Commander & Adjutant

SAL Plan Book

2018 • 2019 • 2020 • 2021

A primer for leading and growing your Squadron & Detachment: Membership, Meetings, Time Management & Planning Skills

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Plus: An Overview of Legion Programs

Introduction

Time management is the ability to plan and control how you spend the hours in your day to effectively accomplish your goals.

Broaden your view of what is important in your daily activities; use your time as a precious asset that cannot be replaced.

Anyone in a leadership role should keep the idea firmly at hand that you are not merely managing your time, but your time and those you lead. The use of time management is valued by Volunteer Organizations much the same manner as in Business and Government.

Volunteers need effective leadership that values the time they donate. In an organization such as the Sons of The American Legion, time management is no less important than in it is business. To quote: "Time is Money," attributed to Benjamin Franklin, it is important to note that money can be replaced, but time cannot.

A basic time management program used with discipline is a good starting point for making every effort towards your goals (Squadron, Detachment and National) count.

Time Management is not entirely unlike that of Financial Management. Would you squander your Squadron or Detachments funds or use discipline and remain responsible to those who raised the funds. Time Management is the discipline to remain responsible to your fellow SAL members and not squander their volunteer hours.

Why The Book?

This book is designed with SAL Members at all levels in mind. At all levels of the organization we find similar tasks, job titles, programs and projects. The major difference is the focus and size of the effort and distance between the participants, but the process remains the same.

We practice management skills at all levels, yet we are composed of a very diverse group of people from various backgrounds and occupations. The Four Pillars and service to the causes of the The American Legion binds us to form a unique and valued element of The American Legion Family.

This is a strength of our organization and our Country.

Not all members have had the opportunity of mentoring that leads to the skills required to manage and control activities of a group. Large or small, the process is the same and the success of the Sons of the American Legion rests on our ability to reach goals and grow.

This book is a tool for those who have not mastered time management and for those who have. It's design is specific to the needs of the organization at all levels.

Time Management — Why?

Time management shares many properties with finance management. It is a discipline that you are responsible for NOT wasting and being prudent in when and where it is spent. Unlike financial management...you can try again to acquire money, but time is gone forever. You cannot get more time because once it passes it is truly gone.

If you are leading a team or are a key member of the team trying to accomplish a worthy goal, how you manage your own time will effect the team's overall performance. If not exercised with discipline, you can find yourself wasting your time and that of others.

Time management will give you opportunities to exercise delegation of the project and will utilize your volunteers efforts to the team's overall success.

If there was ever a good reason to use time management, success of the team and the value your team members receive from their participation in that success would be a key factor on the same volunteers joining your next effort. This is where you find the talent to grow the capabilities of your Squadron, Detachment and at National organizations.

Effective time management will prod you to do more planning and give you opportunities to achieve more with the same effort.

Time management remains a main starting point for leadership. Value your volunteers' efforts and make every contribution count, success will follow.

Failure is also an opportunity. If you fail, your next effort will have that thought pushing you to not repeat the failure. We learn from out mistakes.

Remember: A good leader pulls others to the cause... they are drawn to the possible success.

Poor leadership or lack of leadership finds itself pushing the project and pushing people. If they are volunteers, they may choose to leave altogether and where will your project be then? Sell the idea, paint a picture of what can be and map out how to get there. Time management and planning/project management is your road map to the destination.

Time management is the first step in knowing if you have the time and if the project is obtainable.

Time Management Skills: What do you get and Why?

Time management is the act or process of planning and exercising conscious control over the amount of time spent on specific activities. The intended result is to increase effectiveness and efficiency or productivity.

Skills and tools will aide time management and achieve those results and improve your management skills. Effective time management is a good habit that requires attention and discipline to integrate into daily activity and realize the intended outcome.

The major themes or intended outcomes will be:

- Creating an environment conducive to effectiveness
- Setting priorities
- Carrying out activity around those priorities
- Reducing time spent (or wasted) in achieving those results
- Incentives to modify behavior to ensure compliance with deadlines
- Open up more time for additional opportunities
- Reducing stress factors and adding new resources (volunteers) to the work effort (delegation)
- Setting realistic and achievable goals
- Make better decisions easier and sooner
- Building teams and leadership skills through success and delegation
- Achieving Family, Work, Volunteer & Recreation balance

Speaking of volunteers and mentoring:

Pass along what works for you in time management and team building/leadership. Grow your Squadron/Detachment/National talent pool and let them have their successes, too! More success shared equals greater retention of membership. Too much workload placed on one individual leads to "burn-out" and loss of membership. Share success and divide the work.

Time Management Skills: Which one is for you? A Basic Method of Time Management

The following is a simple type of time management that may be employed to improve your effectiveness. In many cases, the best fit for you will be a blend of methods that give you the best results and maximizes your time. For simplicity and getting started with time management, the most common method is listed.

• ABC Analysis: ABC's of Task Lists:

Review and decide which makes more sense for your activities. Three issues to remember when using any of the methods individually or portions thereof:

- ***Keep the Goals in mind*** at all times. Use the process to get results. Where can you delegate?
- ***Time is perishable***. When wasted, you can never get more...it is gone.
- ***Procrastination*** kills projects and time. Do not waste your time Start right now. Procrastination can and will lose members when they realize how much time they lost waiting for you to get organized. Value your time & theirs.
- ***KIS! KIS!*** There is no Stupid in using time management methods. **K**eep **I**t **S**imple applies here…spending too much time planning and not starting is ***procrastination***! Find the balance for best results.

Start with the ABC's method first and integrate the elements into your daily and weekly planning.

ABC's has been used in business management for a long time, it is the categorization of large lists of actions/results separated into groups for easier management. The groups can be organized into projects and then placed in order of timing or urgency by labeling each action or results with the following:

A — Tasks that are important and urgent or critical. These are tasks that ***have*** to be done on time or have other tasks waiting for its completion before they may begin.

B — Tasks that are important but not urgent or critical. These are tasks that have to be done on time, but do not have other tasks dependent upon it's outcome

C — Tasks that are neither urgent nor important and have time to be completed. No other task is associated with its completion or dependent, it stands alone with time to be completed.

No letter or a dash mark — The equivalent of *"may be done in spare time"* and is not overly difficult to complete and serves merely as a reminder.

The ABC's or 123's of getting started

1 Make a commitment to achieve your goals, make them worthy of your effort.

2 Create a plan that will achieve those goals and stick with the plan.

Monthly: Set aside enough time once or twice a month to review the next three to six months. Use this time to review and update your projects, travel, conference/conventions, healthcare needs, family activities *(seasonal)* and long term goals. Find your balance and limits for each area.

Weekly: Set aside time once a week for thirty minutes (or as much time as is needed) to review and update your planner. This is your weekly overview: is it a busy week? Are there items critical on the list that MUST be accomplished. Review your entire week and see what is most important or difficult and plan when and how to accomplish those issues first. If the issue is to large to accomplish off the one list, break it into smaller sections and list their priority, being mindful to consider their dependencies upon the outcome of other items related to or part of the project as a whole.

Daily: Set aside time each morning or evening to review and update your action lists, projects, phone calls and scheduled appointments.

3 **Keep everything in balance:** Family, Work, Health, Volunteering, Recreation, Relaxation and any other priorities you may have. What are your priorities and remember to schedule more time for the most important, less time for the remaining. There is only so much time in a day, make the most of it.

4 **Starting point A: Use a calendar.** Mark all important personal, work and optional activities on the calendar. This includes your work schedule, family activities, volunteer time, time for yourself and recreation/ relaxation. This is not a wish list...be reasonable.

5 **What are your current commitments.** Are your commitments large in scope? If so, create an outline of the larger project and define key components in logical order they must occur for completion.

6 Smaller projects and actions required may be listed as one line with an A, B, or C to define it's importance. Rate each item by importance or need to accomplish sooner than later (keep your dead lines).

7 **Keep your calendar planner handy** throughout your day and week. Make notes on requests made of your time and review when, where or if you can enjoin the activity. If you don't want to do it, be honest ans say this directly up front with the person making the request.

Later, either the following morning or on your one day a week for organizing what is needed of your time, see if you can work it in and give feedback to the person who requested your efforts and time.

8 **Record your activity and the results of the Month, Week and Day.** You may reference this item later in the year. Record the time consumed to address problems and completion of tasks.

Monthly: What did it cost in time and money. Who helped you achieve the end result. What was the end result, good, bad or expected? Did the outcome meet your expectations and goals for your projects, travel, conference/conventions, healthcare needs, family activities *(seasonal)* and long term goals?

Weekly: What did you remove from your list of actions, appointments and time spent this week? Is there follow-up action and appointments needed/ required? Is it done?

Daily: What new commitments did you engage/ accept today? Add them to your planner each day as you receive and accept responsibility for those outcomes.

9 At the end of the year, or when your planner runs out of space, save it for future reference.

The old planner at a later date can be used for the information it contains. Use it for training a replacement for your Committee, or for a fast start-up of a similar project or program. The planner is a tool for training and educating others who follow you within the organization. It is a body of knowledge to be shared.

The used planner can answer: Who, What, When, Where, How and Why posed by the person following in your footsteps. Keep it handy well after you have filled it up with your experiences and then share the experiences with your replacement.

10 Consolidated Squadron Reports are far more accurate when you use a daily planner. As a tool for time management, most will agree that it is the basic tool to achieve more. But what about reporting more on your contributions to the organization's efforts? Daily, weekly and monthly documentation is an excellent reference for completing a Consolidated Squadron Report accurately and lends itself to the legitimacy of the numbers and figures reported.

11 Start your replacement planner before the first date on the calendar within. A few minutes each week will have a new planner ready for use and you will acclimate to any changes in how the calendars and pages are assembled.

12 Share your experience with others and help them become more productive. They may have different needs in time management, but the process applies equally to many types of occupations and organizations. Share your knowledge and listen for helpful tips on what works for others trying to do more to reach their personal goals and the organization's overall needs.

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2018 • 2019 • 2020 • 2021

Introduction — *The Planner and Time Management, why, who.... a short course in basic Time Management*

The Calendars — *Annual Calendars for 2018 through 2022*

2018 Membership Year Monthly Calendars
2019 Membership Year Monthly Calendars
2020 Membership Year Monthly Calendars
2021 Membership Year Monthly Calendars

Note pages & Personal notes

Section 1 *Membership*

Section 2 *Officers & Chairmen*

Section 3 *Fundraising*

Section 4 *Membership Training*

Section 5 *Running your meetings, Robert's Rules of Order*

Section 6 *Showing Appreciation, How to say "Thanks"*

Section 7 *Conference Calls & General Information (purposes and process)*

Section 8 *Mentoring New Leaders*

Section 9 *Work Shops, Team Education*

Section 10 *Budgeting — How and What, especially Why*

Section 11 *Five Star and Ten Ideals programs*

Section 12 *Consolidated Reports and Annual Reporting*

Section 13 *Appendix: Legion Family Programs*

2017

Jan — 2017

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2018

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2021

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8	21	22	23	24	25	26	27
9	28						

Mar — 2021

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
9		1	2	3	4	5	6
10	7	8	9	10	11	12	13
11	14	15	16	17	18	19	20
12	21	22	23	24	25	26	27
13	28	29	30	31			

Apr — 2021

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
13					1	2	3
14	4	5	6	7	8	9	10
15	11	12	13	14	15	16	17
16	18	19	20	21	22	23	24
17	25	26	27	28	29	30	

May — 2021

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
17							1
18	2	3	4	5	6	7	8
19	9	10	11	12	13	14	15
20	16	17	18	19	20	21	22
21	23	24	25	26	27	28	29
22	30	31					

Jun — 2021

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
22			1	2	3	4	5
23	6	7	8	9	10	11	12
24	13	14	15	16	17	18	19
25	20	21	22	23	24	25	26
26	27	28	29	30			

Jul — 2021

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
26					1	2	3
27	4	5	6	7	8	9	10
28	11	12	13	14	15	16	17
29	18	19	20	21	22	23	24
30	25	26	27	28	29	30	31

Aug — 2021

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
31	1	2	3	4	5	6	7
32	8	9	10	11	12	13	14
33	15	16	17	18	19	20	21
34	22	23	24	25	26	27	28
35	29	30	31				

Sep — 2021

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
35				1	2	3	4
36	5	6	7	8	9	10	11
37	12	13	14	15	16	17	18
38	19	20	21	22	23	24	25
39	26	27	28	29	30		

Oct — 2021

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
39						1	2
40	3	4	5	6	7	8	9
41	10	11	12	13	14	15	16
42	17	18	19	20	21	22	23
43	24	25	26	27	28	29	30
44	31						

Nov — 2021

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
44		1	2	3	4	5	6
45	7	8	9	10	11	12	13
46	14	15	16	17	18	19	20
47	21	22	23	24	25	26	27
48	28	29	30				

Dec — 2021

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
48				1	2	3	4
49	5	6	7	8	9	10	11
50	12	13	14	15	16	17	18
51	19	20	21	22	23	24	25
52	26	27	28	29	30	31	

2022

Jan — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
52							1
1	2	3	4	5	6	7	8
2	9	10	11	12	13	14	15
3	16	17	18	19	20	21	22
4	23	24	25	26	27	28	29
5	30	31					

Feb — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
5			1	2	3	4	5
6	6	7	8	9	10	11	12
7	13	14	15	16	17	18	19
8	20	21	22	23	24	25	26
9	27	28					

Mar — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
9			1	2	3	4	5
10	6	7	8	9	10	11	12
11	13	14	15	16	17	18	19
12	20	21	22	23	24	25	26
13	27	28	29	30	31		

Apr — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
13						1	2
14	3	4	5	6	7	8	9
15	10	11	12	13	14	15	16
16	17	18	19	20	21	22	23
17	24	25	26	27	28	29	30

May — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
18	1	2	3	4	5	6	7
19	8	9	10	11	12	13	14
20	15	16	17	18	19	20	21
21	22	23	24	25	26	27	28
22	29	30	31				

Jun — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
22				1	2	3	4
23	5	6	7	8	9	10	11
24	12	13	14	15	16	17	18
25	19	20	21	22	23	24	25
26	26	27	28	29	30		

Jul — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
26						1	2
27	3	4	5	6	7	8	9
28	10	11	12	13	14	15	16
29	17	18	19	20	21	22	23
30	24	25	26	27	28	29	30
31	31						

Aug — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
31		1	2	3	4	5	6
32	7	8	9	10	11	12	13
33	14	15	16	17	18	19	20
34	21	22	23	24	25	26	27
35	28	29	30	31			

Sep — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
35					1	2	3
36	4	5	6	7	8	9	10
37	11	12	13	14	15	16	17
38	18	19	20	21	22	23	24
39	25	26	27	28	29	30	

Oct — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
39							1
40	2	3	4	5	6	7	8
41	9	10	11	12	13	14	15
42	16	17	18	19	20	21	22
43	23	24	25	26	27	28	29
44	30	31					

Nov — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
44			1	2	3	4	5
45	6	7	8	9	10	11	12
46	13	14	15	16	17	18	19
47	20	21	22	23	24	25	26
48	27	28	29	30			

Dec — 2022

WK	Sun	Mon	Tue	Wed	Thu	Fri	Sat
48					1	2	3
49	4	5	6	7	8	9	10
50	11	12	13	14	15	16	17
51	18	19	20	21	22	23	24
52	25	26	27	28	29	30	31

Other Notes

Other Notes

April 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
13	**1** *Easter Sunday*	**2**	**3**	**4**	**5**	**6** *Membership shipped by Detachment*	**7**
14	**8**	**9** *Detachment Membership Reports e-mailed*	**10**	**11** *90%* ***Report from National HQ***	**12** *Detachment Camp Out 2018-Cottonwood-Dead*	**13**	**14**
15	**15** *Horse Ranch*	**16**	**17**	**18**	**19**	**20**	**21**
16	**22**	**23**	**24**	**25** *Administrative Professionals Day*	**26**	**27**	**28**
17	**29**	**30**					

Expenses

Date	Description	Cost
		$
		$
		$
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		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
Total related expense		$

Driving

Date	Description	End	Start
Total Miles this month			

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2018

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
❑	
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Action List for this Month

Priority		✔ Completed Due Date
		❑
		❑
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		❑
		❑
		❑

May 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
17			1	2	3	4 Spring NEC-NMI Indianapolis	5
18	6 NEC-NMI	7	8	9 100% Report from National HQ	10	11	12
19	13 Mothers Day	14	15	16	17	18	19 Armed Forces Day
20	20	21	22	23	24	25	26
21	27	28 Memorial Day	29	30	31		

Expenses

Date	Description	Cost
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
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		$
		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2018

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
		❑
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		❑

June 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1	2
22	3	4	5	6	7	8	9
23	10	11	12	13	14 Flag Day	15	16
24	17 Fathers Day	18	19	20	21	22	23
25	24	25	26	27	28	29	30

Expenses

Date	Description	Cost
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
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		$
		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2018

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
		❑
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		❑
		❑

End of Fiscal Year 2017-2018

Priority	Close Out 2017-2018 Actions	✔ Completed Due Date	2017-2018 Recap
		❑	
		❑	
		❑	
		❑	
		❑	
		❑	
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New Fiscal Year 2018-2019

2018-2019 Notes	Priority	2018-2019 Goals, Needs Actions	✔ Completed Due Date
10% — September:			❑
25% — October:			
35% — November:			❑
45% — December:			
60% — January:			❑
75% — February:			
80% — March:			❑
90% — April:			
100% — May:			❑
105% — July *(Delegate Strength)*:			
Detachment Officer Certification with National			❑
Detachment Committee Chairmen with National			
Detachment Officer Certification with National			❑
National Convention Delegate Registration			
			❑
Fall NEC/Cmdr: Oct			
Washington DC:			❑
Spring NEC/NMI: May			
National Convention: Aug			❑
Fall DEC:			❑
Winter DEC:			
Spring DEC:			❑
Detachment Convention:			
			❑
			❑
			❑
			❑
			❑
			❑
			❑
			❑

July 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	1	2	3	4 *Independence Day*	5	6	7
27	8	9	10	11	12	13	14
28	15	16	17	18 *105%* *Report from National HQ* *(Delegate Strength)*	19	20	21
29	22	23	24	25	26	27	27
30	29	30	31				

Expenses

Date	Description	Cost
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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August 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3	4
31	5	6	7	8	9	10	11
32	12	13	14	15	16	17	18
33	19	20	21	22	23	24	25
34	26	27	28	29	30	31	

L

SAL National Convention

Aug 24-26 Minneapolis, MN American Legion National Convention Aug 25-30

Expenses

Date	Description	Cost
		$
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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September 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	30						1
35	2	3 Labor Day	4 Registration for Fall NEC & Cmdr Training deadline	5	6	7	8
36	9	10	11 Patriot Day	12	13	14	15
37	16	17	18 Yom Kippur begins	19	20	21	22
38	23	24	25	26	27	28	29

Expenses

Date	Description	Cost
		$
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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October 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
39		1	2	3	4	5 Spring NEC Indianapolis	6
40	7 Spring NEC	8 Columbus Day	9	10	11	12	13
41	14	15	16	17	18	19	20
42	21	22	23	24	25	26	27
43	28	29	30	31 Halloween			

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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November 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
43					1	2	3
44	4 Daylight Savings Ends	5	6 Election Day	7	8	9	10
45	11 Veterans Day	12	13	14	15	16	17
46	18	19	20	21	22 Thanksgiving Day	23	24
47	25	26	27	28	29	30	

Expenses

Date	Description	Cost
		$
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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December 2018

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
52	30	31 New Years Eve					1
48	2 Hanukkah begins	3	4	5	6	7 Pearl Harbor Day	8
49	9	10	11	12	13	14	15
50	16	17	18	19	20	21	22
51	23	24	25 Christmas Day	26 Kwanza begins	27	28	29

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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January 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
52			1 New Years Day	2	3	4	5
1	6	7	8	9	10	11	12
2	13	14	15	16	17	18	19
3	20	21 Martin Luther King Jr Day	22	23	24	25	26
4	27	28	29	30	31		

Expenses

Date	Description	Cost
		$
		$
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		$
		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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February 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1	2
5	3	4	5	6	7	8	9
6	10	11	12	13	14 Valentine's Day	15	16
7	17	18 Presidents' Day	19	20	21	22	23
8	24	25	26	27	28		

Expenses

Date	Description	Cost
		$
		$
		$
		$
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		$
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		$
		$
		$
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		$
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		$
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		$
		$
		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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March 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	31					1	2
9	3	4	5	6	7	8	9
10	10 *Day Light Savings Begins*	11	12	13	14	15	16
11	17 *St Patrick's Day*	18	19	20	21	22	23
12	24	25	26	27	28	29	30

Expenses

Date	Description	Cost
		$
		$
		$
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		$
	Total related expense	$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
	Total Miles this month		

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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		❑

April 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
13		1 *April Fools' Day*	2	3	4	5	6
14	7	8	9	10	11	12	13
15	14	15	16	17	18	19	20
16	21 *Easter*	22	23	24 *Administrative Professionals Day*	25	26	27
17	28	29	30				

Expenses

Date	Description	Cost
		$
		$
		$
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		$
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		$
	Total related expense	$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
	Total Miles this month		

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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		❑

May 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
17				1	2	3 Spring NEC-NMI Indianapolis	4
18	5 NEC-NMI	6	7	8	9	10	11
19	12 Mother's Day	13	14	15	16	17	18 Armed Forces Day
20	19	20	21	22	23	24	25
21	26	27 Memorial Day	28	29	30	31	

Expenses

Date	Description	Cost
		$
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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June 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26	30						1
22	2	3	4	5	6 D-Day	7	8
23	9	10	11	12	13	14 Flag Day	15
24	16 Father's Day	17	18	19	20	21	22
25	23	24	25	26	27	28	29

Expenses

Date	Description	Cost
		$
		$
		$
		$
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2019

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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End of Fiscal Year 2018-2019

Priority	Close Out 2018-2019 Actions	✔ Completed Due Date	2018-2019 Recap
		❑	
		❑	
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New Fiscal Year 2019-2020

2019-2020 Notes	Priority	2019-2020 Goals, Needs Actions	✔ Completed Due Date
10% — September:			❑
25% — October:			
35% — November:			❑
45% — December:			
60% — January:			❑
75% — February:			
80% — March:			❑
90% — April:			
100% — May:			❑
105% — July *(Delegate Strength)*:			
Detachment Officer Certification with National			❑
Detachment Committee Chairmen with National			
Detachment Officer Certification with National			❑
National Convention Delegate Registration			
			❑
Fall NEC/Cmdr: Oct			
Washington DC:			❑
Spring NEC/NMI: May			
National Convention: Aug			❑
Fall DEC:			❑
Winter DEC:			
Spring DEC:			❑
Detachment Convention:			
			❑
			❑
			❑
			❑
			❑
			❑
			❑
			❑

July 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26		1	2	3	4 *Independence Day*	5	6
27	7	8	9	10	11	12	13
28	14	15	16	17	18	19	20
29	21	22	23	24	25	26	27
30	28	29	30	31			

Expenses

Date	Description	Cost
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		$
		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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August 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30					1	2	3
31	4	5	6	7	8	9	10
32	11	12	13	14	15	16	17
33	18	19	20	21	22	23	24
34	25	26	27	28	29	30	31

SAL National Convention

Aug 23-25 Indianapolis, IN American Legion National Convention Aug 24-29

Expenses

Date	Description	Cost
		$
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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September 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
35	1	2 Labor Dy	3	4	5	6	7
36	8	9	10	11 Patriot Day	12	13	14
37	15	16	17	18	19	20	21
38	22	23	24	25	26	27	28
39	29	30					

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

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Action List for this Month

Priority		✔ Completed Due Date
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October 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
39			1	2	3	4 SAL Fall NEC Indianapolis	5
40	6 Indianapolis	7	8 Yom Kippur begins	9	10	11	12
41	13	14 Columbus Day	15	16	17	18	19
42	20	21	22	23	24	25	26
43	27	28	29	30	31 Halloween		

Expenses

Date	Description	Cost
		$
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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November 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
43						1	2
44	3 *Daylight Savings time ends*	4	5 *Election Day*	6	7	8	9
45	10	11 *Veterans Day*	12	13	14	15	16
46	17	18	19	20	21	22	23
47	24	25	26	27	28 *Thanksgiving Day*	29	30

Expenses

Date	Description	Cost
		$
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		$
	Total related expense	$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
	Total Miles this month		

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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December 2019

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
48	1	2	3	4	5	6	7 Pearl Harbor
49	8	9	10	11	12	13	14
50	15	16	17	18	19	20	21
51	22 Hanukkah begins at sundown	23	24	25 Christmas Day	26 Kwanza Begins	27	28
52	29	30	31 New Year's Eve				

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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January 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
52				1 *New Year's Day*	2	3	4
1	5	6	7	8	9	10	11
2	12	13	14	15	16	17	18
3	19	20 *Martin Luther King Jr Day*	21	22	23	24	25
4	26	27	28	29	30	31	

Expenses

Date	Description	Cost
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Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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February 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
4							1
5	2	3	4	5	6	7	8
6	9	10	11	12	13	14 *Valentine's Day*	15
7	16	17 *Presidents' Day*	18	19	20	21	22
8	23	24	25	26	27	28	29

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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March 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9	1	2	3	4	5	6	7
10	8 *Daylight Savings begins*	9	10	11	12	13	14
11	15	16	17 *St Patrick's Day*	18	19	20	21
12	22	23	24	25	26	27	28
13	29	30	31				

Expenses

Date	Description	Cost
		$
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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April 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
13				1 *April Fools Day*	2	3	4
14	5	6	7	8 *Passover begins*	9	10	11
15	12 *Easter*	13	14	15	16	17	18
16	19	20	21	22 *Administrative Professionals Day*	23	24	25
17	26	27	28	29	30		

