number of American Legion posts has shown an annual reduction at a time when the veteran population is increasing; and

WHEREAS, This trend must be reversed if The American Legion is to afford every veteran an opportunity to become a member; and

WHEREAS, Training seminars such as Membership Workshops and Legion colleges are provided to educate The American Legion membership about benefits and services to all veterans; and

WHEREAS, Every community should have the benefit of an active Legion post that supports Legion programs; and

WHEREAS, Active Duty installations, Reserve Centers and National Guard Armories are located in communities and are an active part of that community; and

WHEREAS, Today's military force is an all-volunteer force; and

WHEREAS, The American Legion is composed of an all-volunteer membership; and

WHEREAS, Due to the importance of this resolution in the foundation of our membership plans for the future, Resolution No. 29 (NEC, 2006) should be rescinded and replaced by this resolution to keep all six of the original 21st Century resolutions together; now, therefore, be it

RESOLVED, By the National Executive Committee of The American

Legion in regular meeting assembled in Indianapolis, Indiana, on October 17-

18, 2012, That all levels of The American Legion are urged to develop a comprehensive plan to educate and provide service to Active, Reserve Component and National Guard eligible military

personnel currently in uniform, recently retired, and separated about the value and benefits derived from membership in The American Legion; and, be it further

RESOLVED, That all levels of The American Legion are urged to develop a recruiting campaign targeted at eligible military personnel currently serving on Active Duty, in the Reserve Components and The National Guard, and, as well develop a working relationship with The Adjutant General of the state, reserve center commanders and active duty military installation commanders; and, be it finally

RESOLVED, That Resolution No. 29, of the National Executive Committee, October 2006, titled "Veteran Outreach Program" (21st Century) is hereby superseded and rescinded.

**NATIONAL EXECUTIVE COMMITTEE
OF
THE AMERICAN LEGION
INDIANAPOLIS, INDIANA
OCTOBER 17 – 18, 2012**

Resolution No. 52: The American Legion Post Operations (21st Century)

Origin: Internal Affairs Commission

Submitted by: Internal Affairs Commission

WHEREAS, The December 2011 change to the charter of The American Legion created the need to examine and edit language within certain resolutions of the organization in order to bring a resolution into compliance with the Charter, and gave opportunity to correct deficiencies in other resolutions, the subject herein being one as originally set out in Resolution No. 31, NEC, October 2006; and

WHEREAS, The National Commander's 21st Century Ad Hoc Committee met and reported to the National Executive Committee, October 15-16, 1997, its findings and recommendations and six resolutions were approved by the National Executive Committee in May 1998; and

WHEREAS, The National Commander's 2006 Ad Hoc Committee on Membership Retention, which met July 5 and 6 and July 24 and 25, 2006 recommended all six resolutions be reaffirmed because of their importance on the membership program of The American Legion for the future; and

WHEREAS, That Resolution No. 31, dated May 6, 1998, subject as above, was reaffirmed by the 2006 Fall National Executive Committee as Resolution No. 31, dated October 18-19, 2006; and

WHEREAS, The American Legion is composed of individuals having a basic common bond by serving their country in a wartime period; and

WHEREAS, These citizen soldiers, while serving on active duty defending the principles of our democracy, have received a high level of useful discipline and training, and through these associations and experiences during military life, plus the application of prudent logic and wisdom, have built the activities and programs of our great organization; and

WHEREAS, It is critical that this rich tradition be preserved for future generations, and in order to remain informed and competitive with other groups and associations, doing business through time-tested methodology must always be subject to reflection, review, and change as necessary, in order to maximize influence in our communities, states, and Nation; and

WHEREAS, Our quality service to veterans which they have earned and deserve, can be dramatically enhanced if The American Legion urges the following at all levels of the organization:

1. ensure post operations are legal
2. provide continuous training
3. include hands-on instruction
4. utilize new technology i.e., Internet, email, office automation, public relations
5. make appropriate changes as necessary

6. current leaders serve as mentors by teaching, guiding, counseling and tutoring those being passed the mantle of leadership; and

WHEREAS, Due to the importance of this resolution in the foundation of our membership plans for the future, Resolution #31 (NEC, 2006) should be rescinded and replaced by this resolution to keep all six of the original 21st Century resolutions together; now, therefore, be it

RESOLVED, By the National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 17-18, 2012, That all department, district, county and local American Legion leaders are urged to develop a leadership plan that stresses the need of mentoring and training of all post officials in such areas as:

1. Developing and executing post mission statements
2. Developing and executing a five-year plan to include description in each of the following areas: post activities, programs, budgets to include financial projections, membership and public relations/communications
3. Development of a constitution and by-laws to include proper charter filing, incorporation, report filing to include Consolidated Post Report, maintaining a proper check and balance system to include audit, risk management (liability, property and event insurance), and proper writing of resolutions
4. Formation and training of committees based on the size and mission of the post in the local community
5. Develop programs in conjunction with the Auxiliary and the Sons of The American Legion to welcome new veterans into the community with emphasis on welcoming our wounded warriors' home through the "Operation Comfort Warriors" program to their communities
6. Reaching out to all veterans in the community and listening to their concerns; and be it further

RESOLVED, That departments, districts, and counties are urged to develop an integrated coordinated assistance visit plan, or sometimes referred to as Post Responsibility Audit (copy in Officer's Guide and Manual of Ceremonies) so every post is visited by one level of leadership at least once a year to review the aforementioned areas with the post leadership; and, be it further

RESOLVED, That the American Legion believes that each post is a community based wartime veterans organization known for helping all veterans, families and children in the community and where social programs will not supersede the reason The American Legion was founded in 1919 and where the image is associated with "Service First"; and, be it further

RESOLVED, That when referring to an American Legion post in all official documents, publications, signage, and advertising that the word "post" be used instead of club, hall or other term; and, be it finally

RESOLVED, That Resolution No. 31, of the National Executive Committee, October 2006, titled "The American Legion Post Operations" (21st Century) is hereby superseded and rescinded.