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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May 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22	31					1 Spring NEC-NMI Indianapolis	2
18	3 NEC-NMI	4	5	6	7	8	9
19	10 Mother's Day	11	12	13	14	15	16 Armed Forces Day
20	17	18	19	20	21	22	23
21	24	25 Memorial Day	26	27	28	29 CWF deadline	30

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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June 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22		1	2	3	4	5	6
23	7	8	9	10	11	12	13
24	14 *Flag Day*	15	16	17	18	19	20
25	21 *Father's Day*	22	23	24	25	26	27
26	28	29	30				

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2020

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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End of Fiscal Year 2019-2020

Priority	Close Out 2019-2020 Actions	✔ Completed Due Date	2019-2020 Recap
		❑	
		❑	
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New Fiscal Year 2020-2021

2020-2021 Notes	Priority	2020-2021 Goals, Needs Actions	✔ Completed Due Date
10% — September:			❑
25% — October:			
35% — November:			❑
45% — December:			
60% — January:			❑
75% — February:			
80% — March:			❑
90% — April:			
100% — May:			❑
105% — July *(Delegate Strength)*:			
Detachment Officer Certification with National			❑
Detachment Committee Chairmen with National			
Detachment Officer Certification with National			❑
National Convention Delegate Registration			
			❑
Fall NEC/Cmdr: Oct			
Washington DC:			❑
Spring NEC/NMI: May			
National Convention: Aug			❑
Fall DEC:			❑
Winter DEC:			
Spring DEC:			❑
Detachment Convention:			
			❑
			❑
			❑
			❑
			❑
			❑
			❑
			❑

July 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26				1	2	3	4 *Independence Day*
27	5	6	7	8	9	10	11
28	12	13	14	15	16	17	18
29	19	20	21	22	23	24	25
30	26	27	28	29	30	31	

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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August 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
35	30	31					1
	Aug 28-30 Louisville, KY						
31	2	3	4	5	6	7	8
32	9	10	11	12	13	14	15
33	16	17	18	19	20	21	22
34	23	24	25	26	27	28	29
						SAL National Convention	

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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September 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
35			1 American Legion National Convention Aug 28-Sep 3	2	3	4	5
36	6	7 Labor Day	8	9	10	11 Patriot Day	12
37	13	14	15	16	17	18	19
38	20	21	22	23	24	25	26
39	27 Yom Kippur begins	28	29	30			

Expenses

Date	Description	Cost
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Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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October 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
39					1	2 SAL Fall NEC Indianapolis	3
40	4 Indianapolis	5	6	7	8	9	10
41	11	12 Columbus Day	13	14	15	16	17
42	18	19	20	21	22	23	24
43	25	26	27	28	29	30	31 Halloween

Expenses

Date	Description	Cost
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Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

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Action List for this Month

Priority		✔ Completed Due Date
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November 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
44	1 Daylight Savings ends	2	3 Election Day	4	5	6	7
45	8	9	10	11 Veterans Day	12	13	14
46	15	16	17	18	19	20	21
47	22	23	24	25	26 Thanksgiving Day	27	28
48	29	30					

Expenses

Date	Description	Cost
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Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

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December 2020

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
48			1	2	3	4	5
49	6	7 Pearl Harbor	8	9	10 Hanukkah begins	11	12
50	13	14	15	16	17	18	19
51	20	21	22	23	24	25 Christmas	26 Kwanza begins
52	27	28	29	30	31 New Year's Eve		

Expenses

Date	Description	Cost
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Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

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January 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	31					1 *New Year's Day*	2
1	3	4	5	6	7	8	9
2	10	11	12	13	14	15	16
3	17	18 *Martin Luther King Jr Day*	19	20	21	22	23
4	24	25	26	27	28	29	30

Expenses

Date	Description	Cost
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Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

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Action List for this Month

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February 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5		1	2	3	4	5	6
6	7 *Valentin's Day*	8 *President's Day*	9	10	11	12	13
7	14	15	16	17	18	19	20
8	21	22	23	24	25	26	27
9	28						

Expenses

Date	Description	Cost
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		$
		$
	Total related expense	$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
	Total Miles this month		

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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March 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10		1	2	3	4	5	6
11	7	8	9	10	11	12	13
12	14 *Daylight Savings begins*	15	16	17 *St Patrick's Day*	18	19	20
13	21	22	23	24	25	26	27 *Passover begins*
14	28	29	30	31			

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Expenses

Date	Description	Cost
		$
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		$
	Total related expense	$

Driving

Date	Description	End	Start
	Total Miles this month		

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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April 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
13					1 *April Fools Day*	2	3
14	4 *Easter*	5	6	7	8	9	10
15	11	12	13	14	15	16	17
16	18	19	20	21 *Administrative Professionals Day*	22	23	24
17	25	26	27	28	29	30 *Spring NEC NMI Indy*	

Expenses

Date	Description	Cost
		$
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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May 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	30	31 Memorial Day					1 Spring NEC
18	2 Indianapolis	3	4	5	6	7	8
19	9 Mother's Day	10	11	12	13	14	15 Armed Forces Day
20	16	17	18	19	20	21	22
21	23	24	25	26	27	28	29

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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June 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22			1	2	3	4	5
23	6	7	8	9	10	11	12
24	13	14 Flag Day	15	16	17	18	19
25	20 Father's Day	21	22	23	24	25	26
26	27	28	29	30			

Expenses

Date	Description	Cost
		$
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2021

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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End of Fiscal Year 2020-2021

Priority	Close Out 2020-2021 Actions	✔ Completed Due Date	2020-2021 Recap
		❑	
		❑	
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		❑	
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New Fiscal Year 2021-2022

2021-2022 Notes	Priority	2021-2022 Goals, Needs Actions	✔ Completed Due Date
10% — September:			❑
25% — October:			
35% — November:			❑
45% — December:			
60% — January:			❑
75% — February:			
80% — March:			❑
90% — April:			
100% — May:			❑
105% — July *(Delegate Strength)*:			
Detachment Officer Certification with National			❑
Detachment Committee Chairmen with National			
Detachment Officer Certification with National			❑
National Convention Delegate Registration			
			❑
Fall NEC/Cmdr: Oct			
Washington DC:			❑
Spring NEC/NMI: May			
National Convention: Aug			❑
Fall DEC:			❑
Winter DEC:			
Spring DEC:			❑
Detachment Convention:			
			❑
			❑
			❑
			❑
			❑
			❑
			❑
			❑

July 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
26					1	2	3
27	4 *Independence Day*	5	6	7	8	9	10
28	11	12	13	14	15	16	17
29	18	19	20	21	22	23	24
26	25	26	27	28	29	30	31

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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August 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
30	1	2	3	4	5	6	7
31	8	9	10	11	12	13	14
32	15	16	17	18	19	20	21
33	22	23	24	25	26	27	28
34	29	30	31				

SAL National Convention

Aug 27-29 Phoenix, AZ American Legion National Convention Aug 28-Sep 2

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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September 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
35				1 National Convention Aug 28-Sep 2	2	3	4
36	5	6 Labor Day	7	8	9	10	11 Patriot Day
37	12	13	14	15 Yom Kippur begins	16	17	18
38	19	20	21	22	23	24	25
39	26	27	28	29	30		

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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October 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	31 Halloween					1 SAL Fall NEC Indianapolis	2
40	3 SAL Fall NEC	4	5	6	7	8	9
41	10	11 Columbus Day	12	13	14	15	16
42	17	18	19	20	21	22	23
43	24	25	26	27	28	29	30

Expenses

Date	Description	Cost
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		$
	Total related expense	$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
	Total Miles this month		

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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November 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
44		1	2 Election Day	3	4	5	6
45	7 Daylight Savings ends	8	9	10	11 Veterans Day	12	13
46	14	15	16	17	18	19	20
47	21	22	23	24	25	26	27
48	28 Hanukkah begins	29	30				

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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December 2021

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
48				1	2	3	4
49	5	6	7 Pearl Harbor	8	9	10	11
50	12	13	14	15	16	17	18
51	19	20	21	22	23	24	25 Christmas
52	26 Kwanza begins	27	28	29	30	31 New Year's Eve	

Expenses

Date	Description	Cost
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		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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January 2022

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	30	31					1 *New Year's Day*
1	2	3	4	5	6	7	8
2	9	10	11	12	13	14	15
3	16	17 *Martin Luther King Jr Day*	18	19	20	21	22
4	23	24	25	26	27	28	29

Expenses

Date	Description	Cost
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Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

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Action List for this Month

Priority		✔ Completed Due Date
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February 2022

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5			1	2	3	4	5
6	6	7	8	9	10	11	12 Lincoln's Birthday
7	13	14 Valentines Day	15	16	17	18	19
8	20	21 Presidents Day	22	23	24	25	26
9	27	28					

Expenses

Date	Description	Cost
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Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
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Action List for this Month

Priority		✔ Completed Due Date
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March 2022

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
9			1	2	3	4	5
10	6	7	8	9	10	11	12
11	13 *Daylight Savings begins*	14	15	16	17 *St Patricks Day*	18	19
12	20	21	22	23	24	25	26
13	27	28	29	30	31		

Expenses

Date	Description	Cost
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
❑	
❑	
❑	
❑	
❑	
❑	
❑	
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❑	
❑	
❑	
❑	

Action List for this Month

Priority		✔ Completed Due Date
		❑
		❑
		❑
		❑
		❑
		❑
		❑
		❑
		❑
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		❑
		❑
		❑
		❑
		❑
		❑
		❑
		❑
		❑
		❑

April 2022

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
13						1 *April Fools Day*	2
14	3	4	5	6	7	8	9
15	10	11	12	13	14	15	16
16	17 *Easter*	18	19	20	21	22	23
17	24	25	26	27	28	29	30

SAL Spring NEC NMI Indy

Expenses

Date	Description	Cost
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
❑	
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Action List for this Month

Priority		✔ Completed Due Date
		❑
		❑
		❑
		❑
		❑
		❑
		❑
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		❑
		❑
		❑
		❑
		❑

May 2022

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
18	1 *Spring NEC*	2	3	4	5	6	7
19	8 *Mothers Day*	9	10	11	12	13	14
20	15	16	17	18	19	20	21 *Armed Forces Day*
21	22	23	24	25	26	27	28
22	29	30 *Memorial Day*	31				

Expenses

Date	Description	Cost
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
❑	
❑	
❑	
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Action List for this Month

Priority		✔ Completed Due Date
		❑
		❑
		❑
		❑
		❑
		❑
		❑
		❑
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		❑
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		❑
		❑
		❑

June 2022

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22				1	2	3	4
23	5	6	7	8	9	10	11
24	12	13	14 Falg Day	15	16	17	18
25	19 Fathers Day	20	21	22	23	24	25
26	26	27	28	29	30		

Expenses

Date	Description	Cost
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
		$
Total related expense		$

Notes

Travel & Hotel Notes

Date[s]	Air, Ground, Hotel Travel Arrangements

Driving

Date	Description	End	Start
Total Miles this month			

Commander & Adjutant Planning and Reference Book of Programs and Events

Sons of The American Legion Plan Book 2022

Calls & Appointments

Date	Who, What, When, Where, Why & Phone#
❑	
❑	
❑	
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❑	

Action List for this Month

Priority		✔ Completed Due Date
		❑
		❑
		❑
		❑
		❑
		❑
		❑
		❑
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		❑
		❑
		❑
		❑
		❑
		❑
		❑
		❑

End of Fiscal Year 2021-2022

Priority	Close Out 2021-2022 Actions	✔ Completed Due Date	2021-2022 Recap
		❑	
		❑	
		❑	
		❑	
		❑	
		❑	
		❑	
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		❑	
		❑	

Other Notes

Other Notes

Other Notes

Other Notes

Other Notes

Other Notes

Other Notes

About this Section

This Manual is designed for use by the Squadron Adjutant, Squadron First Vice Commander or Membership Chairman. The information contained is geared for the members who will be taking care of membership and membership related records; it can be used by any member of the Sons of The American Legion or The American Legion who might be in charge of handling the duties of record keeping.

Regardless of who is handling the duties of keeping membership records, whether you are an 'old hand' at it or new to the job, we hope you will read the material closely and keep it handy for future reference. It will make your job much easier, it will help stop mistakes we all seem to have during the year.

From time to time there might be situations that are not covered in this manual or you might need further explanation. Therefore, please don't hesitate to contact those who might be able to assist you.

The Post Adjutant of your home post should be able to answer most of your questions.

The Detachment Headquarters is also available to assist you or if needed, you may contact National Headquarters at (317) 630-1200.

The forms and process explained is generic and typical for processing SAL Membership. Each Detachment may have dedicated forms and policy specific to their needs and may not be represented in this book. In such cases, please refer to your Detachment and Department Constitution, By-laws and Policy & Procedures and make notation in the section for notes in this book and share these notes with your fellow Officers from your Detachment.

All reference examples used for the creation of the manual are fictitious for purpose of illustration only.

Part One — General Guidelines

About this Section
How to fill out a membership card
Squadron Adjutant & Vice Commander Responsibilities
General Guidelines — Squadron Membership
The SAL Membership Card

Part Two — The Forms The Processes

Member Identification Number
What is on a Membership Record Card
The Scan Line
Preprinted Card Information Explained
New Membership Cards Arrived at Squadron
Processing a Renewal Membership Card Step by Step
Processing a New Member Step by Step
Helpful Hints: Processing New Members
Membership Transfers
Transfer Regulations
Q & A: Member transfers with prior year card and wants to pay current year dues
About The Member Data Form
A Member loses his card
Extra Membership Cards
If Duplicate Cards are received
Deceased Members
Preprinted Membership Card Errors / Unknown
What to do if a member's name is misspelled
Continuous Membership

Part Three — Miscellaneous Membership Information

How to fill out an SAL Membership Transmittal
Detachment and National Goals
Timing is Everything
Squadron Membership Materials & Forms to Have On Hand At All Times
Important Membership Contacts

How to fill out an SAL Application

The application forms provided by National Headquarters or a special use form designed to achieve the same created for your Squadron will have the same basic elements.

The use of this form goes no further than your Squadron's use and is NOT included with any paperwork used when transmitting membership to Detachment. It is for your record keeping purpose only.

Standard SAL Member Application

Sons of The American Legion Membership Application

Detachment of **A** Squadron No. **B** Birth Date **C** Date **D**

Name **E** (First) (Initial) (Last) Recruited by **F** (Initial) (Last)

Address **G** (Street) (City) (State) (Zip)

E-mail Address **H** Telephone **I**

Veteran through whom eligibility is established **J**

(a) Above is a member in good standing of Post No **K1**, Dept. of **K2**

OR (b) Above is a deceased veteran who served honorably from **L1** to **L2**

(c) Relationship of Applicant to Veteran **M**

I hereby subscribe to the Constitution of the Sons of The American Legion, apply for membership, and transmit $ **N** as annual membership dues.

Signed **O** (By Applicant or Parent)

Eligibility certified by **P** (Post Adjutant) 00-001 (2003)

Q

RECEIPT

Date Received of

in payment of dues for 20 in

$ Squadron Detachment of

By

For God and Country

The Key Elements of the Member Application

- **A** **Detachment:** Your Detachment
- **B** **Squadron Number:** Your squadron number accepting the application
- **C** **Birth Date:** Date of birth of applicant
- **D** **Date:** Date of application
- **E** **Name:** Applicant's name
- **F** **Recruited by:** Name of SAL, Legion, or Auxiliary member doing the recruitment
- **G** **Mailing Address:** Applicant's mailing address
- **H** **E-mail:** Applicant's e-mail address
- **I** **Telephone Number:** Current applicant telephone number
- **J** **Veteran with whom eligibility is established:** Name of Veteran
- **K** **Post Number:** If alive, current American Legion Post Number
- **L** **If Veteran is deceased fill in From / To dates that the Veteran served:** Military dates of service, verify dates conform.
- **M** **Relationship of Applicant to Veteran:** Son, grandson, stepson defined
- **N** **Initial Dues Paid to Squadron:** Cost of membership paid to your Squadron
- **O** **Signature of Applicant, if 18 years of age or older:** Guardian signs if under age 18
- **P** **Eligibility certified by** After records have been checked, verified and filed (i.e. DD214 of eligible Veteran) form is signed the Squadron Commander or the Squadron Adjutant.
- **Q** **Receipt:** The receipt is used to indicate the acceptance of cash or other payment and the date of application. The applicant keeps the receipt for proof of payment. Membership Applications are processed at next Squadron meeting. Squadron acceptance of new member precedes issuance of membership card. The application and dues are placed in an envelope and held for processing at first available opportunity.

Adjutant & Vice Commander Responsibilities

The member in charge of keeping your Squadron's membership cards and records can best be described as the personnel officer. He will be one of the first officers to have one-on-one contact with the individual members of the Squadron. He should have a very good working knowledge of who belongs to the Squadron, what dates are important and be aware of who has or has not renewed their membership. This Squadron member accepting the responsibility of record keeping should know the proper steps of processing SAL Membership material and proper keeping of official records.

The only indispensable qualifications to complete these tasks are honesty and willingness. If the Adjutant processes membership, he should obtain a set of the Squadron Account Books from National Emblem Sales. This requires no special knowledge of bookkeeping. This also applies if the Vice-Commander (First Vice or Senior Vice) or other Squadron Officers process membership.

The following are various guidelines that will help in your membership efforts. The guidelines are not all inclusive, but rather a general guide to assist you in a smooth operation of for your Squadron during the year.

Should a conflict be found in using this book versus your current practices, please refer to your Constitution, By-Laws and Policy & Procedures specific to your Detachment. Such variances should be shared with your fellow Detachment Officers and noted in the 'notes' section of this book.

General Guidelines

Membership is open to all male descendants, adopted sons (their male descendants), stepsons (their male descendants), grandsons, great-grandsons (etc.) of members of The American Legion, a deceased member of The American Legion, or a deceased Veteran who would be eligible for membership in the American Legion, if alive.

If a current American Legion member drops his/her membership with The American Legion, the SAL member may continue his membership by keeping his dues updated each year (continuous membership, no lapses). Should his dues lapse, he would become ineligible for membership until and if the qualifying Veteran re-joined The American Legion or passed away.

Special concessions, exceptions, or omissions are in violation of the National Constitution. That is to say a person who cannot qualify by the rules set in our National, Detachment and Squadron Constitutions wants to join and seeks favorable exception is in strict violation of the Constitutions. Exceptions can only occur after the amendment of the National Constitution. Legal concerns may also be an issue regarding Post liquor licenses and/or Non-Profit tax status.

The Squadron, Detachment and National Constitutions and By-Laws require all new members show and provide a copy of document(s) of their eligibility for membership. A copy must be kept on-file in the Squadron's records. Suggested forms of proof are the DD214 form, Service Discharge, National Cemetery Burial Record, a certified copy of a Death Certificate with service dates, or VA Medical Center Records (which *must* indicate service dates).

Many Detachments require that Squadron Officers be certified by a set date. Some also require that all unused current membership cards be returned before they will issue the new fiscal year's cards. Your Detachment may or may not have such restrictions on membership cards

All paid membership must be sent to Detachment Headquarters. Under NO circumstance will any membership document be accepted by National Headquarters from Squadrons directly.

All membership card renewals, new membership cards, or member data forms are processed first by the Squadron, then by Detachment and only Detachment sends documentation to National. No Exceptions.

When sending dues and membership cards to Detachment, use ***certified mail*** with ***return receipt required***.

Do not hold on to membership cards. Many SAL members like to enter the different tournaments sponsored by The American Legion and SAL, but in most Departments they will not be able to participate if their current and paid-up dues are not recorded by a specific deadline. More importantly, should a member of SAL need assistance from National Emergency Fund (NEF), his membership must be current and paid or he won't be considered for this assistance. If the member has paid their dues and is turned away due to Squadron or possibly Detachment/Department not transmitting his dues, this member could be very upset and create additional problems.

If you run out of blank membership cards, contact your Detachment Headquarters for replenishment. Only a set number of extra cards are included with your initial membership card disbursement and close attention should be exercised in use of those extras.

General Guidelines *(Continued)*

Squadrons are allowed more than one membership rate. Your Squadron may set specific rates for Adults versus minors and dual membership versus non-dual membership. The Squadron sets dues rates (your Post may need to give prior approval). The National Headquarters does not set, recommend or suggest membership dues rates.

An Honorary Life member patch is available from National Emblem Sales. The catalog number is 56582. National does not have a guideline for awarding Life Membership status to any member. Only your Squadron can determine this or your Detachment headquarters, should they decide to participate.

The Honorary Life membership cannot be bought — it can only be awarded. A member designated as a 'Life Member' is only a Life Members so long as his Squadron or Detachment pays his yearly membership dues. The SAL Life Membership is ***not transferable***. Refer any questions to your Detachment Adjutant or Department Liaison.

Whenever it is necessary to make a change on a membership record card you must use a #2 pencil. This ensures the scanning equipment won't miss the change.

Type or neatly print all information when dealing with any item concerning membership. Typewritten is the preferred method.

If a member loses his membership card, you must provide a replacement card from your supply of surplus cards. ***National does NOT issue duplicates.***

Your Squadron should be able to obtain all SAL literature and forms from your Detachment or Department Headquarters ***free*** of charge. The Squadron Membership Handbook is available from Emblem Sales at a minimum cost. If needed, you can request these items from National Headquarters. Your request must be written and marked to the attention of the National SAL Liaison.

Remember, the Sons of The American Legion are in existence only because of The American Legion. At all levels of our organization, you answer to and have obtained approval by its American Legion counterpart. Example: Squadron-Post, Detachment-Department, and National SAL-National Legion.

The SAL Membership Record Card

National Headquarters preprints membership cards each year with the name, address, member ID number and continuous years of the previous year's membership. This card is made up of three basic portions. The ***right*** portion goes to the new or renewing member once his dues are paid. The ***middle*** and ***left*** portion go to Department Headquarters. Unless your Department policy states different: ***Do not separate*** the ***left*** and ***Middle*** portions from each other. Your Headquarters Staff will then forward the left portion to National Headquarters. The membership card has several boxes that are to be used in filling out the cards for both new members and renewing members. ***Never mark*** on the membership record card to make a name, address, or continuous years change. Never mark out or change a Member ID Number on a preprinted card. The ***Member Data Form should be used*** when making all changes to name, addresses, continuous years, or spelling corrections.

Member Identification Number

The official Membership Identification Number is printed at four different locations on the preprinted membership card. Twice on the ***left*** portion and once each on the ***middle*** and ***right*** portions. ***The Member ID Number is the most important feature*** *in identifying one member from all other's members in our organizations and should be used whenever you call or write your Detachment or National Headquarters.*

Every member having a preprinted card will have assigned to him a 9-digit number that should remain with him as long as his dues are paid yearly without interruption.

If a member transfers from one Squadron to another within or outside the same Detachment this permanent member ID number will remain with him if all directions are followed. So for this reason, it is very important to complete an official transfer using the Member Data Form. This will prevent the creation of duplicates and unnecessary records.

What is on a Membership Record Card?

The following pages will give you help in dealing with membership cards with a step-by-step guide on processing membership cards. We believe this manual will answer many questions you may have. For those questions that still remain you may contact your Detachment officers, Detachment Headquarters or the National Membership Chairman.

The Scan Line

When the left and middle portions of the Membership Record Card are processed through the scanning equipment, the primary line that is scanned appears on the left portion of the Record Card. The Bar Code is also a scanning method. Be aware that any marks or notations made to these preprinted characters or the Bar Code could cause errors when the card is processed.

New Membership Cards Arrived at the Squadron

When your membership cards arrive from your Detachment Headquarters they should be in alphabetical order by last name. The first thing you need to do is to check for duplicate cards. If any are found, mark the box on the **left** portion showing it is a duplicate and return them to Detachment/Department Headquarters as soon as possible.

Follow closely the directions that came with your new cards before issuing any cards/renewals.

Processing a Renewal Preprinted Membership Card

When receiving dues from a renewing member — locate his preprinted card and follow these steps:

Place an X in the renewal box located on the middle portion of the record card.

Fill in the date paid and place your initials on the line provided on the **middle** portion of the record card.

Sign the **right** portion **(member card)** on the line reserved for the Squadron Adjutant.

Separate the **right** portion **(member card)** from the **middle** and **left** portion ***(leave middle and left portions connected, Do not separate the left and middle portions).*** Place the remainder of the record card aside to be transmitted to your Detachment/Department Headquarters.

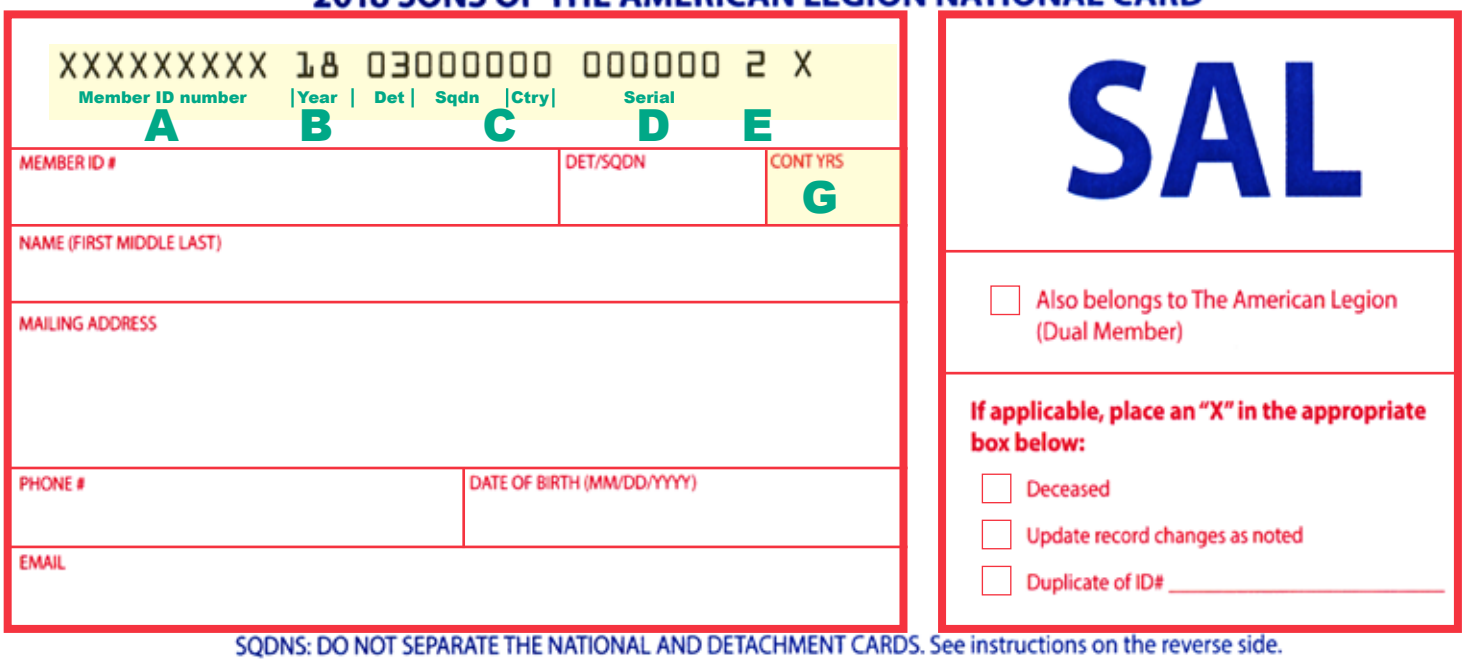
Locate the member's name on the membership register which is also in alphabetical order by last name and mark the date paid and/transmitted on the far left column of the register.

This completes the *first part of the renewal* process and record keeping for the renewing member.

The ***second and important part of transmitting*** Detachment and National dues, membership record cards and transmittal form to Detachment Headquarters follows later.

How to correct spelling, name and address changes, etc. will be described later.

Left Portion — NATIONAL — The Membership Record Card - Key Elements Explained



Processing New Members and renewing members without a preprinted card

In addition to new members, the following guidelines also apply to any renewing member that did not receive a preprinted card in the original membership record card batch received from Department/National Headquarters.

When a new member is accepted into your Squadron, use the first blank record card *(this will have the lowest serial number without member data)*. The 6-digit sequential number can serve as a temporary member ID number if you wish.

Type or neatly print the following on the left and middle portions of the Membership Record Card:

Member ID Number

Complete Name

Complete address including Zip Code

Years of continuous membership, 1 for new members

Place an X in the proper box on the middle portion of the record card to indicate New or Renewal.

Print the date to the left of the check box and your initials to the right on the line provided to validate the card.

Type the Member's Name on the right portion (Membership Card) in the space provided (reference a preprinted renewal card for size and location) and complete the remaining information on the card as the sample illustration displays.

Typing the card is preferred — a very neat hand writing will suffice for the remaining information on the Membership Record Card. Keep in mind the first impressions count to a new member and why typing is strongly urged. Additionally, this helps get the information for the new member entered correctly the first time.

Preprinted Card information Explained

A This is the permanent 9-digit member number. It will remain the same as long as the member continues to pay his annual dues.

B This 2-digit number represents the membership year.

C This 8-digit number has many purposes: position 1 & 2 identify the Detachment, positions 3, 4, 5 & 6 represent the Squadron number, Position 7 & 8 are used if the Squadron is located in a Foreign Country.

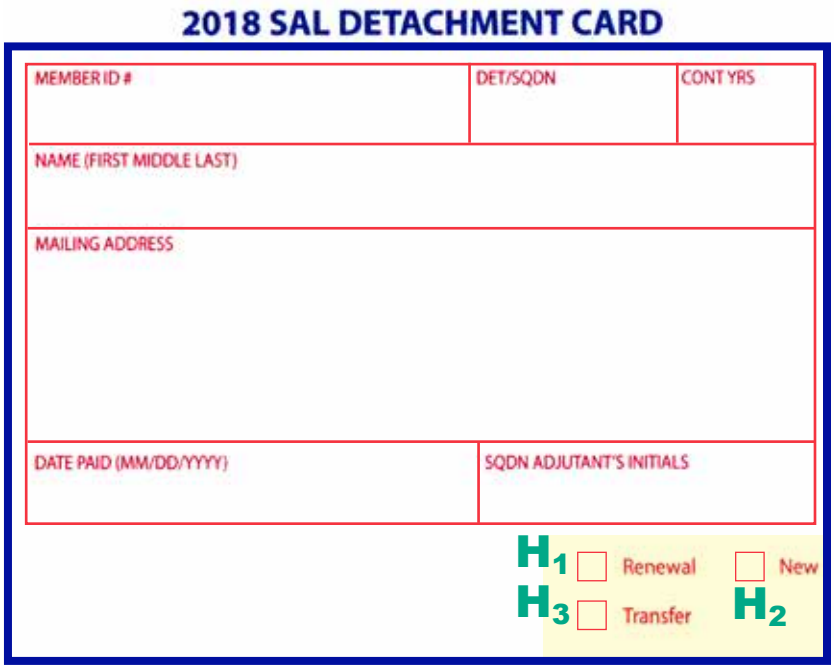
D Digit sequential number; every card will have a number to serve as a counter *(i.e. a squadron has 175 cards with a preprinted date for members for members last year plus an additional 25 blank cards, the first card is numbered 000001 and the last card is numbered 000200)*.

E This variable number has importance only to National Headquarters.

G Mark here if a name change or continuous years change is required with a #2 pencil. Write the change above the space provided and/or use the Member Data Form.

H Check the box that explains the reason for using the card: New Member (**2**), Member Renewal (**1**), or Transfer (**3**).

Middle Portion — DETACHMENT



Right Portion (Membership Card)

Helpful Hints: Processing New Members

Make your new member feel welcome and important to your Squadron's future.

Do you remember what is was like when you were new? Introduce the new member to his fellow Squadron members and Legion members.

Let him know when and where your meetings are held and what to wear.

Get him involved. Find what interests him and help him connect with those members that can introduce him to those activities.

Ask what his interests are and seek possible connects to his interest with future Squadron plans.

Do not push the formalities too soon. Protocols and procedures will take time to absorb.

Include and invite him on Squadron events or Post activities.

Have a preprinted calendar with contact information and regular Squadron activities listed available to give to the new member. List the officer titles and names and how to contact them.

Keep the communication open to the new member. Exchange phone numbers.

By the way...Do you have any brothers that would like to join? Any sons of your own? They qualify to join, too!

A Member Loses His Card

If a member of your Squadron loses his official membership card, a replacement card must be provided from the supply of extra blank membership cards. While most Detachments send their Squadrons an extra supply of these cards, some may not. If you don't have any, contact Detachment Headquarters and request blank cards.

If you find it necessary to provide a replacement, you should proceed in the following manner:

On the left and middle portions, enter the member's 9-digit ID number in the proper spaces provided.

Complete the member's name, address and all other required information.

Write using a #2 pencil in bold letters across the face of the left and middle portions 'Replacement'.

Send the left and middle portions to the Detachment Headquarters.

As this is a replacement card, per capita fees should not be required.

On the right portion (membership card) enter the 9-digit membership number along with the member name and continuous years. Enter the Squadron location and have the Squadron Adjutant sign the card in the appropriate space.

Extra Membership Cards

In most Detachments every Squadron is provided with a supply of blank membership record cards in addition to the preprinted cards. If you need more blank cards than those supplied, you should be able to request them from your Detachment Headquarters.

Extra (blank) cards are to used for new members, member renewals that were not preprinted, transfers and replacement member cards.

The extra cards will not have your Squadron Number printed on them. You will need to type or print your Squadron Number on all three portions (left, middle and right portions) of the Blank Member Record Cards at the time of issue.

If you request additional blank cards, you will also receive a new blank membership register that corresponds to the sequential numbers of the blank cards. In all instances, write the member's name and address next to the matching sequential number on the register. This will enable you to keep track of these cards and members.

If Duplicate Membership Cards are received

If you happen to receive more than one preprinted card for the same member, process only one of the cards.

On the duplicate card place an 'X' with a #2 pencil in the box opposite the word 'DUPLICATE' on the left portion.

So it won't become lost, return the entire card (left, middle and right portions) to the Detachment Headquarters.

Strike the name off the membership roster that corresponds to the duplicate card (match sequential number on roster to card) with a notation to such and when it was sent to headquarters.

Deceased Members

If you receive a preprinted card for a member who is deceased, place an 'X' using a #2 pencil in the box opposite the word 'deceased' on the left portion of the membership record card. Return the entire card to your Detachment Headquarters. Make a notation in the membership roster for that card, matching the sequential number, as the member is deceased.

If a member passes away after his dues are paid and transmitted use the Member Data Form to report his death. Include all required information and remember to have the Squadron Adjutant sign the form. Submit the form with the Squadron's next transmittal of membership, but no later than one week after the member's passing.

Reporting the death of a Squadron member is important and needs to be handled in a prompt manner. The mailings the Sons of The American Legion send will stop only after the information is sent to Detachment Headquarters (and sent to National by the Detachment Headquarters). Please consider the member's family and report the information correctly and promptly.

Q & A

*Question: If a member has a membership card from the former calendar year and wishes to transfer **and** pay the current years dues to the new squadron, what do I do?*

Answer: Follow these instructions after collecting the current dues from the member:

The Squadron Official must fill out the appropriate sections of the Member Data Form.

The 9-digit member ID number on the **left** portion of the Record Card, write in bold letters the word TRANSFER above the number on the left portion. Complete his name, address and continuous years on the **left** portion.

In the **middle** portion you must again enter the 9-digit member ID number, complete the remainder of the card and place an **'X'** in the transfer box.

On the **right** portion (membership card) again enter his 9-digit member ID number, his name on the line provided, his continuous years and the Squadron location. Be certain to sign the Member portion before giving him the card.

Depending upon your Detachment's policy, at this point you should transmit the intact left and middle portions of the Membership Record Card along with any required per capita payment to your Detachment Headquarters.

Remember to check with your Detachment to see if a policy is in place when dealing with transmitting a transfer.

About The Member Data Form

The Member Data form is a multipurpose form designed to keep track of your Squadron's members and is primarily used to report the following:

- Name changes
- Change of Address
- Change of continuous years
- Transfers
- Reporting of deceased members

The following information must be provided on the form before any change can be processed by National Headquarters:

- Spelling Corrections
- The Member's Name
- Member ID Number
- Squadron Number
- Detachment

The information requested under **'Additional Information'** is optional, however, it is urged that you try to complete as much of it as possible, **including their 'Date of Birth'**

You must route the four parts of the Member Data Form as follows:

White — Detachment Headquarters

Yellow — Detachment Headquarters

Pink — Detachment Headquarters

Green — Retain for Squadron Records

After receipt and processing at Detachment Headquarters the three parts (White, Yellow and Pink) are distributed to:

White — National Headquarters

Yellow — Retained by Detachment Headquarters for Detachment Records

Pink — sent to Squadron losing a member from a transfer for their records

Membership Transfers *(performed on Member Data Form only)*

Transferring from one Squadron to another is a privilege granted to any paid-up member only with the approval of the Squadron to which the member desires to transfer into. The Squadron Official must fill out the appropriate sections of the Member Data Form.

The transferring member must surrender his membership from his former Squadron. It is a violation of the American Legion's Constitution holding membership in more than one Squadron and is therefore not permitted.

Transfers are made under the regulations listed below:

No transfer shall be made unless the member requesting the transfer has a membership card showing that he is a member in good standing at the time the transfer is requested.

Members whose dues for the current calendar year that are not paid by February 1st of that year are suspended and not in good standing, therefore, they are not eligible for transfer.

No charge shall be made to the member for the privilege of transferring, and no dues shall be transferred from one Squadron to another. The accepting Squadron may require payment of any difference in dues (if theirs is higher) on a prorated basis.

An SAL Member desiring to transfer his membership must first secure approval from the Squadron to which transfer is desired. **The Adjutant or designated Officer of the new Squadron will *verify the member is in good standing by calling and verifying the issue with the Squadron losing the member* and then complete the transferring process and route the copies of the Member Data Form to Detachment Headquarters.**

Detachment receives the white, yellow and pink copies of the completed Member Data Form. The receiving Squadron keeps the green copy for their records. Detachment Headquarters will send the pink copy to the Squadron losing the member and the white copy to National Headquarters to update the membership database.

The receiving Squadron should inform the transferring member of what, if any items are needed to verify eligibility. Proof of eligibility should be on file at the Squadron where a membership resides. The verification can consist of: a DD214, a past squadron membership card, etc. Some Squadrons will accept transfers on face value and others might still require proof of eligibility to be on-file at the Post.

A member Data Form is **always** required when processing transfers regardless of the circumstances.

National Headquarters will follow through on the necessary procedures to transfer the member's record to his new Squadron provided that his current record is on file and that the information contained on the Member Data Form is correct **and** complete.

Membership Transfers *(performed on Member Data Form only)* *(Continued)*

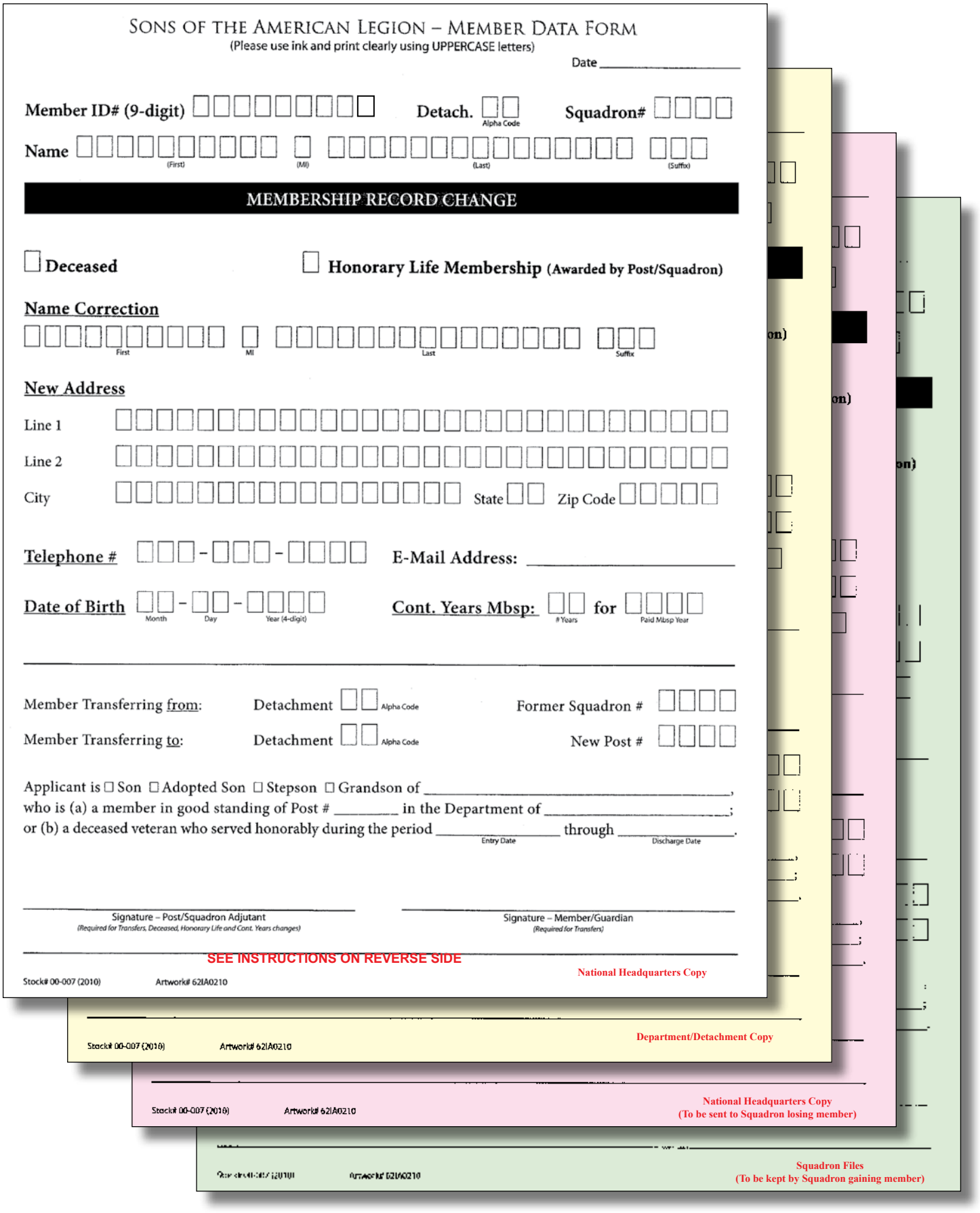
The Squadron Official should first issue a new card from the supply of blank cards and then he must enter the 9-digit membership number listed on the transferring member's former membership card. After this, the former membership card is to be destroyed.

List the 9-digit member ID number on the left and middle portions of the Record Card, write in bold letters the word TRANSFER above the number on the left portion and at the bottom of the middle portion. Also complete his name, address and continuous years. Contact your Detachment Headquarters for any further directions when dealing with transferring members.

Sign the right portion (membership card) before giving it to him in the space for Squadron Adjutant's signature.

The Squadron Official and the transferring member must sign the Member Data Form to officially start the transfer process in motion.

Member Data Form



SONS OF THE AMERICAN LEGION – MEMBER DATA FORM

(Please use ink and print clearly using UPPERCASE letters)

Date _____

Member ID# (9-digit) ☐☐☐☐☐☐☐☐☐ Detach. ☐☐ Alpha Code Squadron# ☐☐☐☐

Name ☐☐☐☐☐☐☐☐☐☐ (First) ☐ (MI) ☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐ (Last) ☐☐☐ (Suffix)

MEMBERSHIP RECORD CHANGE

☐ **Deceased** ☐ **Honorary Life Membership (Awarded by Post/Squadron)**

Name Correction

☐☐☐☐☐☐☐☐☐☐ First ☐ MI ☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐ Last ☐☐☐ Suffix

New Address

Line 1 ☐☐☐

Line 2 ☐☐☐

City ☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐☐ State ☐☐ Zip Code ☐☐☐☐☐

Telephone # ☐☐☐-☐☐☐-☐☐☐☐ **E-Mail Address:** _____

Date of Birth ☐☐ Month - ☐☐ Day - ☐☐☐☐ Year (4-digit)

Cont. Years Mbsp: ☐☐ # Years **for** ☐☐☐☐ Paid Mbsp Year

Member Transferring from: Detachment ☐☐ Alpha Code Former Squadron # ☐☐☐☐

Member Transferring to: Detachment ☐☐ Alpha Code New Post # ☐☐☐☐

Applicant is ☐ Son ☐ Adopted Son ☐ Stepson ☐ Grandson of _____,
who is (a) a member in good standing of Post # _____ in the Department of _____;
or (b) a deceased veteran who served honorably during the period _____ Entry Date through _____ Discharge Date.

_____ Signature – Post/Squadron Adjutant
(Required for Transfers, Deceased, Honorary Life and Cont. Years changes)

_____ Signature – Member/Guardian
(Required for Transfers)

SEE INSTRUCTIONS ON REVERSE SIDE

Stock# 00-007 (2010) Artwork# 62IA0210

National Headquarters Copy

Department/Detachment Copy

Stock# 00-007 (2010) Artwork# 62IA0210

National Headquarters Copy
(To be sent to Squadron losing member)

Stock# 00-007 (2010) Artwork# 62IA0210

Squadron Files
(To be kept by Squadron gaining member)

Membership Card Errors / Unknown

If you receive a preprinted card for someone who is not a member of your Squadron and is unknown to your Squadron put an 'X' using a #2 pencil in the box opposite the word 'unknown' on the left portion of the member record card. Return the entire card (left, middle and right portions) to Detachment Headquarters. Make a notation in the membership roster for that card, matching the sequential number, as the member is unknown.

What to do if a member's name is misspelled

If a member's name is misspelled or needs any corrections put an 'X' using a #2 pencil in the correction box on the left portion of the member record card. Draw a line through the name on the left and middle portions and type or neatly print the name as it should appear.

If a name needs correcting after the member has paid his dues and Membership Record Card has been transmitted to Detachment Headquarters you must use the Member Data Form. The Squadron Adjutant's signature and a completed form must be sent to Detachment Headquarters for the change to take effect.

Continuous Membership

Although it is the responsibility of your Squadron to Maintain Continuous Membership records for each of your members, your National and Detachment Headquarters offer it's facilities to help compile and maintain accurate records.

Years of continuous membership will be recorded once your Squadron has reported them, but you have to do your part. National and Detachment cannot perform your duties. Most records are only kept for a limited amount of time.

If a change is needed on a member's continuous years, you can make the correction by placing an X using a #2 pencil in the correction box on the left portion of the Membership Record Card. Strike out the incorrect number printed on both boxes of the Membership Record Card. In the same box or immediately above it write or type in the correct number. Also correct the member's card (the right portion of the Membership Record Card) and the membership register sheet.

Remember to use the Member Data Form to make changes concerning a member's record at National if the current membership is paid for the current year.

Detachment and National Membership Goals

A primary goal attached to each Squadron Officer is membership. Renewals and new members are key to keeping SAL programs productive and meaningful. It is the membership that accomplishes the goals and supports the programs in SAL.

Number count; those numbers are the strength and ability to accomplish and grow our programs within our Community, State and Nation. The numbers are members who contribute countless hours and raise the funds for the programs.

The reward is personal to each member, but the awards are by Squadron and Detachment and account for the success of the programs through proper reporting. Do not let your membership down by failing to recognize their efforts on the Detachment and National levels.

Each year SAL National sets membership goals and benchmark dates for renewals and new members for a National Goal and Detachment Goals. The Membership Chairman in conjunction with the Detachment Commander and Adjutant sets to growth goals for each Squadron. The membership is closely monitored and reported weekly for all members' knowledge.

The end goal of so many members across all of SAL's Detachments and the total membership count at the end of the year is enormous. To help take the larger goal to a manageable level for each Squadron, Detachment and Nationally, benchmarks are set for smooth and continuous progress to the final goal.

Benchmarks are set dates on the calendar with smaller achievable goals for each Squadron, Detachment and National in membership that accumulates to the end of the Legion year for success.

The goals are achievable through consistent effort. The benchmarks let us know when to add more effort to achieve the goal in membership before the annual deadline.

How to fill out an SAL Membership Transmittal

Membership processing should be sent to the Detachment Headquarters on a weekly basis, unless none is available to process.

Regular membership transmittals keeps your Squadron in good standing and officially updates each member's record. Payment at the Post/Squadron is the starting point of the process

If membership is not sent to Detachment, the renewal is not official nor recorded at the National level.

The following is a sample of an official transmittal form. This three part NCR form *(or the form provided by your Detachment)* shown is accepted at headquarters. They are available free to the Squadron for membership purposes.

The outline at right and form below illustrates the simplicity of transmittal of membership to Detachment.

The 1-2-3 of completing the form:

1. Enclose the Membership Record Cards *(both the left and middle sections — do not separate the cards!)* and list the total cards you are sending.
2. List the quantity of Membership Record Cards sent to Detachment to date *(found on the last transmittal under total paid to date)*.
3. List your Squadron Number
4. List the amount enclosed (*remember to actually place the check in the envelope)*
5. Sign the Transmittal form and keep your Squadron's copy for it's permanent records. *(Yellow copy only)*
6. Place your phone number on the form should Detachment need to contact you. Questions may arise and the Detachment may need to contact you for corrections and processing.

The Transmittal Form

SONS OF THE AMERICAN LEGION

TRANSMITTAL FORM

DUES TRANSMITTAL # 10/1/19 DATE 10/1/19 SQUADRON # 0100 3

ENCLOSED ARE CARDS FOR MEMBERSHIP YEAR 2020 # OF CARDS 435 1 AMOUNT ENCLOSED $ $3504.00 4

TOTAL MEMBERSHIP ON THIS TRANSMITTAL 435 1

TOTAL MEMBERSHIP PREVIOUSLY PAID 5983 2

TOTAL MEMBERSHIP PAID TO DATE 6418

DETACHMENT USE ONLY

CARD COUNT _____

DEBIT _____

CREDIT _____ CK # _____

DUES _____

S.A.L. _____

OTHER _____

_____

DETACHMENT ADJUTANT'S SIGNATURE

Benny F Franklin 5

SIGNATURE

(480) 239-2844 6

DAYTIME PHONE NUMBER

AL-116

Department/Detachment Copy

Department/Detachment Copy

Squadron Copy

Timing is everything

Consider your Squadron made it's benchmark in membership for the month leading into the final stretch of exceeding your Squadron's annual membership goal. Then the report comes out and your Squadron is not listed as achieving the benchmark. Why? Timing.

If your Squadron does not adjust for the time it takes to process the membership by the cut-off date – your Squadron will have missed an opportunity.

Call your Detachment Headquarters and determine how much lead time is required to adequately process your membership in a timely manner so it can be included with the transmittals from Detachment to National. The amount of time needed varies with each Detachment and Squadron.

It is the Squadron's unique location and circumstances that determines the lead time required for membership transmittals to Detachment. Therefore is the responsibility of the Squadron Officers to adjust the Squadron's time line to be included in those reports as achieving its benchmarks and final goal.

Under normal circumstances, 3 to 5 business days are needed to accomplish this adjustment. Plan accordingly and place it on a calendar in the office as your Squadron's transmittal date.

Use an annual calendar to adjust for holiday's and events that may increase the lead time. Mark all the National benchmark dates and set your Squadrons calendar accordingly.

Make your goals on-time!

Squadron Membership Goals

Because the SAL fiscal year and the membership card expiration dates are very different, a datum point is set prior to the end of the year (usually by Detachment Convention at the end of June).

An example of the offset of the two calendars is best described as follows:

Squadron 1342 received its new 2019 Member Record Cards and Roster at the June 30th Detachment Convention but quickly realized they were still selling the 2018 memberships up to December 31st 2018. Some confusion resulted from the question of the members paying dues after State Convention for their 2018 cards that are lumped into the membership of 2019, does that count towards our goal?

The answer is no. Count your 2018 cards issued and transmitted to Detachment as your official count for 2018 only. The 2018 membership card issued during the same period count towards last year's membership.

So how do you determine what my 100% and 105% goal for 2019 is?

It is called a Datum Point. A date is selected that gives the best representation of the Squadron's (and therefore, the Detachment) actual size that is used to determine the next year's goal.

A datum point is a point of reference from which measurements are made and only exists as needed to create and set those measurements.

Now we have a third calendar! Great! But wait… it is a calendar no one actually uses except the Detachment in setting in stone your membership goals and benchmarks.

Without that Datum Point, the Squadrons 2019 goal would increase with every membership paid in the 2018 calendar year when renewing the 2018 membership *(before December 31st)*. It is harder to hit a moving goal than a stationary one and the Datum Point allows each Squadron to make plans without adjustment for the next six months. That first six months is the first half of the membership year 2019 and the last half of the calendar year 2018 and creates the confusion.

The datum point of June 30th creates a firm set of numbers for everyone to use in making their membership plans for the following 12 months.

Ironically, the Detachment closes it's financial records on that date for the Fiscal Year for accounting purposes. The Detachment aligns its fiscal year with the Department for proper reporting and audit purposes.

Your Squadron should have the following available at all times:

- *Membership Applications*
- *Member Data Forms*
- *SAL Manual of Ritual & Ceremony*
- *Five Star & Ten Ideals Materials*
- *Child Welfare Foundation Materials*
- *Various SAL Pamphlets*
- *Squadron Member Handbooks*
- *Squadron Jr Member Handbooks*
- *Squadron Meetings & Activities Calendar*
- *Squadron Member Initiates kits*
- *Squadron Contact numbers*

Important Membership Contacts

- *Squadron Commander*

  _____

- *Squadron Adjutant*

  _____

- *Squadron Sr Vice/Membership Chairman*

  _____

- *Detachment Headquarters/Adjutant*

  _____

A sample membership matrix used to determine the overall goals for each Squadron

Detachment Membership Goal Chart						Sept		Oct		Apr		May		July	
Area	District	Sqd	City	End & Start	Goal	10%		25%		90%		100%		105%	
						GOAL	Actual	GOAL	Actual	GOAL	Actual	GOAL	Actual	GOAL	Actual
B	11	1	Phoenix	242	254	24		61		218		242		254	
B	12	2	Tempe	77	81	8		19		69		77		81	
C	7	3	Flagstaff	86	90	9		22		77		86		90	
A	5	4	Globe	37	39	4		9		33		37		39	
B	11	5	Phoenix	68	71	7		17		61		68		71	
C	8	6	Prescott	88	92	9		22		79		88		92	
A	2	7	Tucson	29	31	3		7		26		29		31	
A	4	9	Florence	57	60	6		14		51		57		60	
A	3	11	Douglas	65	68	7		16		59		65		68	
B	11	12	Wickenburg	101	106	10		25		91		101		106	
C	7	13	Williams	10	11	1		3		9		10		11	
C	7	14	Kingman	34	35	3		9		31		34		35	
C	6	15	Winslow	22	23	2		6		20		22		23	
B	1	19	Yuma	81	85	8		20		73		81		85	
C	7	22	Golden Valley	72	76	7		18		65		72		76	
A	3	24	Tombstone	143	150	14		36		129		143		150	
C	8	25	Cottonwood	98	103	10		25		88		98		103	
										98		109		114	
										535		594		624	
										36		40		42	
										130		144		151	
										30		33		35	
										47		52		55	
										107		119		124	
										124		138		145	

The datum point is applied and the "2019 Start" displays the actual numbers on that date.
This allows a starting point in determining what each Squadron's goal should be as a shared contribution for the Detachment to reach its 2019 Goal.

Membership Target Dates

Fiscal Year & Membership Year

June to July

Benchmark Date	Squadron# _____	Detachment ____	Percentage
September	_____	_____	10%
October	_____	_____	25%
November	_____	_____	35%
December	_____	_____	45%
January	_____	_____	60%
February	_____	_____	75%
March	_____	_____	80%
April	_____	_____	90%
May	_____	_____	100%
July Delegate Strength	_____	_____	105%
End of Year Final Total	_____	_____	

Squadron # _____, 105% Goal is: _____ and _____ Members Paid

Detachment 105% Goal is: _____ and _____ Members Paid

Section 2 — Officers & Chairmen

Officers and Chairman

Job descriptions and responsibilities are ultimately defined within the Constitution and By-Laws for the organization at the level which an Officer or Chairman serve. The following is an overview of responsibilities that are common to each position listed below. In all circumstances, the positions require communication with the different levels of the Sons of The American Legion at National, Detachment, County/District and Squadron.

Squadron Commander: Responsible for leading the Squadron, teaching and protecting the cardinal principles of the Sons of The American Legion and supervising duties of all other squadron officers. The Squadron Commander is guided by the squadron's constitution & bylaws and by the decision of the squadron as a body, and is primarily responsible for the success of the current year's programs and activities. The Squadron Commander should ensure that meetings are conducted properly. A recommended order of business and the ceremonial ritual is suggested.

Some squadrons have two Vice Commanders while others have one. For those that have multiple Vice Commanders, their duties may be split up in the following way:

First Vice or Senior Vice Commander: Focuses on membership enrollment activities, and/or

Second Vice or Junior Vice Commander: Responsible for patriotic observances, the development of squadron activities, and planning entertainment and social activities that may be scheduled in conjunction with squadron meetings.

Adjutant: The official secretary of the Squadron/Detachment, this officer maintains contact with Squadron members and Detachment Officers, keeps the Squadron/Detachment records, and publishes necessary orders, announcements and instructions and is a main administrative conduit between National, Detachment and Squadron levels of our organization.

Finance Officer: Responsible for receiving Squadron/Detachment funds and paying all bills when authorizations have been given for payment.

Chaplain: Responsible for the spiritual leadership of the Squadron/Detachment, he should be ready to take part in the initiation of new members, dedication ceremonies and the funeral services of a comrade.

Historian: Maintains a record of the Squadron/Detachment activities.

Sergeant-at-Arms: Serves as the sentinel or outer guard of the Squadron or Detachment. In addition to being the custodian of the flag and squadron standards, he should be ready at all times to assist the Squadron/Detachment Commander.

Chairman, in general: Are appointed positions by the Commander to which the Commission or Committee reports. The Chairman initiates and communicates information from local areas to National and programs and information from National to local. He leads the efforts to a productive outcome and leads the meetings of his Committee or Commission of which he is the primary leader within that Committee or Commission. The various Commissions and Committees a Squadron or Detachment may have should have the specific areas of responsibility outlined in the Squadron, District or Detachment Constitution and By-laws.

VA&R Chairman: The Veterans Affairs & Rehabilitation *(VA&R)* Commission participates in the programs and services that enhances the lives of Veterans and their families, through the voluntary work in Veterans Administration Volunteer Service *(VAVS)* and the continued efforts to help our veterans get back to a normal functioning life. The Chairmen coordinates and initiates efforts to increase volunteers in VAVS and all programs under VA&R. The Chairman Communicates information to and from the Detachment and National Committees in support of their ongoing efforts.

Americanism Chairman: The Americanism Chairman coordinates and directs efforts to educate and support the beneficial elements of our society in respect and compliance with law and order, the raising of wholesome youth, respectful observance of patriotic holidays and remembrances, education and law-abiding citizenship.

Among key areas of concern are: U.S. Flag Protection, Illegal Immigration issues, Voter Registration and Participation, Boy Scouts of America, The Pledge of Allegiance, Boys State/Nation, American Legion Baseball, The American Legion High School Oratorical Competition, plus other programs.

Children & Youth Chairman: Responsible to the Commander and his Squadron/Detachment, The chairman organizes and oversees activities to formulate, recommend and implement plans, programs and activities designed to assure care and protection for the children of veterans; to improve conditions for all children and youth with due concern for maintaining the integrity of the family home; to prevent social and physical ills of children and youth where possible; to maintain a balanced program that provides for the physical, emotional, intellectual, and spiritual needs of young people and to receive and give information on local Committee activities and to communicate with the Detachment and National Committees in support of their ongoing efforts.

Child Welfare Foundation Chairman: Responsible to the Commander and his Squadron/Detachment, The chairman organizes and oversees activities to formulate, recommend and implement plans, programs and activities designed to raise funds and awareness of CWF within the Squadron & Post and Detachment & Department; to assist Squadrons with fundraising ideas and promotion of the CWF mission; to provide information on local Committee activities and to communicate with the Detachment/National Committees in support of their ongoing efforts; to recognize the individual, Squadron, District/County and Detachment efforts in support of CWF.

Fundraising

The easiest way to plan your event is to visit and support other Squadrons. Watch and learn from their event.

Every fundraiser has a team of volunteers making it a successful event. Who are these volunteers? What each event has in common is a leader who makes the necessary decisions early and a capable team willing to work hard to see the event has every opportunity to make money and see the participants have fun. While working hard on the event, those same volunteers are having fun, too. If you can't have fun while making money for your charity you will not be nearly as successful as you can be. What are the key areas of concern for a successful fundraising event?

A short overview of those areas:

Sometime ago, well before the event began, someone sold the idea to have the event and had the vision of how successful it could be towards raising money. The vision included friends, members and like-minded individuals, so that the event would be fun. They bought a ticket or registered for the event after someone from the Squadron approached them and informed them of the event. They took time out of their schedule to be there and paid for the tournament entry fee or dinner ticket and set the time aside. They attended and spent a little bit more and had a good time. So much of a good time they asked if this event was an annual event…They would consider putting it on their calendar again next year, buying another ticket or such and inviting more friends along. They may never know what or how the event came to be, but they do know where the money came from and who it will benefit.

For those of us that have attended a clam bake, polar plunge, gun show, golf tournament or you could name just about anything that has and will be used to raise money, one key element was always in abundance that caused us to wonder when they plan on doing this again. We had fun and saw the event as a success. If we wanted to duplicate that same event at our post, what would be needed?

Volunteers were in abundance, a leader or two and the many others that were doing all sorts of leg work during the event (I counted at least nine or more). What was the lead-time to this event? What happened behind the scenes to accomplish this turnout? How did they promote it to reach out and make me aware of it some 45 miles away? Did I have fun? I must have if I am asking for next year's event dates, why else would I ask myself these questions in a quest to deconstruct what was needed to duplicate this event?

The common elements realized were: Time to accomplish all that was needed before the event could start, funding for up front expenses and the volunteers that believed and worked to make it a success. The other element that I witnessed was what a team effort! I knew who was in charge and the leader was making some decisions, but mostly all the volunteers knew their jobs and what to do and when to do it.

Promotion. They started early and spread the word. That meant they had certain details and decisions made and completed early so they could print these flyers two months ago. They promoted it by not only the flyer, but with their enthusiasm and covered a good distance to get the message out. They made themselves available to answer my questions six weeks ago when I was considering that flyer and wanted to know more. There were a good number of others attending from a greater distance than myself. That means they have reach. That means greater attendance, which in turns improves the success and makes the volunteers happier when they realize how many people came from such distances to attend this event. That is a compliment to the time and energy applied. They had fun because they started early and people were joining their passion for this event benefiting their cause. In this case it was American Legion Child Welfare Foundation benefiting from their efforts.

So I make a mental note…need people with a passion for a cause, generally good natured and they KNOW the event is going to be a success, because they believe it true and worked hard to make it so. They believed in themselves and their friends working every bit as hard as they were.

I am now back to my note card wondering if I could simplify this: People and their passion, wanting to show hospitality and find success. They had the necessary funding to start the event, pay for the food and the raffle event afterward. They printed tickets and flyers that were created by some one with the available talent to do so. They gave that person the lead-time to really work up some nice promotional materials. They thought of and planned for all the small and large details well before the deadline. The days before and during the event, the volunteers showed up and did as they had promised. I came with my ticket in hand hoping for and actually having a good time, so much so I wanted to help with the cleanup… but they had that covered before I could find a trash can and broom. And now they had the best promotional material anyone could ask for: They had word of mouth priming the pump for next year's repeat event.

Does this sound familiar? We've been at this long enough to know the required elements for success is… US. All of us. They knew this because they thanked me for coming. I knew this because I thanked them for hosting the event and I let them know by inquiry that I was interested in doing this again next year, should they do this same event again.

Everyone received thanks, the charity received funds, we had fun and we would like to do it again.

My short list: People, passion, money, funding, lead-time, event date and time and a location with facilities. That is what the key elements were.

One way to learn how to put on these events that are a success? Attend other events and get new ideas. Ask the squadron members that are having fun and enjoying the event right along with you, they'll share what it takes. Be careful though, this inquiry is usually an opportunity for them to put you to work for "on the job training!"

I say attend other events because the easy way to promote your event is to reciprocate with others. By doing so, you help make their event a success and they are likely to reciprocate with you on your events. That is a sure way to start an event rolling towards success, get involved and share their passion. Oh...and remember to say thank you!

Fundraising *continued...*

12 tips for Successful Fundraising

12 Tips for Successful Fundraising

1. Give yourself and your team plenty of time to plan and execute your event. Make a schedule with clear "mile markers", and stick to it. Adopt a campaign mentality and commit to win. Plan and announce the celebration lunch date for your committee at your first committee meeting and remind all of your volunteers about this as often as you can.
2. Set a dollar target for your fundraiser, commit to it, announce it and plan every element of the fundraising campaign with this target in mind.
3. Commit to raising funds, and avoid euphemisms like fun-raisers or friend-raisers. This is fund-raising. Euphemisms become alibis. Don't confuse motion with action, and don't allow your colleagues to dilly-dally either.
4. Determine the target audience for your fundraiser by name. Be specific about who you want to attend. Put people on your target attendance list who have a history of caring about the programs. Send volunteers to sell them tickets and sponsorships in person.
5. Articulate the importance of the cause in everything you say and do from a perspective that will move your target audience. Let your passion show. Show how past contributions have changed lives in your local community.
6. Pick a unique and doable theme for your event. Tie in the Legion Family. But remember -- each fundraising event is unique. Whatever your theme is, it's important in this day and age to have some sort of visual theme that will appeal to your targeted market.
7. Set up a realistic budget. Consider your budget when you are forming your steering committee - many goods and services can be donated, but manpower can't.
8. Build a strong steering committee. Remember the power of gilt (as in gold) by association. Make sure your committee is listed as "in formation" — you can add new leaders as you find them. Pick some people who know and can help with the logistics.
9. Package the event tickets, give a minimum number of tickets to each volunteer, and let them know you expect them to sell them (not just "get them out".) Tickets don't sell tickets. People sell tickets.
10. Use your most experienced members and committee leaders to sell sponsorships to businesses that "need to be associated with the event." Ask them to pair up with a new member so they may gain experience. Set targets and have weekly follow-up meetings in person or by phone.
11. If you pick an honoree, choose carefully. Choose someone with an established record of helping with children and Legion programs, someone with a Rolodex and no skeletons in their closet.
12. Find sponsors who can be convinced that an association with our cause will bring goodwill and, eventually, business to them. Show them how their logos will be prominent in the event. Make heroes out of them. Give them a detailed report and a warm thank you after the event.

Now, pick a theme and do your best, no matter how big or small your goal. Your effort will remind everyone you touch how important it is that we all work to support the Legion's programs.

Anonymous donors

Some donors ask that their gift remain anonymous, and are concerned that the nonprofit will sell their contact information to other nonprofits (which will increase the chance that they will be solicited by other nonprofits).

To address these concerns, the Association of Fundraising Professionals (AFP) has developed a Donors' Bill of Rights that nonprofits are encouraged to adopt.

Acknowledging donations

Donors expect a 'thank you' note to acknowledge their charitable gifts. It is not only ethical to be transparent with donors about the receipt of their gifts, but it is also a legal requirement for certain gifts.

Ethical Fundraising

Transparency inspires confidence. Beyond what the law requires, nonprofits can demonstrate their commitment to ethical practices by being entirely transparent with financial information and fundraising practices.

A fundamental transparency practice is to make it easy for visitors to a nonprofit's website to find financial information, as well as information about board composition, programs, outcomes/impact, staffing, and donors.

What are other ethical fundraising practices?

Practices that demonstrate accountability and respect for donors include:

- Sending timely gift acknowledgments
- Respecting restrictions on donors' gifts
- Providing timely reports to foundations, as applicable
- Listing donors on a nonprofits' website in the manner in which the donor would like to be acknowledged
- Honoring donors' requests to remain anonymous

How to Write a Donor-Centered Thank-You Letter

Donors are by and large generous and caring people who unselfishly give money to support your cause. They usually ask for nothing in return, but when they receive a well-written thank-you letter, it reminds them why they gave in the first place and that can often help secure continual gifts from them in the future.

A well-expressed thank-you is an art form. Most of us think we don't have the time or the talent to play the artist. Perhaps, we put off writing because it's not a habit we've cultivated. Or we feel awkward about finding the right words, or we don't have a convenient space to sit down and write.

As with so many other creative acts, the secret of writing a successful thank-you lies in finding the right tools, learning a few simple rules to get started, and then getting into the swing of it (i.e. practice, practice, practice) until it becomes natural… even fun.

Let's take a few minutes and review the sample thank-you letter on the next page. Afterwards, we'll go part by part to explain and highlight the important aspects of each section.

Sections of a Good Thank-You Letter

First off, the letter starts out with a strong opening focusing on the donor. Because of YOU! The key here is to make it about them! Make them feel special.

Secondly, it tells a story and tells the reader exactly what you'll be doing with their donation. After all, most everyone who donates to a cause wants to know that their money was put to good use!

Third, the letter tells the reader when they can expect to hear from you and offers a phone number and a contact person. Again, it's written in a very personal way and it gives them an open invitation to reach out to you if they have any questions.

Fourth, the donor's loyalty is acknowledged. You could even take it one step further and note the exact number of years they've contributed. There's nothing more upsetting to a donor than getting a cookie-cutter letter that doesn't call this loyalty out.

Finally, someone from within the highest ranks of the organization signs the letter. Generic letters from your organization's administrator are no fun. Make your letter count with it being signed by the Commander.

A Sample Donor Thank-You Letter

Your Letterhead cover page

[Date] [Mr./Mrs. First and Last Name
of Donor or Name of Organization]
[Address] [City, State, Zip]

Dear [Donor Name or Organization Name],

Thanks to you, our fundraiser surpassed our goal of $XXXX. Your gift of $XXX has helped start the event off to a healthy beginning.

We look forward to sharing the program's success with you in our quarterly newsletter. In the meantime, if you would like to schedule a visit to see, firsthand, the difference your gift is making, please contact Alberto Einstein at 555.555.5555.

Again, we'd like to offer our sincere thanks for all your support throughout the years.

Warmly,
[Sign your name here]

Johnny Q., Squadron Commander
Sons of the American Legion Squadron 999
Type your address]
[City, State, Zip]

Membership Training and Development or *MTD* for short

Membership Training and Development (MTD) will be used in reference of supporting Membership Training AKA Workshops and Team Education through the collection of materials and assembly of coaching/teaching teams capable of distributing the materials and giving context to their information and purpose they serve. Membership Training is a subset of MTD, using the output of MTD. Membership Training and Development is the process of creating curriculum and associated materials and finding members that are able to convey or communicate the information effectively. MTD needs it's own budget for materials production to fulfill its purpose.

Does your Detachment, Districts and Squadron invest in your skill-set for the purpose of drawing you in and keeping you an active member?

Are they securing the success of reaching and surpassing current goals?

What goals are you pursuing and are they aligned with your Squadron/District/Detachment's purpose of supporting the Four Pillars within your Post/District/Department?

Do you have resources readily available for those who want to learn more and therefore contribute more?

Do you have your successor trained and feeling able to assume the new responsibilities? Many of these needs can be trained and some require experience in the Office or position. Having the framework in place need not consume large amounts of time or money, but merely needs your attention more now than in the past.

What should you have or start with first is unique to your Detachment's size in Squadrons and membership. Some materials are readily available through National and some you may need to create for the specific issues you have locally.

To start the process of thinking about and planning for the growth (or lack of) and needs of the membership, we present these topic areas for additional thought by your Detachment in the following.

1 Membership Record Manual: Training members to process new members; to know the membership requirements; to understand the issuance of the cards and what administrative efforts are required.

2 Squadron/District/Detachment/National Officer duties & responsibilities.

3 Programs and charities of The American Legion, to learn more and participate in the local/state and national levels of these programs and efforts.

4 Administrative requirements at each level. Who handles what and can help with a situation that falls outside of the norm?

5 What is the next step of SAL's growth and how do we get there…is there a road map to help? This entails creating a Business Plan, which includes a SWOT analysis (**S**trengths, **W**eaknesses, **O**pportunities & **T**hreats).

6 What successes do other Squadrons/Districts/Detachments have that may lend to our needs? Sharing ideas and experiences. What is needed to facilitate this change?

7 Where are the resources for creating and verifying the materials are correct and true?

8 What talent do we have to help our membership grow in capability and find greater successes?

9 Where do we want to be in the next year? And the year after that? Where do want to be in the next five years?

10 Is the education effort in harmony with the Sons, The Legion and The Four Pillars?

Each Detachment should listen to their Membership, Squadron and District levels and define Membership Training and Development for their future.

The Detachment can make plans to accommodate those needs. This is MTD. MTD is what you make of it in support of the Mission.

There is strength in numbers and there is strength in the Power of Knowledge. Using what you have to greater effect is what MTD delivers.

Making Meetings Work

Using Parliamentary Procedure

Ronald E. Roberts
National Association of Parliamentarians

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This was a collaborative effort with help from my friends and fellow Parliamentarians, they are Ms. Joanne Toebe, and Mr. Joe Pangborn. Many thanks for their help and invaluable feedback.

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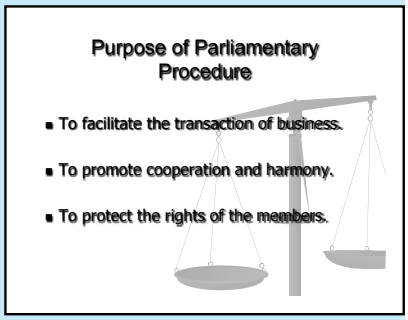
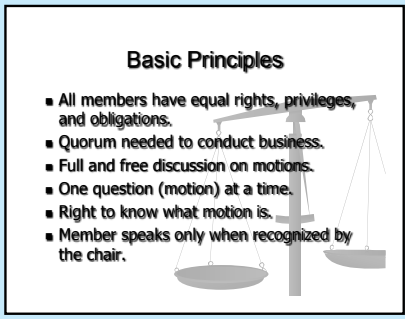


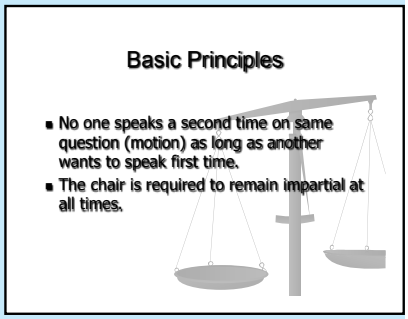
Purpose of Parliamentary Procedure

To facilitate the transaction of business.
To promote cooperation and harmony.
To protect the rights of the members.



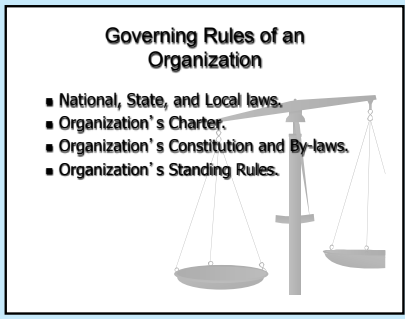
Basic Principles

All members have equal rights, privileges, and obligations.
Quorum needed to conduct business.
Full and free discussion on motions.
One question (motion) at a time.
Right to know what motion is.
Member speaks only when recognized by the chair.



Basic Principles

No one speaks a second time on same question (motion) as long as another wants to speak first time.
The chair is required to remain impartial at all times.

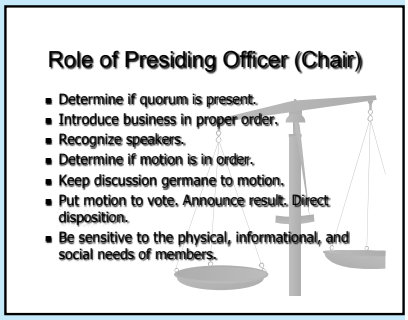


Governing Rules of an Organization

National, State, and Local laws.
Organization's Charter.
Organization's Constitution and By-laws.
Organization's Standing Rules.

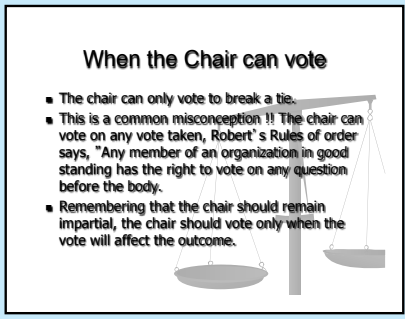
Section 5 — Robert's Rules of Order

***Making Meetings Work — Using Parliamentary Procedure* — Ronald E. Roberts**



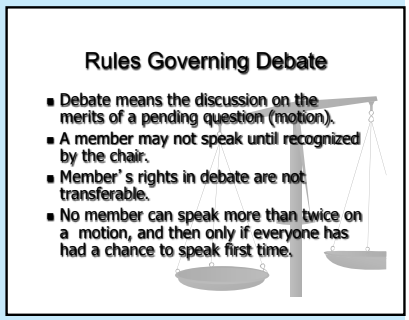
Role of Presiding Officer (Chair)

Determine if quorum is present.
Introduce business in proper order.
Recognize speakers.
Determine if motion is in order.
Keep discussion germane to motion.
Put motion to vote. Announce result. Direct disposition.
Be sensitive to the physical, informational, and social needs of members.



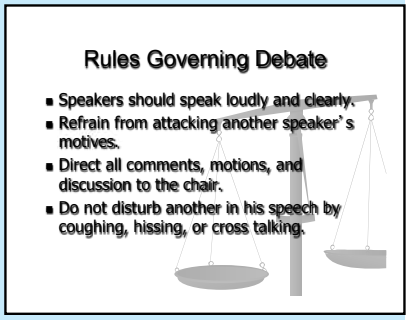
When the Chair can vote

The chair can only vote to break a tie.
This is a common misconception !! The chair can vote on any vote taken, Robert's Rules of order says, "Any member of an organization in good standing has the right to vote on any question before the body.
Remembering that the chair should remain impartial, the chair should vote only when the vote will affect the outcome.

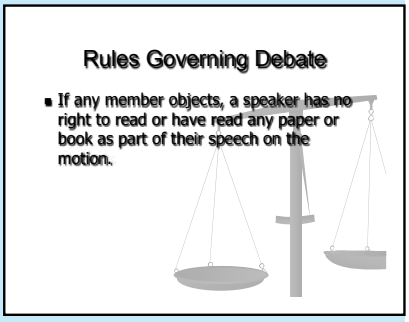


Rules Governing Debate

Debate means the discussion on the merits of a pending question (motion).
A member may not speak until recognized by the chair.
Member's rights in debate are not transferable.
No member can speak more than twice on a motion, and then only if everyone has had a chance to speak first time.



Speakers should speak loudly and clearly.
Refrain from attacking another speaker's motives.
Direct all comments, motions, and discussion to the chair.
Do not disturb another in his speech by coughing, hissing, or cross talking.



If any member objects, a speaker has no right to read or have read any paper or book as part of their speech on the motion.

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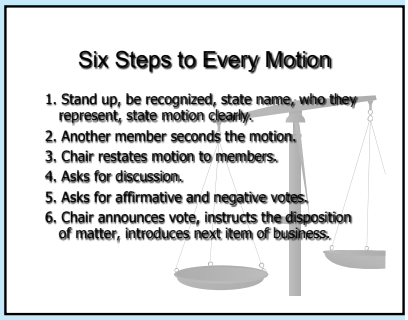
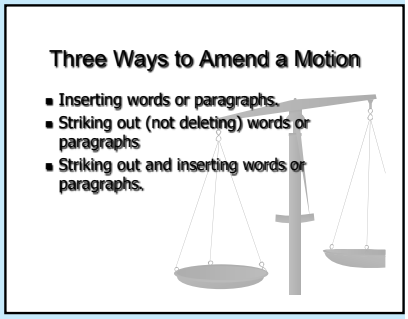


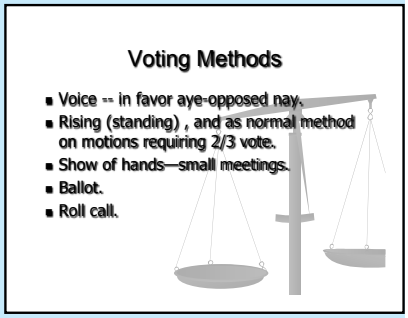
Six Steps to Every Motion

1. Stand up, be recognized, state name, who they represent, state motion clearly.
2. Another member seconds the motion.
3. Chair restates motion to members.
4. Asks for discussion.
5. Asks for affirmative and negative votes.
6. Chair announces vote, instructs the disposition of matter, introduces next item of business.



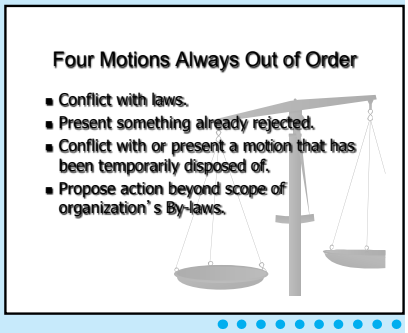
Three Ways to Amend a Motion

Inserting words or paragraphs.
Striking out (not deleting) words or paragraphs
Striking out and inserting words or paragraphs.



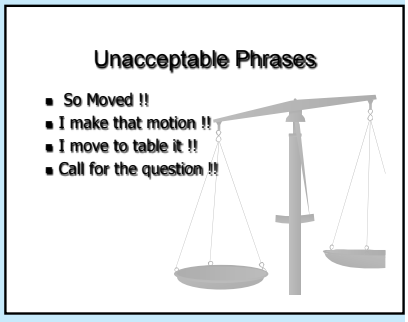
Voting Methods

Voice -- in favor aye-opposed nay.
Rising (standing) , and as normal method on motions requiring 2/3 vote.
Show of hands—small meetings.
Ballot.
Roll call.



Four Motions Always Out of Order

Conflict with laws.
Present something already rejected.
Conflict with or present a motion that has been temporarily disposed of.
Propose action beyond scope of organization's By-laws.

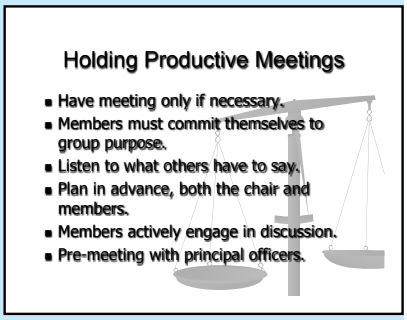


Unacceptable Phrases

So Moved !!
I make that motion !!
I move to table it !!
Call for the question !!

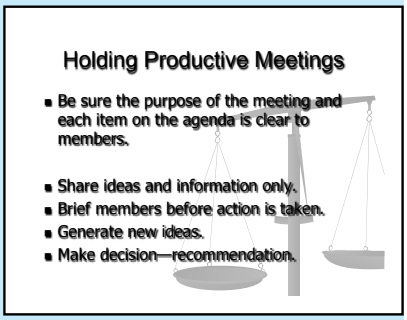
Section 5 — Robert's Rules of Order

***Making Meetings Work — Using Parliamentary Procedure* — Ronald E. Roberts**

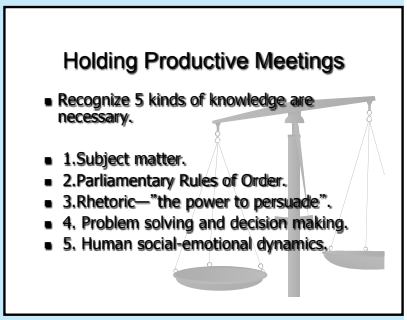


Holding Productive Meetings

Have meeting only if necessary.
Members must commit themselves to group purpose.
Listen to what others have to say.
Plan in advance, both the chair and members.
Members actively engage in discussion.
Pre-meeting with principal officers.

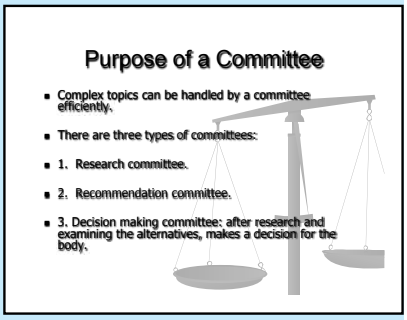


Be sure the purpose of the meeting and each item on the agenda is clear to members.
Share ideas and information only.
Brief members before action is taken.
Generate new ideas.
Make decision—recommendation.



Recognize 5 kinds of knowledge are necessary.

1. Subject matter.
2. Parliamentary Rules of Order.
3. Rhetoric—"the power to persuade".
4. Problem solving and decision making.
5. Human social-emotional dynamics.

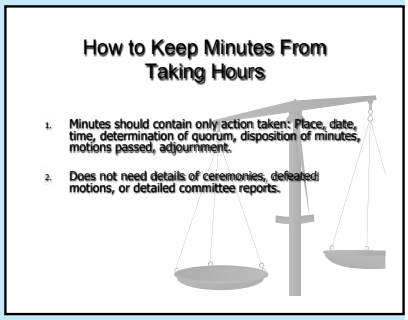


Purpose of a Committee

Complex topics can be handled by a committee efficiently.
There are three types of committees:

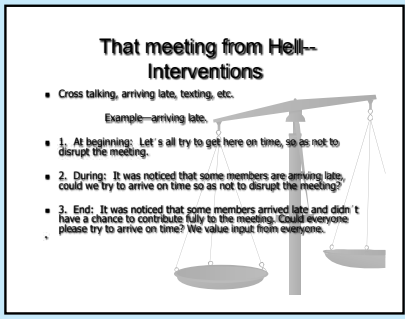
1. Research committee.
2. Recommendation committee.
3. Decision making committee: after research and examining the alternatives, makes a decision for the body.

***Making Meetings Work — Using Parliamentary Procedure* — Ronald E. Roberts**



How to Keep Minutes From Taking Hours

1. Minutes should contain only action taken: Place, date, time, determination of quorum, disposition of minutes, motions passed, adjournment.
2. Does not need details of ceremonies, defeated motions, or detailed committee reports.

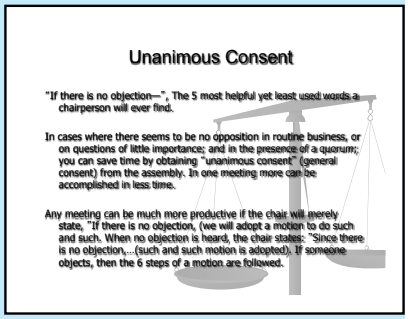


That meeting from Hell--Interventions

Cross talking, arriving late, texting, etc.

Example—arriving late.

1. At beginning: Let's all try to get here on time, so as not to disrupt the meeting.
2. During: It was noticed that some members are arriving late, could we try to arrive on time so as not to disrupt the meeting?
3. End: It was noticed that some members arrived late and didn't have a chance to contribute fully to the meeting. Could everyone please try to arrive on time? We value input from everyone.

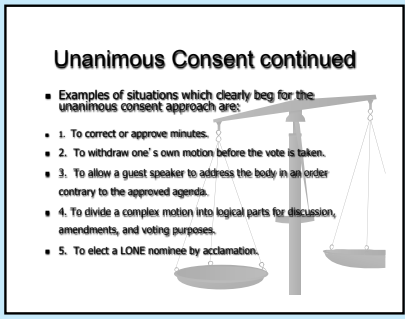


Unanimous Consent

"If there is no objection—", The 5 most helpful yet least used words a chairperson will ever find.

In cases where there seems to be no opposition in routine business, or on questions of little importance; and in the presence of a quorum; you can save time by obtaining "unanimous consent" (general consent) from the assembly. In one meeting more can be accomplished in less time.

Any meeting can be much more productive if the chair will merely state, "If there is no objection, (we will adopt a motion to do such and such. When no objection is heard, the chair states: "Since there is no objection,…(such and such motion is adopted). If someone objects, then the 6 steps of a motion are followed.



Unanimous Consent continued

Examples of situations which clearly beg for the unanimous consent approach are:

1. To correct or approve minutes.
2. To withdraw one's own motion before the vote is taken.
3. To allow a guest speaker to address the body in an order contrary to the approved agenda.
4. To divide a complex motion into logical parts for discussion, amendments, and voting purposes.
5. To elect a LONE nominee by acclamation.

Section 5 — Robert's Rules of Order

The Squadron meeting basics

Roberts Rules of Order Revised is The American Legion and the Sons of The American Legion accepted authority for applying parliamentary procedures. Every person running a meeting, known as the Chair, should have an understanding of Roberts Rules of Order Revised. Insistence of strict observance of this procedure in a peaceable meeting can be observed as a hindrance to the progress of the meeting.

Along with Roberts Rules of Order Revised, the Constitution and By-laws of the organization and its parent organizations are to be utilized to manage the business of the meeting. These rules guide the organization to assure orderly business is conducted to achieve the goals of the organization by determining the most cost effective way and least time consumption way to achieve an action. *All persons should have the opportunity to voice their opinion, before a person steps forward to address the organization a second time.*

Meeting Management

All meetings of the Sons of The American Legion should follow the same basic structure.

1. Call Meeting to Order
   - a Prayer
   - b Pledge of Allegiance
   - c SAL Pre-Amble
   - d POW MIA
   - e Blue Star
   - f Role Call of Officers
2. Reading of Minutes – It is OK to motion to 'accept as printed' or 'subject to correction'.
3. Finance Report
4. Executive Committee Report or Officer Reports
5. Reading of any communications
6. Committee, Standing Committee and Special Committee Reports.
7. Unfinished or Old Business
8. New Business
9. Good of the Sons
10. Adjournment
    - a Prayer
    - b Closing remarks by the Chair

Making a Motion

The most important thing to remember when making a motion is to be clear on what is the motion and start the motion with "I move that we perform action ' ABC' ".

The Chair should repeat the motion By Stating "We Have a Motion to perform action 'ABC'. Is there a second?"

Following the Second the Chair again repeats

- "It has been moved and seconded that we perform action "ABC". Is their any discussion?

"It has been moved and seconded and discussed that "we perform action "ABC".

- All in favor say "Aye"
- All opposed Say "No"

If the Voice Vote is close, members or the Chair may call for a Division, which would result in a Raising Vote, Role Call or Ballot Vote.

Occasionally, during the discussion a point is brought up that is considered to be prudent to the Motion and it is decided to change the motion. This is called an Amendment.

It starts by a member stating "I move to amend the motion by replacing action C with action D. The Chair will then call for a Second by repeating the Amended motion and once it is seconded. The chair will repeat the amended motion "We have an amended motion to perform action "ABD". Is there any discussion? If none Call for the vote. Followed by closing the original Motion by calling for a Vote.

Technically, someone could amend the amended motion to replace Action D with Action E and you could repeat the process. The national organization of the Sons of The American Legion only allows one amended motion to a motion at a time. Allowing more than one amendment gets confusing with multi layered amendments to the motion. Therefore, we advise to only deal with one amendment at a time. It should also be noted, that if someone motions to amend Action A or B once the motion to Amend to Amend action C is requested, *it is an out of order motion.*

The above are online Guidelines and are not necessarily the Letter of the Law. Roberts Rules of Order Revised is the Standing Authority.

Regular Squadron Meeting Minutes Overview

How To Take Perfectly Proper Meeting Minutes

At a minimum, the Meeting Minutes should contain the following elements:

1. Meeting Date and the actual start time of the "Official Order of Business."
1. Type of meeting – Regular and/or General Membership, Executive or Committee meeting.
2. Association Name – Record the Squadron's correct official name and the words, "Minutes of the Meeting of (insert Squadron's name)".
3. Event Information – Specify the meeting date, time and location (building & room)
4. Attendees' Names – List the names of the Officers and voting members present, the name of the presiding officer, and secretary or substitute minute recorder. For open meetings, the **non-voting audience should not** be included.
5. Approval of the Previous Meeting Minutes - Unless the assembly waives the reading of the minutes, they should be read and approved or approved as corrected.
6. Officer and Committee Reports – Reports made by the Officers, Executive Board and Committee members often precede the business of the meeting. Such reports are usually for information only, and, if in writing, can be appended to the minutes with board approval. If not in writing, only the fact that the report was made needs to be stated in the minutes.
7. The Business of the Meeting – The minutes should follow the agenda, unless the board agrees to discuss a matter out of order. The motions returned to committee, etc., should be grouped according to subject matter. There is no reason to include the summary of debates or discussions, drafts and revision of the motions. None of this information constitutes the official action of the Squadron.
8. Adjournment – The last paragraph should state the time of adjournment.
9. Scribes's Signature – The signature of the Scribe, Adjutant or Substitute Scribe of the minutes, preceded by the words "Submitted by:", must be included at the end of the minutes.

What Are Meeting Minutes and Why Take Them?

- ✓ Meeting Minutes are required by State Law.
- ✓ Meeting Minutes are required by The American Legion.
- ✓ Meeting Minutes are required by the Sons of The American Legion.
- ✓ Meeting minutes are the Squadron's only official record of its board, committee or membership decisions and actions.
- ✓ Meeting minutes reflect board decisions, not what members say.
- ✓ Meeting minutes should be brief (one page if possible).
- ✓ Meeting minutes are not official until the board at a subsequent meeting approves them.
- ✓ It is a primary responsibility of the Adjutant to maintain the squadrons' official records.
- ✓ The Meeting Minute book is the squadron's principal record. The records should be printed on quality paper and placed in an official binder.
- ✓ Publishing of regular meeting minutes is generally not required, but it is recommended so that the membership is aware of the Squadron's actions.
- ✓ Executive Session Minutes of the Executive Board should be placed in a separate binder entitled "Executive Session Meeting Minutes." These minutes are **NOT** openly distributed.
- ✓ Meeting Minutes that are brief allow productive meetings and quick reference for future use.
- ✓ Meeting Minutes are not distributed outside of the Squadron meeting until they are approved and signed by the Commander or his Assignee.
- ✓ Meeting Minutes delivered to the Post Adjutant are distributed to: The Executive Board, The Post Commander, and a copy is placed on file as required of a subsidiary of the Post's organization.

Sons of the American Legion
Ben Franlin Squadron 4000
Meeting Minutes
The Old Post 4000 Lounge
Thursday 00 Month 2011

The General Meeting of S.A.L. Squadron 4000 was called to order at 6:05 p.m.
Roll Call was taken and indicated a quorum was achieved.
In attendance: List officers and voting members with title.
Excused absence: Absence arranged in advance or sick
Squadron Everlasting: List recent passing of SAL Members
Sgt-at-Arms: Attending Guests listed
Meeting Minutes: The minutes from the last meeting
Membership report: Current counts, percentage towards goal, remaining number to achieve 100%
Finance Report: Bank Balances, Income for the period, expenses for the period, outstanding checks, committed funds by vote, available funds not committed.
Bar Bingo update: (as needed)
Sunday Breakfast: Deposit total less expenses and proceeds to cause (program funding)
Committee Reports (when assigned):
Old / Continuing Business:
Each Item: Motion by, seconded by, discussion is not recorded, only key elements defining the vote are. Tabled or Vote outcome. One line for each vote.
New Business:
Each Item: Motion by, seconded by, discussion is not recorded, only key elements defining the vote are. Tabled or Vote outcome. One line for each vote.
For the Good of the Sons:
Announcements and information exchange with attending membership. No Voting in this section. The next Sunday Breakfast. The next SAL function. The next Post function. The next Squadron meeting. Local SAL activities and Detachment Events.
The meeting was adjourned at 6:25 p.m.
Respectfully submitted: Scribe's name, Month Day Year.

Minutes accepted and approved as is: Month Day, Year

or

Minutes accepted and approved with corrections: Month Day, Year. (corrections, NOT changes!)

Signature after acceptance by vote

Name of Officer Presiding, Presiding Officer Title

Regular Squadron Meeting Checklist

Preparation Prior to Meeting

Meeting Materials:

- ❑ Meeting Agenda
- ❑ Meeting Minutes to be Approved
- ❑ Membership Report
- ❑ Financial Report
- ❑ Officer Reports
- ❑ Initiation Materials (if needed)
- ❑ Sick Call & Relief List

Room Set-Up:

- ❑ POW MIA Chair & Visuals placed
- ❑ Tables arranged for appropriate seating
- ❑ Flags placed, (stanchions and flag bases)

1 Regular Squadron Meeting Script

The Squadron Commander shall announce that the meeting is about to open. Officers shall take their stations. American Legion Post members acting as Advisors will take their places among the membership. Cell phone off or in airplane mode.

Squadron Commander

The Squadron Commander will seat the membership with one rap of the gavel and doors of the meeting place shall be closed by the Sergeant-at-Arms.

The Adjutant shall proceed through those present, and after the membership cards have been examined, shall return to the station of the Squadron Commander, where he shall report, giving the names of visitors, if there are any, and their post and squadron name and number as they are being introduced.

Squadron Commander

The Commander gives three raps of the gavel and all present shall stand at attention.

Squadron Commander

Salute. *The membership shall continue to stand at attention and render salute while the flags are being advanced and placed in position.*

Commander shall give the command "Two" to end the salute.

Squadron Commander

"The Chaplain will invoke the blessing of God." *(Commander gives the order to* **"Please Uncover"***, members present remove their caps.)*

Squadron Commander

In place of the following prayer, the Chaplain may deliver one of his own in the same general tenors.

Squadron Chaplain Meeting Prayer

"Almighty God, Father of mankind and Judge over nations, we pray Thee to guide our work in this meeting and in all our days. Send thy peace of our Nation and all Nations. Hasten the fulfillment of Thy promise of peace that shall have no end. We pray for those who serve the people and guard the public welfare, that by Thy blessings they may be enabled to discharge their duties honestly and well. We pray for our comrades, that by Thy help they may observe the strictest Justice, keep alight the fires of Freedom, strive earnestly for the spirit of Democracy and preserve untarnished our loyalty to our Country and to Thee. Especially do we ask Thy blessing and comfort to those defenders of our Nation on sick beds in hospitals and elsewhere who are suffering mental and physical disabilities. Cheer them and bring back to them the blessings of health and happiness.

Continued >

Continued >

2 Regular Squadron Meeting Script

Squadron Chaplain Meeting Prayer

Finally, O God of Mercy, we remember lovingly before Thee our departed comrades and those of our fathers who receive with Thee the reward of life everlasting. May their splendid example of patriotism and sacrifice guide us in our duty to our God and Country now and forevermore, AMEN."

Squadron Commander

"In memory of our departed comrades and the comrades of our fathers, let us stand in silence. Please remain uncovered"

A Moment of Silence

(Squadron remains standing and stands in silence for 30 seconds.) Following the silence the Commander proceeds with the POW / MIA Empty Chair Ceremony.

Squadron Commander

"Resolution 288, adopted at the 67th National Convention, of The American Legion and Resolution N.C. 2-94, adopted at the 23rd National Convention of the Sons of The American Legion, calls for designating a POW / MIA Empty Chair at all official meetings of the Sons of The American Legion as a physical symbol of the thousands of American POW / MIA's still unaccounted for, as a reminder for all of us to spare no effort to secure the release of any American prisoners from captivity, the repatriation of the remains of those who died bravely in defense of liberty and a full accounting of those missing." Let us rededicate ourselves for this vital endeavor.

Squadron Commander

"Please remain uncovered as we recite the Pledge of Allegiance."

The Pledge of Allegiance by all members present

"I pledge allegiance to the Flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all."

Squadron Commander

"Please Recover"

Following the Pledge of Allegiance, the Squadron Commander will lead the Squadron in reciting the Preamble to the Constitution of the Sons of The American Legion.

Preamble to the Constitution of the Sons of The American Legion by all members present

"Proud possessors of a priceless heritage, we male descendants of veterans of the Great Wars associate ourselves together as "Sons of The American Legion" 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 true spirit of Americanism;

to preserve the memories of our former members and the associations of our members and our forefathers in 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 consecrate and sanctify our friendship by our devotion to mutual helpfulness;

to adopt in letter and spirit all of the great principles for which The American Legion stands

and to assist in carrying on for God and Country."

Squadron Commander

One rap of the gavel by the Commander will seat the members.

Continued >

Continued >

3 Regular Squadron Meeting Script

Squadron Commander ► "I now declare this meeting of Squadron. ____, Detachment of _____, regularly convened. Let the record show the time is ___ : ___ p.m.
Please proceed with the roll call of officers.

Sr. Vice Commander or Adjutant Roll Call - Quorum? ► ***Roll call of officers by ranking from list.*** (Officers are one of the following: present, excused absence, not present or squadron everlasting)

Order of Business
Reports Given
Motions made, seconded, and vote to accept each report recorded

► 1. Reading of minutes of previous meeting.
► 2. Membership
► 3. Financial Report & Adjutant
► 4. Sunday Breakfast Report
► 5. Committee reports /additional Officer Reports
► 6. Sick call and relief

Continuing Motions or New Motions made, seconded with discussion period.

► A. Unfinished & Continuing Business.
► B. Balloting on applications. (Additional Scripting in SAL Handbook)
► C. Initiation of candidates. (Additional Scripting in SAL Handbook)
► D. New Business and Correspondence.
► E. For the Good of the Sons.

State the final motion for clarity, call for vote to accept each motion.

1. *The membership shall be permitted to make any suggestions of any kind, character or description, except for religion or partisan politics.*
2. *Any activity that requires the action of or expenditure of funds by S.A.L. will require re-opening the "New Business" section at which time motions may be made, discussed and voted.*
3. *After the issue is resolved or tabled, the meeting will resume section E. For the Good of he Sons.*

Squadron Commander "Is there any further business to come before the members? " (repeat three times)
"If not, the Squadron Chaplain will lead us in the closing prayer."
"Please uncover."
The Commander shall give three raps of the gavel, and membership shall arise, uncover, and stand in silence.

Squadron Chaplain "Our dear Heavenly Father, may we become better Sons of The American Legion, as we learn and teach by words and deeds, the principles of Justice, Freedom, Democracy and Loyalty. Be with us until we meet again. AMEN."

Squadron Commander "Till me meet again let us remember that our obligation to our Country can only be fulfilled by the faithful performance of all duties of citizenship. Let service to the community, state and nation be ever a main objective of the Son of The American Legion. Let us ever be watchful of the honor of our Country, The American Legion, our organization and ourselves, that nothing shall swerve us from the path of Justice, Freedom, Loyalty and Democracy."

Squadron Commander **"Hand salute"** *(Colors are retired, as the Color Bearers reach the rear of the meeting hall, the command "two" is given by the Commander.)*

Squadron Commander ► "Let the record show the time is ___ : ___ p.m. I now declare this meeting of The Sons of The American Legion Squadron ____, Detachment of _____ adjourned.

Squadron Commander **The Commander gives one rap of the gavel.**

End of Script

Showing Appreciation, How to say "Thanks"

A well-expressed thank-you is an art form. Most of us think we don't have the time or the talent to play the artist. Perhaps, we put off writing because it's not a habit we've cultivated. Or we feel awkward about finding the right words, or we don't have a convenient space to sit down and write.

As with so many other creative acts, the secret of writing a successful thank-you lies in finding the right tools, learning a few simple rules to get started, and then getting into the swing of it (i.e. practice, practice, practice) until it becomes natural.

Today we live in a 'need it now' society where a simple text, email or phone call has taken the place of a proper handwritten note. Think of the last time you received a handwritten note from a friend or relative, and how special it made you feel, knowing that the sender took time out of their schedule to sit down and write to you.

Etiquette For Stationery

When was the last time you expressed your thanks or gratitude to someone with a handwritten note? Having your own personal stationery used to be a staple for every household. With the growing popularity of email, texting and instant messaging, the traditional hand written note is becoming less common, but we feel a revolution coming on. In this day and age of hectic schedules, a hand written note shows the recipient that you care enough about them to take a moment to personally communicate your thoughts to them. Make a statement about yourself and express your thoughts with your own personal stationery.

If you stopped what you were doing to help someone you know and he or she did not acknowledge your assistance, how would you feel about repeating that effort again, the next time they needed help? Would you consider that action or lack thereof as selfish? Are you expecting too much from your friend/acquaintance? Are they so involved with their own needs or what they were doing that they forgot to say a simple "Thank You?"

If you gave money to someone in need that you have been acquainted with for over a year, someone you would see around the Post every week, and then suddenly realized it has been nine months or more since you last saw them… would you give them money again any time soon? Would you consider that action selfish?

Each situation is different, and sometimes it is exactly as you perceive, sometimes not. If the situation were reversed, would you have the good habit to acknowledge the efforts of others? Good habits require effort to embed in our general nature, to naturally be inclined to say or express gratitude is a learned effort. How much effort did you exert to acquire this good habit? The good news is… it is never too late to start.

Generosity is giving both time and money. Don't let the opportunity slip by to show your appreciation.

There are many reasons why people give their time and money to our causes. Time and money are not the sole results of fundraising. Friendships have been forged under the mutual efforts and assistance during efforts to accomplish goals at the Squadron, Detachment and National Levels. The common thread of such a diverse membership is the effort and time we put into supporting The American Legion and the Four Pillars. We care, but we also appreciate the acknowledgment that comes as a result of the efforts put forth.

One

Invest in your "Thank You" Kit now. Purchase thank you cards and personal note cards with matching envelopes and keep close at hand. Crane papers offers many options for masculine quality products that may suit your needs. Additional manufacturers also carry products that may suit your needs and cost concerns. Prepare to say thank you for the many times someone has done something to make your efforts easier, life better or graciously given to your effort that you would have found more difficult to achieve had they not. Personal stationery of quality is a statement. When putting your thank you kit together, consider using a quality pen with ink that flows smoothly, doesn't smudge and doesn't skip. Black or blue ink or something in between is acceptable.

Two

If you are a leader, an Office holder in a Squadron, the Detachment, or National position, be prepared to acknowledge the efforts that support the organization. Create a kit or purchase a kit from Emblems Sales to print and create award certificates. Identify when a certificate should be printed and ceremoniously presented.

Three

Say Thank you in a very personal and professional way. Do it immediately. Time elapsed diminishes the message and the impact. This is why you have a thank you kit prepared for use before you really need it.

Make sure you use their correct name and write it right. If they go by a nickname or their middle name and

Etiquette For Stationery *continued...*

you use the wrong name, you're defeating the purpose of the note, which is to make a connection and build a relationship. Take the time and do your research.

Now this may sound counterintuitive, but give it a try. We're used to typing and allowing our thoughts to flow freely. When we immediately start to write out a note many times we don't do it because we think, 'what if I mess up'. By typing out your thoughts, you can cut and paste, reword, spell-check and rework your sentences before transferring them by hand to the note.

Hint: Take a few thank you cards with you when you travel. When the need arises to say and send a thank you card, have it with you and give the envelope (with a stamp on it) to the Front Desk at the hotel before you check out. Be sure to request the letter go out in the U.S. Mail!

BY doing so, the circumstances for writing the thank you note is fresh in your thoughts and easier to complete.

Four

Keep the message short and direct. Connect the person to the kind act or effort or gift and why you appreciate the gesture. Open with "Thank You" and end with "Thank You." Think sooner sent and shorter note length as the best way to accomplish this task.

Make sure you write in the present tense. Don't be wishy-washy and say something like, "I just wanted to write to say that…" Be specific and straightforward. Highlight a point of conversation from the previous encounter, or certain skills you're thankful the person taught you.

Take ownership of your thoughts…avoid saying "I would like to thank you for…" or "I just wanted to thank you…" Taking ownership of the sentence is presented this way: "Thank you for..." or "Thank you."

Five

Write about them, not yourself. When you connect the thank you to something the recipient did or gave, the message is genuinely and graciously received. You took notice of them and took time to let them know it was of value to you. If you explain why you are sending a thank you note in a lengthy writing, the message will be diminished with the length of the note. Say thank you, connect to them, show appreciation and end with "thank you."

Be specific, don't exaggerate, and be sincere with any compliments. And don't bloviate. You can mention how what they shared with you will be beneficial to you moving forward, how you have already researched or applied what they told you or how their donation will make a difference. Make sure to maintain your focus on the person you are writing and on their generosity. ***This isn't about you.***

What the written note does not say directly on paper it is said by your actions: You appreciated the person and what they did and felt it was urgent enough to quickly take time out of your day to craft a personal note, locate their mailing address, place a stamp, find a Post Office and say "Thank You."

Make it a habit of saying "Thank You" in writing and make it a personal note with your handwriting.

Addressing Envelopes

- Always address envelopes with black or dark blue ink.
- Do not use abbreviations in your social stationery with the exception of non-professional titles such as Mr., Mrs., Jr., etc.
- Professional titles such as "Doctor" should be spelled out.
- Refrain from using symbols for "and."

Address:

- Write all house numbers in numeral form (1, 2, 3...). The number "one," is the only exception—spell it out when it stands alone (e.g. One Panther Way).
- Write apartment numbers, suite numbers and zip codes in numeral form.
- Avoid state abbreviations.
- Do not abbreviate common address words like "Street," "Boulevard" and "Avenue."

Return Address:

- Print your return address on the closed back flap of the envelope.
- Center the recipient's address on the front of the envelope.
- Use the same color of ink and font style on the envelope that you used for the invitation or announcement inside.
- Exclude your name from the return address.

Stuffing:

The printed side of the "personal note" or "Thank You note" should be the side facing the recipient when he or she opens the stationery, so be sure to stuff your envelopes with the printed side of your thank you note facing the flap of the envelope.

What is a Conference Call?

A Conference Call is a meeting that is held over the phone. Like a meeting, it needs an agenda and participants. Information and coordination prior to and after the Conference Call is necessary.

The Chairman or National Vice Commander is the moderator of the meeting and all participants defer to the moderator's efforts to keep the meeting on track.

What a Conference Call does not do:

Conference Calls do not produce goals or tangible results. They do facilitate coordination and participation towards goals and can be instrumental in overcoming obstacles preventing desired results.

A huddle in a football game never put points on the board. The results of the huddle and the Conference Call assists in getting results through the participants. Keep the Conference Call short and to the point, get results.

How often should we have Conference Calls?

Check with your Committee, Commission or Caucus and determine a good day of the week for maximum participation.

Look at your calendar of events and block out those dates/weeks. Try to leave a week between NEC/DEC/ Conventions and major activities requiring your participants time and effort.

What are your Goal(s), Resources (time & people) and Benchmarks (interim quantifiable goals and dates to reach overall goal in timely manner with least disruption/effort).

Too many Conference Calls needlessly consumes time better used in reaching goals (a result of micro-management) and too few Conference Calls results in loss of opportunity by lack of coordination of overall efforts.

Over scheduling of Conference calls blocks out other Commissions, Committees and Caucuses that need participation or distribution of information to your participants.

Various Chairmen and Officers from other areas of the organization are asked to participate and distribute information across the spectrum of Conference Calls. Their input is sought and too many Conference Calls will reduce the effectiveness and draw of your Conference Calls.

How to set up a Conference Call:

1 *Go to Website:* ***FreeConferenceCall.com***

2 *Create a free account (no credit card needed).*

3 *Print your account settings and password information, save for future use.*

4 *Download help manuals, references guide, account information and profile.*

5 *Adjust your settings for your conference calls.*

6 *Save your settings and print a hard copy*

7 *Run a test conference call to practice and use recording feature, caller login feature, etc.*

Conference Calls require advance planning and communication:

The process is simple enough. Decision making on setting dates and times complicates the planning effort.

1 *Consider if the Conference Call will help your group's efforts.*

2 *Consider where your participants are located and across how many time zones.*

3 *Consider what conflict there may be with any date, day and time selected.*

4 *Be consistent when able.*

5 *Sign up for your Conference Calls*

6 *Share the information before and follow-up with e-mails after the Conference Calls.*

7 *Advance notice and timely reminders help boost attendance.* ***Look up and specifically list the time of the Conference Calls start time for EACH time zone in consideration of your participants.***

When should you NOT have a Conference Call:

A Conference Call for the purpose of having a conference call is a waste of the participants' time and energy. If e-mail correspondence determines all is well and there is no problem in achieving all goals, nor any issues or conflicts that need resolving, there is no purpose to having the Conference Call.

If this is the case, the moderator of the Conference Call should be able to send out an e-mail noting "You guys are fantastic. You are ahead of schedule and nailed the goals sooner than we thought possible. Therefore, take the day off! No Conference Call this next week. Please respond with e-mail acknowledging you are best the Commission ever and we have no Conference Call next week. Thank YOU!"

If this is not the case... keep your Conference Call schedule intact!

Who does what?

The meeting/Conference Call is moderated and coordinated by the Chairman/NVC. This does not mean they perform all the paperwork and are subordinate to anyone. Meeting Minutes/Re-cap, Action Lists and other documentation are the output of the commission, Committee, or Regional Caucus. Enlist the efforts of the regular participants in follow-up and completion of the aforementioned. Delegate the workload and manage the meeting.

At the beginning of the Conference Call, review the Agenda and proceed with the meeting.

Agendas are distributed by e-mail to the participants 5 business days prior to the Conference Call.

After all Agenda items are addressed and before concluding the meeting, review the Agenda and match it to an Action List. Assign or note designated participants and their required efforts and time line to completion.

Action Lists are distributed to all participants by email within 5 business days of the Conference Call.

Choose your Dates and Day of Week carefully:

Sunday is great day to have a Conference Call...except when it isn't. Super Bowl Sunday is February 5th in 2017.

What participation would you expect if you chose this date? Or perhaps, December 24th at 8:00pm EST? Christmas Eve? 5:00 pm is rush hour in California.

Equally, choose your time carefully:

Conference Calls cross many time zones. A perfect time for the East Time Zone is not necessarily a good time for the Pacific Time Zone.

Make note of Daylight Savings Time and remember portions of the US do not observe Daylight Savings Time.

National Conference Calls

Supply a copy of the completed work sheet and the information it contains to the National Commander, National Adjutant, National Vice Commanders, Committee Members and National Aide. Share information!

Detachment Conference Calls

Supply a copy of the completed work sheet and the information it contains to the Detachment Commander, Detachment Adjutant, National Vice Commanders and all Detachment Officers and Squadrons. Share information!

Conference Call Planning Work Sheet

Conference Call Scheduling for:	Regional NVC – Commission Chair – Committee Chair

Conference Call Scheduled Day of Week	Time						
	Eastern	Central	Mountain	Arizona	Pacific	Alaska	Hawaii

Max # on Conf Call?	Account# < Not Distributed! >	Master Pass Code	Individual Call In Phone Number +++ PASS CODE

Planning Notes:

Plan Ahead...know your time zones. Is it Daylight Saving Time or Standard Time?

Section 8 — Mentoring New Leaders

Mentoring

Raise your human capital for success through Mentoring.

Why it is important for your Squadron & Detachment to have a mentoring program in place?

Before discussing in depth the application of mentor relationships at your Squadron or Detachment, look at the definition of a mentor.

Webster's Dictionary defines a mentor as 1) a wise and trusted counselor or teacher, and 2) an influential senior sponsor or supporter.

Essentially a mentor is someone we look to for guidance. Many of us would associate mentorships with formalized programs in the business world or within the boundaries of a professional setting. However these relationships can take many different forms and one individual might have several different mentors at any point. We will focus here on the idea that a mentor is anyone who can help someone else develop their knowledge and skills as an active member in the Squadron, Detachment or National positions.

Why are mentors important to the Sons?

A few hard facts: Non-profit leadership tends to exclude the younger generation. According to the 2014 BoardSource Governance Index, 91% of board chairs in reporting organizations were over 40 and 94% of executive directors were over 40. In addition only 16% of board members were younger than 40. In addition, only 34% of boards reported having executive succession plans in place. Although this report was from a relatively small sample size, it provides a good indication of the need to be developing tomorrow's Squadron, Detachment and National leaders. The ultimate goal is to share the experience and knowledge with new and younger members to add depth to our organization at all levels. Mentoring can be an excellent way to help achieve this goal.

Every Officer should be looking for his replacement and teaching the skills and imparting his experience and knowledge for his successor's success.

Don't lock out the younger talent… that is the future of the organization and it's future sustainability is directly tied to that average age! The support of programs of the Sons of The American Legion and The Four Pillars of The American Legion depend upon investments in our human capital NOW.

Of course, a formal organization-wide program may not the best option for all environments. For many smaller Squadrons and Detachments, it may be better to develop personal mentorships on an informal basis. If you are an officer or chairman, look for someone to mentor. Make an effort to increase the inclusiveness in your board and try to find someone different from you. It could be someone much younger, someone from a different background, or someone who represents a different perspective. This will increase the opportunities for you to learn from your mentee while you provide guidance in developing leadership skills. It will also assist with your organization's leadership diversity, thereby developing a stronger Sons organization over time. Remember that mentoring doesn't need to involve formal meetings and lectures. Develop opportunities for open conversation, by inviting some of the younger or mid-level leaders to lunch or stopping by for coffee breaks or personal visits periodically, outside of the Squadron, Detachment or National activities.

If you are not already in a senior leadership position, seek out a mentor or several mentors. Ask someone if they could help you develop. Let them know why you see them as a wise counselor. Also, don't be afraid to seek out someone who is different from you. Remember this can be as formal or informal as the two of you want. Offer to take a potential mentor out to lunch or a coffee break periodically. Thank your mentors for their time and knowledge.

Whether you develop a plan either formally or informally, the act of mentoring will not only help individual growth and development, but also can strengthen your organization's succession plan and future success.

If you are considering developing a mentorship program, there are some important ideas to look at first

1. Evaluate the reasons for the program.
   - What would it do to help your organization?
   - Are you large enough to implement a formal program?
   - What is the purpose?
   - Does it need to be formal?
2. Be aware of the importance of strong leadership.
   - Locate the leaders in your organization.
   - Get them on board and passionate about sharing those leadership skills.
3. Set up a plan.
   - There should be some guidance for both the mentor and mentee.
   - Specify what you expect from each party.
4. Consider timing.
   - When will it be best to implement this?
   - Plan for at least 6 months or more before it can be fully implemented.
   - Plan for at least 12 months before you can evaluate its success.
   - Don't forget to re-evaluate and revise the program as needed.

Evaluate the direct results based on mentor and mentee satisfaction.

Evaluate the indirect results based on membership retention and morale and any other benefits you may have defined.

Evaluate the talent levels and depth of that talent *(how many talented individuals)*; what is the average age? Is it higher or lower than it was five year's ago?

Invest NOW for the highest future returns on our Human Capital Investment.

They're called Volunteers! The lifeblood of any non-profit. As we get older, we acquire experience and lose energy associated with youth. The younger volunteers have the "youthful energy" and could use your knowlege to the organization's overall success. Experience and energy make it work. Pass it forward!

Workshops, Team education — Membership Training

As mentioned in Chapter Four, the differences between Membership Training & Development (MTD) and Workshops, Team Education or Membership Training may be viewed as such: Membership Training or Workshops/Team Education is the Classroom and MTD is the Schoolhouse.

Membership Training by the Squadron, District, Region or Detachment uses materials and a syllabus designed to accomplish needs of that body. It is the setting aside of time to be of service to your fellow Blue Cap Members and the act of openly sharing the materials and experiences of the Mentor/Coach/Teacher.

What should happen *BEFORE* training occurs

1 MTD created at Detachment Level, either formally or Ad-Hoc. Offerings are defined.

2 Date of training session is set to accommodate the largest and specific students schedules.

3 Location of training is obtained, reasonably located for those attending and facilities are suitable.

4 Areas of interest are defined and materials are selected and duplicated into packages for those attending the session.

5 The schedule of each segment of training is broken down into manageable time periods to allow for restroom breaks, lunches, etc. Set aside time for social interaction before training starts and after the training ends.

What should happen *DURING* the day of training

6 Classroom training covering the day's syllabus.

7 Attendees give feedback on the effectiveness of the sessions. What did you find most compelling about the training?

8 Attendees give feedback on the effectiveness of materials.

What needs were NOT met?

Feedback in the form of a questionnaire AND social interaction will help refine and further define your Workshops and the materials provided by MTD.

What did they express (verbally in casual conversation) before the sessions?

What did they give in feedback after the sessions (verbally in casual conversation)?

What is the variance between before and after expectations and did it exceed or fail to meet those expectations. Are there specifics to pass on to MTD?

What should happen *AFTER* the day of training

8 Feedback to MTD on the effectiveness and suggestions of missing or needed materials and information.

9 Assessment on effectiveness of the training session and materials. Problems and solutions presented and registered for possible changes.

The post-workshop information feedback loop to MTD is really important. It lets MTD focus on needs and improve its offerings in Workshops and Training.

Investing in the human capital of SAL is an investment that will provide results. Retention of membership is increased through more opportunities to keep the members active. You are investing in their ability to find success in the organization. The organization spends energy recruiting new members to replace members lost.

Programs benefit as the information from training expands the knowledge and breadth of programs for members to engage - which helps them find a better fit of programs for new members to fill and fulfill that mission.

Talent is revealed and prospers in the Sons when everyone has more opportunity to contribute and grow.

Section 10 — Budgeting — How and What, especially Why

Budgeting: How & What, Especially Why?

A budget is a planning tool that reflects an organization's programs, mission, and strategic plan. Typically the budgeting process should begin at least three months before the end of the fiscal year to ensure that the budget is approved before or during Convention and before the start of the new year.

A key component of financial sustainability is the commitment of officers to financial management that includes timely review of financial reports and advance planning. One way that officers plan for income and expenses in the future is by creating a budget. Approval of the annual budget is one of the fundamental building blocks of sound financial management.

Creating the annual budget is initially the appointed staff's (volunteer) responsibility, but the officers (usually those on the "finance committee" and/or "executive committee") often review the proposed budget and the full board usually adopts the budget at a general meeting. The approved budget then serves as a guide for financial activity in the months ahead. Budgets should not be "written in stone" because the financial position of the nonprofit may change during the year.

A budget is a guide that can help a nonprofit plan for the future as well as assess its current financial health. It is quite common to periodically review the budget as well as compare it to the actual cash flow and expenses, to determine whether they are playing out as expected during the course of the year. It may be necessary to amend the budget during the year.

The budget is a document that is referred to many times throughout the year - by officers and the membership who perform different roles within our organization.

Potential donors may request access to this information, too, if they wish it. "How much did you spend to get my $10?" This variation on "How much of this goes to program?" may be a misplaced question in some ways, but it's one you should be willing and able to answer.

In general, a budget is a financial description of your Squadron, Detachment and National Organization, its priorities, and its sustainability. Your Officers and Finance Committee work to align the narrative and financial descriptions with sustainability and an understanding of what it takes to operate the way you wish to and the way the environment will allow.

Budgeting takes a long time and requires lots of work. Ultimately, a vote is required to approve the budget; it then holds equal responsibility (with officers) to ensure accomplishment of that budget.

It's essential that all Officers understand budgeting, financial management, and reporting at a fundamental level. You also need multiple board members who understand it at a higher level. And then you need a cohort of board members who are experts in budgeting, financial management, and reporting.

Always include a narrative (footnotes, cover memo, etc.) that explains the organization's approach to budgeting. The narrative also includes assumptions for income and expense, i.e., 10 percent increase in membership dues paid to national, expansion of a particular program, etc.

Ensure that budget line items and accounting line items are in sync. Budget line items should align with accounting (financial statement) line items, and the structure of the full operating budget should match the chart of accounts (the structure of the accounting system), to ensure effective comparisons between budget and actuals. A mismatch between budget items and accounting items creates extra work for key volunteers who must translate between the two and risks inconsistencies that undermine the usefulness of financial reports. Especially for expenses, when accounting/financial statement line items exist without corresponding budget line items, it can result in budget overages or erroneously reported line item balances. When creating expense budget line items, be aware of how these internal line items translate to specified line items for outside reporting requirements such as the IRS 990. While these should not dictate precisely how you construct your budget, being able to easily cross-walk your items to the required items will facilitate meeting these reporting requirements more accurately and will use staff or volunteer time more efficiently.

Two approaches to budgeting commonly used by small and midsize groups or some combination of all of these approaches could be used, depending on the organization's circumstances.

- **Incremental budgeting** begins with prior year totals, and builds the subsequent year's budget by calculating percentage increases/decreases. A simple approach, it often misses opportunities that could benefit the organization's efforts.
- **Zero-based budgeting** starts from scratch every year: How much can we raise? How much can we spend? What are the most important mission activities? Zero-based budgeting forces reevaluation of all assumptions. If opportunities were missed in the past, zero-based budgeting increases the likelihood of realizing reduction of waste and uncovering new revenue streams, for which requires more effort and time to effectively accomplish.

Nonprofit organizations (NPO) wrestle continually with maintaining and improving their operations, especially during today's uncertain economy. In short, NPOs must constantly strive for sustainability. A well-planned budget will focus on the primary goals and objectives of the organization and provide financial and systemic adaptability — key ingredients to maximize sustainability. The material presented within is designed to provide this basic information.

Every volunteer brings to the Sons the enthusiasm and interest necessary to do a good job. These volunteers are critical to the Sons success. Those volunteers need direction and the approved budget serves as a road map for our organization's current and future financial success.

This section presents the theories and practicalities of budgeting for the small Squadron and Detachment, whose expertise do not always correspond with the budgeting needs of the organization. Larger Squadrons and Detachments needs are the same, but in amounts relative to their size of membership able to assist in promoting and working our programs.

Selecting the Budget Committee

A budget is a planning tool for the Squadron and Detachment. The budget committee should reflect the collective knowledge of the organization concerning the goals and objectives for the period in question. Volunteers who serve on the budget committee should have the following qualities:

- A familiarity with prior years' activities and the changes that are contemplated in the year(s) to come, particularly the objectives in the strategic plan.
- A desire to serve the organization as a whole rather than to lobby for a particular project.
- A knowledge of ordinary budgeting, whether on the personal or business level.

While the qualities listed above are desirable, their absence should not preclude excellent service by volunteers who are otherwise interested and dedicated, especially if the volunteers have a desire and willingness to learn about budgeting.

The Task of the Budget Committee

The task of the budget committee is to develop the budget for the next year (or future years, in the case of a multi-year budget). The steps in developing a budget are as follows:

- Define the budget timeline. Develop a list of objectives or goals for the year. A familiarity with prior years' activities and the changes that are contemplated in the year(s) to come are necessary to prepare a comprehensive budget. If the organization has a strategic plan, consider activities in the plan that will impact the budget and plan accordingly.
- Estimate the cost or resources required to achieve each objective or goal. The previous year's actual expense or budget can be used as a starting point, but the Squadron and Detachment should make budgeting decisions based on many factors, not just the prior year's budget. If the objective or goal involves new programs or activities, estimate the cost by creating an itemized list of all the expenses involved in achieving that particular objective.
- Estimate the expected dates and amounts of revenue that will be generated.
- Compare the expected dates and amounts of revenue to the estimated expenses.
- Develop the final budget.
- Present the budget to the board for approval.

The board before the start of the organization's next fiscal year should approve a final budget.

The timeframe for the budget process generally will consider the calendar year, the fiscal year and the approval process. The calendar year often determines the timing of certain expenses and revenues, particularly end-of-year tax-deductible donations. The fiscal year is the period that the Squadron and Detachment uses to measure funds: the federal government has a fiscal year that ends Sept. 30, while many Detachments and Departments have a fiscal year that ends June 30. A fiscal year ending June 30 is particularly appropriate for Veteran Service Organizations that intend to complete their audit prior to the deadline of mid-January, a common deadline to submit grant applications. The time required for the approval process will generally determine how long before the end of the fiscal year it must begin.

The need to present the budget during Convention for the Detachment for approval will be the overriding constraint in planning the timeframe for that budget process. There must be time to consider, question and change the budget both before and after the presentation. A minimum of three months should be allowed for the process. The smart Squadron and Detachment Officers that demands full financial statements each month should have a good understanding of the previous year's monthly cash flows and the budget categories that were over- or underfunded.

Setting Budget Priorities and Realities — Revenues

The budget committee will need to examine the reasonable expectations of revenue. Each potential source of revenue must be examined to determine possible enhancements in the future. Typical sources of revenue are contributions from membership renewals and new membership at each Squadron. Additional funding is derived through the fundraising efforts by providing goods and services and receiving proceeds and fees for those goods and services. When evaluating each source of revenue, the following questions should be asked:

Public contributions:

- How much do we expect in contributions from the public?
- Are the expectations realistic? Is there a history of increases in past years? What about the economy?
- Can the general public reach or attend your fundraising event within your Post? Does your Post have non-smoking available able to host an open event?
- Has a major contributor had a good year or a bad year financially?
- What are the fundraising possibilities of the organization itself?
- What are the costs of fundraising?
- Is the use of funds restricted to a particular purpose (e.g., scholarships or building)?
- Must the Squadron or Detachment be audited?
- Do the donation efforts consistently lead to sustainability, allowing for the creation of a program that can be carried on financially?
- Will the grant lead contributors to believe their contributions are not needed?
- Could the large donations overwhelm the organization? Sometimes the administration of donations exceeds the technical ability of small non-profits (Squadrons & Detachments, etc.)

Section 10 — Budgeting — How and What, especially Why

Membership dues, fundraising proceeds and fees for goods and services:

- What are the revenue expectations?
- Are the expectations realistic? Is there a history of success with similar events or products in past years?
- What are the legal and tax implications?
- Are "suggested donations" better than a fee for a production or fundraiser?
- What are the costs associated with the production or sale?

These questions require knowledge of program plans, fundraising expectations, development activities, grant sources, and local and state laws. Accurate answers are essential and research may be necessary. Some of these questions can be answered directly from the accounting system. Others will require input from those experienced in fundraising.

Setting Budget Priorities and Realities — Expenses and Costs

Usually revenues and expenses are tied together, as in fundraising projects that generate revenue at a certain cost. Excess revenue over expenses can usually be used to cover other expenses of the organization — for example, programs that do not generate revenue and administrative expenses.

Especially when identifying excess revenue to allocate to other costs in the budget, the Squadron or Detachment will need to be careful it doesn't overlook any expenses. It is important to review the bylaws of the organization for requirements that may place an undue burden on the organization, such as the requirement to have an annual audit by a paid professional rather than by a free, independent volunteer. Also, become familiar with the different types of expenses the organization will need to anticipate during the budget year:

- Direct costs related directly to a specific project or program.
- Capital expenditures for items such as vehicles or equipment used in providing services or raising revenue provides benefits for the organization long after the initial budget period ends.
- Indirect or overhead costs may not relate to a specific project but may be necessary for its completion. Items such as postage, telephone service, Internet, copier usage or office supplies be overlooked in the planning process.
- In-kind contributions of goods or services ("free" expenses and costs) should be budgeted at fair market value (FMV) for the new Form 990. These expenses and costs can include items such as office space, office equipment use, utilities, parking, security, donated staff hours, computers and other items provided by donors or a parent Legion Family member. While these in-kind contributions may not have a bottom-line impact (as they are recorded as a revenue when received and as an expense when used, typically in the same period), NPOs should still budget for and report these contributions when they can be adequately documented. This will give a more accurate picture of the actual total cost for the organization to meet its goals, and whether it qualifies for Forms 990-N, 990-EZ or 990.

As noted in the revenue section, some programs are funded entirely by grants. The budgets for specific grant programs are made at the time of the grant application. These budgets should include not only requests for the specific costs of the program, but also enough to cover the internal costs of administering the program if the grant were awarded. Many programs have been granted based on direct costs, without any consideration of the indirect costs and the incidentals that can add up quickly and overwhelm a well-planned effort.

When to Prepare the Budget

A budget is a planning tool and should be prepared well in advance. Plenty of time should be allowed for presenting the budget to the board of directors for approval, and for making changes. After your hard work preparing the budget, it may be difficult to recognize good suggestions for improvement, but you must be willing to go back to the drawing board.

Once the budget is prepared and approved, don't put it away in a dark corner. For the budget to be useful and effective, everyone should take it seriously. The budget should be compared with the actual experience on a regular basis (i.e. monthly or quarterly) to allow board members and executive officers to measure whether the organization's goals, set by the budget, are being met. An example of such a report is shown on the next page. Variances from the budget are reasonable and expected. It is rare that the assumptions made during the budgeting process become reality. Variances provide valuable information to improve decision-making for the remainder of the budget period.

Ideally, with every presentation of financial information, there should be a comparison of actual revenue and expenses to those budgeted. Other reports may include a comparison of the actual and budget amounts attributable to the same period in previous years and a comparison of projected actual to budget for the entire budget period.

Comparing the variance can help the budgeting committee benchmark its progress and determine any actions to take for the remainder of the budget year. This also allows for learning how to better plan for the future.

A Budget for Cash Flow

In addition to the comparative income statement, other types of budget reports will help ensure an organization runs smoothly. For the small group, the most important is a cash flow budget. This is the budget of revenues received and expenses paid, broken down monthly to ensure cash will be there when needed.

If an organization expects all of its expenses in the first three months of the year and all of its revenue in the last three months of the year, the organization will be unable to pay expenses unless it has built up a large cash surplus. Plan your cash flows as well as your revenues and expenses.

A Budget for Capital Expenditures — Bought or Received

Capital expenditures refer to the acquisition of assets whose useful lives are greater than the current period. Although funds for expenditures may be identified and approved in total during the budget process, most businesses and non-profits have a separate process for approving funds for capital assets. Capital expenditures can be very large and have a significant impact on the financial performance of an NPO. Also included in the capital expenditures budget are depreciable in-kind contributions.

Many times a small organization will borrow assets, board members will use personal assets for the needs of the organization, or donors will provide non-cash items. These non-cash items represent in-kind contributions. The organization will need to estimate the value of the items for the organization's records. Sometimes the donor can provide the acquisition price, depreciation taken, or residual value of the gift.

The organization cannot and should not provide fair market value (FMV) appraisals to donors. If no valuations are provided, the organization will need to develop an internal Gift Acceptance Policy (GAP) on how to record the donations. A gift acceptance policy allows the board to define the parameters and guidelines for handling different types of donations, eliminating controversial or risky donations and complying with the legal obligations of gift recording and recognition.

Changes to the Budget

Can budgets be changed? Sometimes budgets must change when expectations are not met. Rather than abandon a sound budget plan when an emergency or opportunity arises, an organization should be able to handle the change in an orderly fashion. Continual review of variances, along with forecasting, will allow the NPO to determine if the overall budget is sound or if actual events require a new budget be adopted. Bylaws should be examined for guidance on how an adopted budget can be altered if necessary. Typically, small alterations can be done by the executive officers, while changes beyond a specified threshold would require approval by the board of directors.

If an expected donation that has been budgeted does not materialize, you have several choices. The most obvious is to seek other sources of funds. Next, you can cut expenses. A less obvious option is a rearrangement of expenses. A gift of an asset, as previously discussed, might relieve a budgeted expense. A program that was scheduled to begin in one quarter might be moved to another period, allowing the expenses of that program to be moved as well. All of the decisions above should be made with reference to the budget, as well as to the current cash and financial picture.

Conclusions

Budgets should be a major part of every Squadron and Detachment's plan. The Budget is unique to the specific level and should be in harmony with the overall program efforts of the Sons. Membership has always been a key issue for the Sons; Membership is directly tied to the finances of the whole organization. This plan should allow the flexibility needed to achieve goals with order and success. The documentation of budget assumptions and changes will provide a basis for improving the efficiency of the budgeting process each year.

The basic outline of creating a budget and its use

1 Determine time-line
- *Set target date for board approval*
- *Allow time for each step and for review and discussion*
- *Approve before beginning of fiscal year*

2 Agree on goals
- *Prioritize program delivery goals*
- *Set organizational financial goals*
- *Clarify annual goals from strategic plan*

3 Understand current financial status
- *Review current year income and expense compared to budget*
- *Forecast to the end of the year*
- *Analyze and understand any variances*

4 Agree on budget approach
- *Assign roles and responsibilities*
- *Agree on authority to make decisions*
- *Agree on how much uncertainty can be included (how many unknowns)*

5 Develop draft expense budget
- *Determine costs (expenses) to reach program goals*
- *Determine costs to reach organizational and strategic goals*

6 Develop draft income budget
- *Project income based on current fundraising and revenue activities*
- *Project new income based on new activities*

7 Review draft budget
- *Verify that the draft meets program and organizational goals*
- *Review and discuss all assumptions*
- *Make adjustments, based on goals and capacity, to match income and expenses*
- *Review final draft for all goals and objectives*

8 Approve budget
- *Present to any committees as needed*
- *Present to the board for approval*

9 Document budget decisions
- *Create a consolidated budget spreadsheet and file*
- *Write down all assumptions*

10 Implement budget
- *Assign management responsibilities*
- *Incorporate into accounting system*
- *Monitor and respond to changes as needed*

A simple sample of a detachment budget. Since the membership is voting on the entire budget during the approval process, simple is better. Remember to include a summary explaining the issues and how the numbers were derived. An explanation before the approval vote saves discussion time.

Sons of The American Legion —2019-2020 Operations Budget

Annual Budget For The Fiscal Year 1 July 2019 to 30 June 2020

Approved by Finance Committee and Detachment Convention

Revenue	**2017 Budget**	**2018 Budget**	***2019 Budget***	***2020 Budget***
Interest Income	25.00	25.00	*15.00*	**15.00**
Membership Dues	73,000.00	76,000.00	*76,600.00*	**79,200.00**
Camp Out Income	2,000.00	2,000.00	*2,000.00*	**2,000.00**
TOTALS:	**75,025.00**	**78,025.00**	***78,615.00***	**81,215.00**

Expenses	**2017 Budget**	**2018 Budget**	**2019 Budget**	**2020 Budget**
Income related expenses				
Campout	3,000.00	3,000.00	*3,500.00*	**4,500.00**
Membership Dues to National	**18,250.00**	**19,000.00**	**19,150.00**	**19,800.00**
TOTALS:	**21,250.00**	**22,000.00**	***22,650.00***	**24,300.00**
Member Service Programs				
Children & Youth Programs	1,750.00	1,750.00	*1,750.00*	**-**
Child Welfare Foundation	1,750.00	1,750.00	*1,750.00*	**-**
Boys State Contributions	1,000.00	1,000.00	*1,000.00*	**-**
Emblem Sales	700.00	700.00	*700.00*	**700.00**
UAV	25.00	25.00	*25.00*	**25.00**
National Commander Support	500.00	500.00	*500.00*	**500.00**
National Convention Delegate Strength	450.00	450.00	*500.00*	**500.00**
Publicity & Promotion	1,900.00	1,900.00	*1,900.00*	**1,900.00**
Membership Training & Development (MTD)		-	- *500.00*	**9,500.00**
Trophies & Awards Committee	750.00	850.00	*850.00*	**850.00**
Veterans Administrative Volunteer Service	1,800.00	1,800.00	*1,800.00*	**-**
Washington DC Wreath purchase	-	150.00	*150.00*	**150.00**
TOTALS:	**10,625.00**	**10,875.00**	***11,425.00***	**14,125.00**

Expenses	2017 Budget	2018 Budget	2019 Budget	2020 Budget
Officer Expense Accounts				
Adjutant	4,000.00	4,500.00	*4,500.00*	**4,500.00**
Alternate NEC	495.00	495.00	*600.00*	**800.00**
NEC	-	-	*210.00*	**-**
Area Vice Commanders				
Area 1	1,000.00	1,000.00	*1,000.00*	**1,200.00**
Area 2	1,000.00	1,000.00	*1,000.00*	**1,200.00**
Area 3	1,000.00	1,000.00	*1,000.00*	**1,200.00**
Commander	5,600.00	5,600.00	*5,600.00*	**6,000.00**
Executive Committee & Chaplain	600.00	600.00	*600.00*	**600.00**
Western Vice-Commander	-	-	-	**2,000.00**
Historian	100.00	100.00	*100.00*	**150.00**
Washington Conference	1,750.00	1,750.00	*1,750.00*	**1,750.00**
National Convention NEC/Alt NEC	1,000.00	1,000.00	*1,000.00*	**1,250.00**
Outgoing Commander to National Convention	1,200.00	1,200.00	*1,200.00*	**1,500.00**
Legion Advisors Expense	500.00	500.00	*200.00*	**200.00**
TOTALS:	18,245.00	18,745.00	*18,760.00*	22,350.00
Detachment Administrative Expenses				
Banking Fees	150.00	150.00	*150.00*	**150.00**
Member Updates	540.00	540.00	*540.00*	**540.00**
Miscellaneous Expense	765.00	1,347.00	*500.00*	**750.00**
Office Supplies	1,000.00	1,000.00	*1,000.00*	**1,000.00**
Postage USPS	2,000.00	2,000.00	*1,100.00*	**1,100.00**
Express Shipping Membership	-	-	*900.00*	**900.00**
Telephone	1,700.00	1,700.00	*1,700.00*	**1,700.00**
TOTALS:	6,155.00	6,737.00	*5,890.00*	6,140.00
Detachment Contingency Reserve Funding				
Restricted use for substantial financial changes			19,890.00	**14,300.00**
				Budget
GRAND TOTALS:	***56,275.00***	***58,357.00***	***78,615.00***	**81,215.00**

Five Star Program Work Sheet and Answers for Five Star Program Awards

The worksheets and answer sheets below are for use in study and completion of the Five Star Award Program. The official form follows behind these work sheets.

Sons of The American Legion
Five Star Program
Worksheet for Point 1 Patriotism

1. Is it correct to sing the National Anthem while saluting the flag? Give explanation.
2. When was your state first represented by a star in the union of the national flag?
3. Name the original states represented by the stripes of the flag.
4. What is our National Anthem? By whom was it written? Under what conditions?
5. What naval commander first flew the Stars and Stripes? When and over what ship?
6. What is the proper salute to the flag by a man or boy in civilian clothes? By a woman or girl?
7. On what days should the flag be displayed?
8. What date do we observe as the anniversary of the flag? When and by whom was this anniversary proclaimed?
9. Quote the pledge of allegiance to the flag. Explain what it means to you.
10. Demonstrate the correct method of folding the flag of the United States.

(Answers)

1. No, it should not be done, since this would be awkward, unnatural and incongruous.
2. 1876
3. Connecticut, Georgia, Rhode Island, South Carolina, Virginia, Delaware, Maryland, Massachusetts, New Hampshire, New Jersey, New York, North Carolina and Pennsylvania.
4. "Star Spangled Banner." Francis Scott Key. During bombardment of Ft. McHenry.
5. John Paul Jones in 1777 over the sloop "Ranger."
6. Man or boy removes hat, places over heart; or if not wearing hat, places right hand over heart. Woman or girl places right hand over heart.
7. It is suggested that the flag be displayed on all historic and special occasions and on national and state holidays. The flag should be displayed every day, especially on those days mentioned.
8. June 14, President Woodrow Wilson, 1915.
9. I pledge allegiance to the flag of the United States of America and to the Republic for which it stands, one Nation under God, indivisible, with liberty and justice for all.
10. 1. With one person holding each end of the flag, taking care to hold the flag Taut, fold the lower striped of the flag over the blue field.

    2. The folded edge is then folded to meet the open edge.

    3. A triangular fold is then started by bringing the striped corner of the folded edge to the open edge.

    4. The outer point is then turned inward parallel with the open edge to form a second triangle.

    5. The triangular folding is continued until the entire length of the flag is folded in this manner.

    6. When the flag is completely folded, only the blue field should be visible and it should be folded in the triangular shape of a cocked hat.

Sons of The American Legion
Five Star Program
Worksheet for Point 2 Citizenship

1. Recite or write the preamble to the Constitution of the United States of America. Write an essay on what it means to you. (Optional essay)
2. What date in the year is set aside in commemoration of the completion and signing of the Constitution of the United States of America? Name the five members of the committee chosen to write the Declaration of Independence.
3. Recite or write the American Creed. (Optional) Write an essay on what it means to you.
4. Name your mayor and members of you city government; the governor of the state; the congressman from your district; and the two United States Senators from the state. Attend and report on a meeting of the city's governing body.
5. What are the three divisions of government provided for in the Constitution of the United States of America?
6. Report of assistance to the sponsoring post and other agencies in non-partisan "Get-Out-the- Vote" campaign, examples: newspaper ads, handbills, and such, urging the public to vote for the candidate of their choice.
7. Report of assistance in recognized community charity campaigns, such as Community Chest, Red Cross, etc.
8. Participation in oratorical and essay contests on citizenship subjects as a part of the school work. These contests are sponsored by both The American Legion and Auxiliary. Students may enter either one for credit.
9. Participation in religious activities. Give a brief written report.
10. Encouragement by example among your associates of the necessity of being thrifty.

(Answers)

1. We, the people of the United States, in order to form a more perfect union, establish justice, insure domestic tranquility, provide for the common defense, promote the general welfare, and secure the blessings of liberty to ourselves and our prosperity, do ordain and establish this Constitution for the United States of America.
2. September 17. Thomas Jefferson, John Adams, Benjamin Franklin, Rodger Sherman, Robert (R) Livingston.
3. I believe in the United States of America as a government of the people, for the people, by the people, whose just powers are derived from the consent of the governed; a democracy in a republic; a sovereign nation of many sovereign states; a perfect union, one and inseparable, established upon those principles of freedom, equality, justice and humanity for which American patriots sacrificed their lives and fortunes. I therefore believe it is my duty to my country to love it, to support its Constitution, to obey its laws, to respect its flag, and to defend it against all enemies.
4. Information must be obtained locally.
5. Executive (enforces the laws), Legislative (makes the laws), and Judicial (interprets the laws).
6. Should be a squadron project.
7. Should be a squadron project.
8. Should be a squadron project.
9. Should be a squadron project.
10. Should be a squadron project.

Sons of The American Legion
Five Star Program
Worksheet for Point 3 Discipline

1. What is discipline and how might it be developed?
2. Why is discipline essential in the handling of all group activities?
3. Briefly outline why discipline is essential to law and order.
4. Report of conduct in squadron meetings.
5. Report of good conduct in school work.
6. Benefits gained through participation on drill teams, rifle teams, athletic teams, bands, drum corps, etc.
7. Report of showing respect for older people (Refer to Point 8 of the ten ideals).
8. Practice of self-control in every aspect.
9. Reaction and obedience to orders given.
10. Support and help your squadron, post, and Auxiliary in achieving good relationships.

(Answers)

1. Suggested answer; Discipline is training to live within the rules determined by parents, schools, government, and churches. It is developed by constant practice in living up to the goals that have been set.
2. Suggested answer; Group activities are effective only when you have rules. This includes following the rules, establishing discipline and developing the ability to take direction from whomever is the leader.
3. Suggested answer; the basic need for law and order is to enable people to live within a group and with each other. The rights and opinions of each person must be respected at the same time that you are respecting fundamental rights of the group. Discipline is the cornerstone from which law and order develops.
4. Should be a squadron project.
5. Should be a squadron project.
6. To develop self-discipline, sportsmanship, and the ability to work for the good of the group. All of these activities develop a sound mind and body.
7. This project should involve courtesy to older people.
8. Demonstrate the ability to start projects or establish goals and to work with others.
9. Demonstrate the ability to take orders in group activities.
10. Should be a squadron project.

Sons of The American Legion
Five Star Program
Worksheet for Point 4 Leadership

1. What are the principle requirements of true leadership?
2. A. Who was Commander-in-Chief of the Armed Forces in the United States during each of the World Wars?

   B. Name five Americans noted in leadership in the Army, Navy, Air Force, and Marine Corps.

C. Name five Americans noted for leadership in industry.

D. Name five outstanding statesmen in American history.

3. Does a good leader do all the work himself or see that it is done by others?
4. Name the present national, state, and local leaders of The American Legion.
5. How would you develop the qualities of leadership in yourself? Explain these qualities.
6. Demonstration of leadership by holding office in the Squadron, or by leadership in group activities of the Squadron.
7. Demonstration of leadership in school.
8. Demonstration of leadership in a church.
9. Demonstration of leadership in sports and contests of all kinds outside of squadron activities.
10. Prepare a short essay on leadership.

(Answers)

1. Suggested answer: Leadership requires that the leader has a workable plan which he can sell to others in the group and get their cooperation in putting the plan into action. It requires working with people in a way that gets them to assume responsibility and to work toward the goals outlined in the plan. Some of the prime requirements of leadership could be listed as;
   1. Determining what we want to do.
   2. Thinking about ways to do it.
   3. Making firm decisions.
   4. Assigning work.
   5. Persuading and directing others.
   6. Checking on progress.
2. Answer A; WWI, Woodrow Wilson. WWII, Franklin D. Roosevelt and Harry S. Truman. Answers B, C, D vary.
3. A good leader is able to assign work so that others will work with him when given the proper authority.
4. The information can be obtained from local post officers.
5. Should be a squadron project.
6. Should be a squadron project.
7. Should be a squadron project.
8. Should be a squadron project.
9. Should be a squadron project.
10. The persons judging essays should look to see whether objectives have been set, some attention has been given to personal attitudes, proper thinking has been stressed and the essay allows for delegation of authority, motivation and follow up.

Sons of The American Legion
Five Star Program
Worksheet for Point 5 Legionism

1. When and where was The American Legion organized?
2. Why has an adequate national defense ever been a primary objective of The American Legion?
3. What are some of the other national activities of The American Legion?
4. Assist in community service projects sponsored by the Legion post.
5. Assist in observance of patriotic holidays sponsored by the Legion post.
6. Prepare a brief essay in the significance of Memorial Day. (Paper is to be graded by post committee.)
7. Memorize the Preamble to the Constitution of the Sons of The American Legion.
8. What is the proper way of wearing medals and awards on the SAL hat? Why are they all worn on one side?
9. Know and explain the SAL uniform.

(Answers)

1. The American Legion was born as a caucus of the first American Expeditionary Force, March 15-17, 1919 in Paris France.
2. The deep rooted interest of The American Legion in the security of the nation was born in the hearts and minds of its founders and those who piloted it through the treacherous waters of its early years.
3. Boys Nation, Boys State, American Legion Baseball, National High School Oratorical Contest.
4. As stated on worksheet.
5. As stated on worksheet.
6. As stated on worksheet.
7. As stated on worksheet.
8. a. all must be attached to the right side of the cap. b. Uniformity.
9. The basic uniform of the Sons of The American Legion is the squadron blue cap. Dress attire is determined by the activity and by the Sons of The American Legion leadership conducting the event or function. Optional attire such as casual, dress casual, coat & tie is determined by the squadron, district, and detachment.

APPLICATION FOR FIVE-STAR AWARD SUPPLIES
SONS OF THE AMERICAN LEGION

_____, 20 _____ _____ _____
(date) (town) (state) (zip)

Department Headquarters, The American Legion

This is to certify that _____, members of

Squadron No. _____, Detachment of _____,

City of _____, has successfully completed his test on

(1) Patriotism _____
(check one)

(2) Citizenship _____

(3) Discipline _____

(4) Leadership _____

(5) Legionism _____

(6) Has passed all of the above Star Awards tests and

is entitled to have the Five-Star Award Medal _____

Please mail the above insignia to _____

_____

Attested to by _____

_____
(Post Adjutant)

_____
(Post No.)

_____
(City)

Approved by: _____
(Department Officers)

NOTE: This form to be mailed to Department Headquarters. Insignia for the Five-Star Award can only be had by certification. All orders must first be approved by Department or Detachment Headquarters, and sent together with the remittance to the National Emblem Division, The American Legion, Post Office Box 1055, Indianapolis, Indiana 46206.

1 Patriotism

- ***Patriotism*** is commonly defined as love of and/or devotion to one's country.
  - *Examples of Patriotism :*
    - *Turn out for Memorial Day. Independence Day & Veterans Day parades & ceremonies.*
    - *Learn the proper display of the Flag*
    - *Learn the "Pledge of Allegiance"*

2 Health

- Write an essay on how to maintain sanitary conditions to promote health in :
  - *Your home*
  - *In the Post home* *(give examples of sanitation and safety standards in your Post home)*
  - *In Camps & Outdoors in general* *(explain what you do daily to keep it.)*

3 Knowledge

- ***Knowledge*** is defined as the state or fact of knowing. Familiarity, awareness, or understanding gained through experience or study.
  - Maintain a passing mark in school.
  - Know the instructions for the ten ideals and five points of service. Explain what each individual part means. This may be written or oral.
  - Know what the SAL Emblem stands for. Explain orally what each part of the Emblem stands for. If possible, use an Emblem which comes apart so that the Emblem can be put together as it is being explained.

4 Honor

- ***Honor*** is defined as high respect, as that shown for special merit.
  - Honorable service in the Squadron over a period of six (6) months shall qualify you for this award.
  - Honesty of actions and purpose, and truthfulness will help you achieve this.

5 Training

- Become a Squadron Officer, or assist a Squadron officer(s) during and between meetings and activities.

6 Faith

- ***Faith*** is defined as a confident belief in the truth, value, or trustworthiness of a person, idea, or thing. Belief that does not rest on logical proof or material evidence
  - Good conduct and willingness to obey instructions over a period of six months will earn the Squadron's recognition of your faith in its leadership and ideals

The Ten Ideals

7 Helpfulness

- ***Helpfulness*** is defined as providing assistance; useful.
  - Develop reasonably consistent attendance at meetings and other functions.
  - Volunteer for tasks for the good of the Squadron and be reliable in carrying out your part.
  - Help promote your Squadron by signing up at least one new member, and help collect dues from existing members.

8 Comradeship

- ***Comradeship*** is defined as the state of being a comrade, intimate fellowship. The company, friendship or fellow purpose of others.
  - Show the tie that binds you to the Squadron and to the American Legion by helping in the American Legion programs.; thus aiding Disabled Veterans (e.g. Annual Poppy Sale, Gift to Yanks, Blood Drive)
  - Help cheer some Veterans in a hospital or in his home.

9 Courtesy

- ***Courtesy*** is defined as polite behavior.
  - Apply yourself diligently to show you are polite and respectful to your comrades, officers, Legionnaires and others with whom you come in contact.

10 Reverence

- ***Reverence*** is defined as feeling of profound awe and respect; venerate. An act of showing respect.
  - Be active in your local religious organization of choice.
  - Assist the Post in placing flowers and/or flags on Veterans graves.
  - Assist your Post/Squadron Chaplin during services or ceremony.

To Order Medals, call or Visit Emblem Sales

(888) 453-4466

or visit the website:
emblem.legion.org

Product Name: SAL Ten Ideals Medal
Item# 517.010
$14.95 each
plus tax and shipping

Annual Filing: Detachment Forms filed Annually from the
"National Administrative Manual" booklet sent to Detachment Adjutant each Spring

National Convention requires all SAL Delegates & Guests be registered

CERTIFICATION OF NATIONAL CONVENTION DELEGATES FOR THE SONS OF THE AMERICAN LEGION

OFFICIAL	USE	ONLY	
At Large		Pd	
Delegates		Pd	
Alternate		Pd	
Guest		Pd	

The Detachment of _____has elected the following persons, all being members of The S.A.L. in good standing, as National Convention Delegates to represent this Detachment at the Annual National Convention of the Sons of The American Legion.

The Delegates have been selected based on a membersh

Detachment Officers need to be Certified as soon as your Detachment Convention ends

THE SONS OF THE AMERICAN LEGION
DETACHMENT OFFICERS REPORT FORM

Please fill out this report giving complete name, mailing address and zip code, directly following the election of new Detachments Officers. Send original to: Sons of The American Legion, National Headquarters, P.O. Box 1055, Indianapolis, Indiana 46206. Retain one copy for your Detachment Records.

(PLEASE PRINT OR TYPE ALL INFORMATION)

The following Detachment Officers were elected/appointed at the Detachment Convention of the Sons of The American Legion, Detachment of _____, on _____
(State) (Date)

in _____, and will take office on _____.
(City, State) (Date)

DETACHMENT COMMANDER _____
(Member ID Number, First Name, Middle Initial, Last Name)

_____
(mailing address & zip c

Official Visitations to Detachments must be submitted on the Request Form

NATIONAL OFFICER VISITATION REQUEST FORM

Date: _____

The Detachment of _____ extends a request for:

National Commander's Visit

Conference/Convention	Date(s)	Location of Event	Nearest Major Airport	SAL Expected Attendance
1st Choice				
2nd Choice, if unavailable, Optional				

Annual Filing: Squadron Officers Report Form

A specific form referenced as *'**Squadron Officers Report Form'*** must be completed shortly after the Squadron election with all information supplied to the Detachment.

The *Squadron Officer Report Form* is used by Detachment Headquarters for official purposes only.

At minimum, the Squadron Officer Report Form is used for official contact by the Detachment Commander, Detachment Adjutant and Detachment Vice Commanders for official contact and visitations.

The form is also used to qualify those officers in your Squadron that require verification of office for access to ***MySAL.org***.

Official mail and newsletters are mailed to the Squadron Commander at the official mailing address provided for the Squadron on this report form. These mailings are important because they contain information regarding deadlines, events, conferences, convention, committee reports, programs and educational materials of benefit at the Squadron level.

Newly elected (or appointed) officers for the Squadron requires notification be mailed to the Detachment and is a condition of the Squadron maintaining its Charter.

Likewise, each Detachment must submit a Detachment Officer Report Form for the newly elected and appointed Officers as soon as the Detachment Convention concludes.

Both forms plus more are issued each Spring to the Detachment Adjutant for each state in a booklet form. The booklets are titled ***"National Administrative Manual"*** and are also available in Portable Document Format (PDF) for easy reference and printing. Booklets are updated each year and are specific to the year issued.

Annual Filing: Consolidated Squadron Report (CSR)

The Consolidated Squadron Report *(CSR)* blank forms are forwarded to each Detachment and/or Department in February of each year for distribution by the Detachment/Department to the various Squadrons. It is the most important document your Squadron can complete. The data gathered from these reports is combined with that of other Squadrons and compiled into a single report used by The American Legion, which is subsequently sent to United States Congress.

Although not every Squadron is able to participate in all aspects of Americanism, Children and Youth and Veterans Affairs and Rehabilitation, the key is to report all that the Squadron has accomplished during the current membership year. Counties, Districts and Detachments are also urged to submit a CSR.

The report is a single page form with two carbon copies and cover page with instructions. The original and second copies are to be forwarded on to Detachment Headquarters by the date the Department/Detachment specifies but no later than June 30th.

The last copy is retained by the local Squadron. Detachments shall forward the National copy on to National Headquarters no later than 30 days prior to the National Convention.

The CSR is the basis by which the National Awards under the programs of Americanism, Children & Youth and Veterans Affairs & Rehabilitation are determined each year.

For reference purposes only, a sample copy of the form is included in on the following page.

Only originals from the triplicate three part form in letter size will be accepted.

National will not process individual Consolidated Squadron Reports sent to them by Squadrons.

All Consolidated Squadron Reports are sent by Squadrons ***to the Detachment/ Department offices*** where they are processed and forwarded to data processing.

Section 12 — Consolidated Reports and Annual Reporting

Squadron Officers Report Form

SEND to Detachment

Rec'd on date at SAL HQ: / /2018

Posted and Filed at SAL HQ: / /2018

Please ***Print or Type this report*** giving complete name, mailing address, telephone and e-mail information of all Squadron Officers. Please indicate the ***meeting dates and location of your Squadron Meetings*** (i.e. first Tuesday of the month, none in July or August). ***Send the original to:*** Sons of The American Legion, Detachment of . Please photocopy and retain for your Post and Squadron records.

Maximum Dues

The following Squadron Officers were elected/appointed at a regular meeting of the Squadron named: _____ Squadron # _____, of the Detachment of , on the date of _____/_____/ 2018. Officers will assume their responsibilities effective (date) _____/_____/2018. The Squadron regularly scheduled general membership meeting is held: _____ .

Squadron Information

Squadron Number | Squadron Name

Mailing Address | Telephone

Commander

Name | E-mail Address

Mailing Address | Telephone

First Vice Commander

Name | E-mail Address

Mailing Address | Telephone

Second Vice Commander

Name | E-mail Address

Mailing Address | Telephone

Adjutant

Name | E-mail Address

Mailing Address | Telephone

Finance Officer

Name | E-mail Address

Mailing Address | Telephone

Judge Advocate

Name | E-mail Address

Mailing Address | Telephone

Chaplain

Name | E-mail Address

Mailing Address | Telephone

Historian

Name | E-mail Address

Mailing Address | Telephone

Sergeant at Arms

Name | E-mail Address

Mailing Address | Telephone

Post SAL Advisor

Name | E-mail Address

Mailing Address | Telephone

Officers are not certified until filed with SAL Detachment Headquarters

Attested Signatures

Squadron Commander | *Squadron Adjutant* | *Date*

Sample Only

Consolidated Squadron Report Form (a 3 part NCR form)

SONS OF THE AMERICAN LEGION | CONSOLIDATED SQUADRON REPORT

Sample Only **2016 - 2017** **Sample Only**

Please Check one box indicating the reporting entity: ☐ Detachment ☐ District ☐ Squadron

Please print or type clearly.

1 _____ Detachment (State)
2 _____ District
3 _____ Squadron Number
4 _____ Squadron Name
5 _____ Current Year Membership
6 _____ Prior Year Membership
7 _____ City/Town
8 _____ Zip Code

AMERICANISM

1 _____ No. of Boys Sponsored, **Boys State**
2 $_____ Cost, **Boys State**
3 _____ No. of Girls Sponsored, **Girls State**
4 $_____ Cost, **Girls State**
5 _____ No. of **5 Star/10 Ideals Program**
6 $_____ Cost, **5 Star/10 Ideals Program**
7 _____ No. of **Flags** Presented
8 $_____ Cost, **Flags** Presented
9 _____ No. of **Small Flags** Placed on Graves
10 _____ No. of **Small Flags** Given Away at Parades
11 $_____ Cost, **Small Flags**
12 _____ No. of Hours, **Small Flags**
13 $_____ Cost, **Scholarships Awarded**
14 _____ No. of Hours, **Educational Programs**
15 ☐ Squadron Sponsors, **Oratorical Contest**
16 _____ No. of Contestants, **Oratorical Contest**
17 $_____ Cost, **Oratorical Contest**
18 _____ No. of Hours, **Oratorical Contest**
19 ☐ Squadron Sponsors, **Color Guard**
20 _____ No. of Apperarances, **Color Guard**
21 $_____ Cost, **Color Guard**
22 _____ No. of **Flag Etiquette Programs**
23 $_____ Cost, **Flag Etiquette Programs**
24 _____ No. of Hours, **Flag Etiquette Programs**
25 _____ No. of **Flag Retirement Programs**
26 _____ No. of Hours, **Flag Retirement Programs**
27 _____ No. of Hours, **Community Service**
28 $_____ Cost/Donations, **Other Organizations**
29 ☐ Squadron Sponsors, **Scouting**
30 _____ No. of Youths Involved, **Scouting**
31 $_____ Cost, **Scouting**
32 _____ No. of Youths Involved, **Junior Shooting**
33 _____ No. of Hours, **Junior Shooting**
34 $_____ Cost of Sponsorship, **Junior Shooting**
35 ☐ Squadron Sponsors, **AL Baseball Team**
36 $_____ Cost, **Baseball Team**
37 $_____ Cost, **Other Teams Sponsored**
38 _____ No. of Pints Collected, **Blood Drives**
39 _____ No. of Hours, **Blood Drives**
40 $_____ Donations, **National Emergency Fund**

CHILDREN & YOUTH

1 $_____ Donations, Child Welfare Foundation
2 _____ No. of Hours, Child Welfare Foundation
3 $_____ Donations, Special Olympics
4 _____ No. of Hours, Special Olympics
5 $_____ Donations, Children's Miracle Network
6 _____ No. of Hours, Children's Miracle Network
7 _____ No. Given, Josh Dogs
8 $_____ Cost, Josh Dogs
9 $_____ Donations, Operation Military Kids
10 _____ No. of Hours, Operation Military Kids
11 $_____ Donations, Other C&Y Projects
12 _____ No. of Hours, Other C&Y Projects

VETERANS AFFAIRS & REHABILITATION

1 _____ No. of Visits, Veterans Homes
2 _____ No. of Hours, Veterans Homes
3 $_____ Donations, Veterans Homes
4 _____ No. of Visits, VA Medical Centers
5 _____ No. of Hours, VA Medical Center
6 $_____ Estimated Value, Items Donated to VA
7 _____ No. of Hours, Field Service
8 _____ No. of Hours, Home Service
9 _____ No. of Hours, Fisher House
10 $_____ Cost, Fisher House
11 _____ No. of Hours, Support for the Troops
12 $_____ Cost, Support for the Troops
13 _____ No. of Hours, Family Support Network
14 $_____ Cost, Family Support Network
15 _____ No. of Hours, Other VA&R Projects
16 $_____ Cost, Other VA&R Projects
17 _____ No. of Vets Helped, Natl. Vet's Assist Day
18 _____ No. of Hours, Natl. Vet's Assist Day
19 $_____ Cost, Natl. Vet's Assist Day
20 $_____ Cost, Operation Comfort Warrior

INTERNAL AFFAIRS

1 $_____ Other Donations, Not Covered Above
2 _____ Other Hours, Not Covered Above

Signature_____ Title _____ Date _____

Contact Phone Number: (_____)_____

2012-2013 SAL

NATIONAL HEADQUARTERS COPY

DETACHMENT HEADQUARTERS COPY

SQUADRON COPY

The American Legion College

The American Legion National College enhances knowledge and appreciation of The American Legion, and teaches the core values and contributions of the organization, its Auxiliary, Sons of The American Legion and many subordinate programs. The National Legion College prepares young Legionnaires for leadership positions in posts, districts, counties, and departments through education, development, and motivation. The curriculum challenges student leaders to think critically and creatively about issues confronting the Legion.

The curriculum centers on self-taught, small-group sessions supervised by graduate facilitators, staff members, contracted professional speakers and national officers. Students review The American Legion's core values, develop new ideas and consider the future. An emphasis is placed on programs, management techniques and leadership skills necessary to increase visibility of programs, growth in membership, and public awareness of the Legion and its corresponding organizations.

National leaders launch the week with sessions and lectures focusing on mentoring, recognizing and building leadership traits, and putting good leadership practices to use. These skills and techniques are practiced and reinforced throughout the week in a small-group environment and in student-led meetings and presentations. Small-group workshops provide students basic leadership training in a volunteer environment. Core subjects include mentoring, leadership styles and opportunities, time management, conflict resolution and legal issues.

Throughout the week, students learn the basics of developing communication strategies to promote American Legion programs, combined with the workshops and hands-on exercises. Topics include public outreach, media relations, "Reconnect" with today's active-duty and reserve personnel, schools and community relations.

Salesmanship and Marketing Developed skills make students more valuable to their posts and departments. Students' employers also directly benefit from students' increased effectiveness and productivity. Teachings include community networking strategies, public-relations techniques, marketing and salesmanship programs, and image-building techniques.

For more information, contact David Elmore, course developer, The American Legion National College, at (317) 630-1376.

Operation Comfort Warrior

As the war in Afghanistan winds down, U.S. military personnel are coming home where they join other recent veterans who served in Iraq. Many of these service members have left the battlefield only to be faced with a new fight: a struggle to overcome the mental and physical wounds suffered during deployment. Those with traumatic brain injury (TBI) or post-traumatic stress disorder (PTSD) are returning home in unprecedented numbers. In fact, the Army has said that up to 20 percent of the men and women who served in Afghanistan or Iraq have suffered TBI.

Even as the wars conclude, those in the military still face inherent dangers while fighting the global war on terrorism, during training exercises and while performing other dangerous duties.

While the care at many military hospitals and warrior transition units is extraordinary, The American Legion's Operation Comfort Warriors (OCW) program was created to provide "nonessentials" - items that help wounded warriors' recovery but don't usually show up as a budget line on government spreadsheets.

Homeless Veteran Outreach

The American Legion supports the efforts of public and private sector agencies and organizations that aid homeless veterans and their families. Additionally, the Legion supports legislative proposals to provide medical, rehabilitative and employment assistance to homeless veterans and their families.

The Legion recognizes that aiding homeless veterans requires a sustained coordinated effort, which should provide secure housing and nutritious meals; essential physical health care, substance abuse aftercare and mental-health counseling; as well as personal development and empowerment. Homeless veterans also need job assessment, training and placement assistance. The ultimate goal is total self-management for the homeless veteran.

The American Legion has stepped up its support for homeless veterans, coordinating a Homeless Veterans Task Force among its departments to augment homeless service providers and fill in the gaps where no assistance programs are available. All departments have a Homeless Veterans Task Force chairperson and an Employment chairperson who are capable of providing assistance to any homeless or financially destitute veteran who contacts them. The two chairpersons also can coordinate activities with posts in their departments to aid homeless veterans and their families and prevent future homelessness among veterans.

The American Legion Amateur Radio Club

The American Legion has formed a special entity to provide a forum for military veterans who today are engaged in a hobby that can also provide emergency communications "when all else fails." During the May 2011 Spring Meetings, the National Executive Committee authorized the establishment of The American Legion Amateur Radio Club (TALARC).

There are estimated to be 700,000 federally licensed amateur radio operators, or "hams," in the United States. Over the years, countless members of the U.S. military were trained as technicians or engineers, and later obtained amateur-radio licenses to continue to use their abilities at home, as both recreation and a public-service commitment.

"The beauty of amateur radio is that it attracts folks of all career interests, from doctors, Ph.D.s, engineers, rocket scientists to mechanics, housewives, construction and office workers, students and everything in between," says Robert L. Morrill, chairman of the Legion's Public Relations Commission. "Hams provide backup communications to emergency-management agency offices across the country when 'all else fails,' and have done so with distinction in virtually every major disaster when cell towers and commercial communications have been knocked out after earthquakes, hurricanes, tornadoes, and man-made disasters."

The club has established an amateur radio station at National Headquarters with the call sign K9TAL (K9 The American Legion) in order to conduct special-event operations on The American Legion Birthday, Veterans Day, etc.; operate SKYWARN during local severe weather; and provide members an opportunity to operate the station during visits to National Headquarters. A special QSL card is provided to all amateur radio stations that work K9TAL on the air.

In January 2005, the Legion signed an agreement with the Department of Homeland Security to support emergency disaster preparedness. Subsequently, the Disaster Preparedness Booklet

was made available to posts. Amateur-radio support was an integral entity.

"The potential to serve here is limitless," Morrill says. "Legionnaires who are hams can help others get licensed, coordinate with local emergency authorities, provide counseling and assistance to schools, and a whole array of other support.

"While some people may think that ham radio is an old technology, the simple truth is that hams were working with digital transmissions long before folks had home computers, and they provided the impetus to make 'wireless' happen. They were transmitting emergency calls from their cars long before anyone had a mobile phone to do the same. Today, hams are conducting broad-spectrum experiments on ham bands that may eventually become routine ways to communicate for all of us."

Membership is free to members of The American Legion family.

For information, or to join: k9tal@legion.org

The American Legion Riders

American Legion Riders chapters are well known for their charitable work, which has raised hundreds of thousands of dollars for local children's hospitals, schools, veteran's homes, severely wounded service members and scholarships. Since 2006, Riders nationwide have participated in the Legion Legacy Run, to annually raise money for the Legacy Scholarship Fund, established to provide scholarships to children of U.S. military personnel killed since Sept. 11, 2001.

In Garden City, Mich., in 1993, Chuck "Tramp" Dare and Bill "Polka" Kaledas, commander of American Legion Post 396, shared an idea to start a motorcycle enthusiasts association within the organization. The two longtime riders wanted an environment where Legion family members could come together to share a common love for motorcycles.

Dare and Kaledas wrote a letter to Michigan Department Adjutant Hubert Hess, sharing their idea. Hess replied that he liked the concept and wanted to pursue it. Later, he gave Kaledas and Dare instructions for managing the program at the post level. He also explained how they could be approved to use the American Legion emblem, and how to gain Membership's support and recognition. At a regular meeting, Post 396 members passed a resolution for a new program to be known as the "American Legion Riders."

Joined by 19 other founding members from their post, Dare and Kaledas were flooded with requests for information about their organization. They agreed to establish a central source for the Riders to ensure that chapters formed not as motorcycle clubs or gangs, but as Legionnaires and Auxiliary and SAL members joining to ride as Legion family.

Legion Riders today: Currently, 106,000 American Legion Riders meet in over a thousand chapters in every domestic department and in at least three foreign countries. Riders in Iowa have formed an honor guard called The Five Star Freedom Riders, and Riders in Mulvane, Kan., founded the Patriot Guard to protect the sanctity of military funerals from protesters. Riders in all states have escorted military units returning home from combat tours overseas, conducted massive cross-country fundraising events for wounded warriors from all services, and have raised millions of dollars for countless local, state and national charities.

True to the Legion's grassroots tradition, each chapter manages its programs at the post level, where the best ideas are born. The Riders are part of many projects and events, including:

- Rolling Thunder, the annual POW/MIA rally in Washington on Memorial Day weekend.
- Annual regional rides such as Operation Wounded Warrior, sponsored by Riders in Nevada, Texas, New Mexico, Utah, Arizona, California and other Western states.
- Local charity events in support of The American Legion and local communities.
- Raising money for VA hospitals, women and children centers, children and youth centers, schools and other facilities.
- Sponsoring or participating in motorcycle runs to benefit numerous charities.
- Local memorial ceremonies and community parades.
- The American Legion Legacy Run, an annual cross-country fundraising ride from National Headquarters in Indianapolis to the national convention city.
- Riding to honor fallen military men and women, and to protect the sanctity of their funerals from those who would dishonor their memory.
- Escorting military units to departure airfields and airports for combat tours overseas, and welcoming them home upon their return.

"American Legion Riders as a National Program"

From Resolution 35 As Voted On By The National Executive Committee Of The American Legion On October 17-18, 2007 And Amended By Resolution 32 By The National Executive Committee Of The American Legion On May 4-5, 2011

All American Legion Rider groups must be a program supported by a Post or Department of The American Legion and shall uphold the declared principles of The American Legion as well as conform to and abide by the regulations and decisions of the Department, Post or other duly constituted Department governing body.

The following guidelines are recommended for The ALR program of The American Legion:

1. All members of The American Legion Riders shall be current members of The American Legion, American Legion Auxiliary or Sons of The American Legion
2. Each ALR member shall establish and maintain membership by owning, individually or through marriage, a motorcycle licensed and insured as required by state law
3. ALR programs may allow for continued membership for those members who have given up motorcycle ownership because of age, illness, injury, or other reasons outside the member's control
4. All ALR members shall strive to maintain the image of The American Legion, at all times upholding The American Legion name and emblem, which symbolizes the integrity and principles of this great organization
5. All The ALR groups shall avoid the perception of being a "motorcycle club" or biker club"
6. The only recognized The American Legion Rider logo is that which is copyrighted and sold through The American Legion National Emblem sales
7. All Members will obey the motorcycle laws of their state
8. No use of rockers with the ALR patch because touching the patch violates trademark laws of the ALR patch
9. Sponsoring organization (Post and Department) will review liability insurance coverage to ensure that adequate coverage is available to cover the organization to include coverage for any specific special riding events.

American Legion Rider groups shall abide by The American Legion Constitution and

By-laws as well as the established Post and Department directives.

The American Legion National Headquarters and the respective Departments shall maintain general oversight of ALR Program as regards to proper use of the name and emblem of The American Legion, ALR and The American Legion Legacy Run, and compliance with the National Constitution and By-Laws of The American Legion.

Amended by Resolution 32, May 4-5, 2011

About the Sons of The American Legion

Founded in 1932, Sons of The American Legion exists to honor the service and sacrifice of Legionnaires.

S.A.L. members include males of all ages whose parents or grandparents served in the U.S. military and were eligible for American Legion membership. Members of The American Legion, American Legion Auxiliary and Sons of The American Legion comprise the Legion Family, which has a combined membership of nearly 4.2 million.

Although Sons has its own membership, the organization is not a separate entity. Rather, S.A.L. is a program of The American Legion. Many Legionnaires hold dual membership in S.A.L.

The Sons organization is divided into detachments at the state level and squadrons at the local level. A squadron pairs with a local American Legion post; a squadron's charter is contingent upon its parent post's charter. However, squadrons can determine the extent of their services to the community, state and nation. They are permitted flexibility in planning programs and activities to meet their needs, but must remember S.A.L.'s mission: to strengthen the four pillars of The American Legion. Therefore, squadrons' campaigns place an emphasis on preserving American traditions and values, improving the quality of life for our nation's children, caring for veterans and their families, and teaching the fundamentals of good citizenship.

Since 1988, S.A.L. has raised more than $5.8 million for The American Legion Child Welfare Foundation. S.A.L. members have volunteered over 500,000 hours at veteran's hospitals and raised over $1,000,000 for VA hospitals and VA homes. The Sons also support the Citizens Flag Alliance, a coalition dedicated to protecting the U.S. flag from desecration through a constitutional amendment.

About Youth Support

The American Legion has a proud tradition of supporting our nation's youth. The organization was founded on the principle in 1919, when Children & Youth was declared one of the Legion's four pillars. In the years since, a number of youth-oriented programs have been developed including Temporary Financial Assistance, Family Support Network and child safety and wellbeing program.

The Americanism Commission's Children & Youth Committee is the center of the Legion's youth-support efforts. The committee meets annually to formulate, recommend and implement plans, programs and activities designed to accomplish:

- Assure care and protection for the children of veterans.
- Improve conditions for all children and youth with due concern for maintaining the integrity of the family home.
- Prevent social and physical ills of children and youth where possible, utilizing services of and cooperating with sound organizations and agencies for children and youth.
- Maintain a balanced program that provides for their physical, emotional, intellectual and spiritual needs.

The American Legion has been a strong advocate for children and youth since its inception. This steadfast dedication has never wavered and continues to be a driving force on behalf of children across the country today.

How to Participate in Legion Baseball

With an alumni base that includes more than half of current Major League Baseball players, American Legion Baseball is one of the most prominent and tradition-rich amateur athletic leagues in existence.

The program is always growing, and participation is easy.

About 5,000 teams compete each year, so there's ample opportunity for new players to join, and for coaches who want to start a team. The league also employs a large number of umpires and other volunteers.

Contact your local Legion post. Look for the address and phone number in the local White Pages or at www.legion.org/baseball. Click on "Find a Post" and fill in your city, state and ZIP code. Players can only sign up for the post that is the shortest driving distance from their residence.

However, some exceptions exist. A player whose parents are living separately can declare either parent's home as his main residence. Additionally, a player who is attending a private school has the option of enrolling with the post closest to his school; in this situation, a Team Declaration Form (Form 77) must be filled out.

Players who are cut from a team, or try out but don't make the roster, can play for the post that is the next-shortest driving distance from their residence. If a player doesn't make that team, he can try out with the next-closest post. He can continue until he finds a team to join.

Coaches who want to start a team should contact the department baseball chairman in their state. A full listing of chairmen can be found here. The department will send a new team packet, which includes copies of the state and national rules, insurance information and registration forms. A coach must first fill out a new team registration form. After that's accepted, an American Legion Baseball registration form must be sent in for insurance purposes.

Usually, local umpire associations provide departments with umpires. Department chairmen can nominate umpires to officiate the national tournament. Umpires can also nominate each other.

To volunteer: Legion Baseball can always use your help. Volunteers can serve in a variety of ways, ranging from statisticians to serving Gatorade during games.

For more information, contact your local post.

Boys Nation

Two representatives from each of the 49 Boys States represent their state at Boys Nation in Washington where the young leaders receive an education on the structure and function of federal government.

The first Boys Nation – then called Boys Forum of National Government – convened at the American University, in Washington, August 1946. The 1946 American Legion National Convention adopted the event as an official youth activity. Three years later, it became American Legion Boys Nation. At the event, each delegate acts as a senator from his Boys State. The young law-makers held caucus at the beginning of the session, then organize into committees and conduct hearings on bills submitted by program delegates.

Senators learn the proper method of handling bills, according to U.S. Senate rules. Participation in the political process is emphasized throughout the week, including organization of party conventions and nominating and electing a president and vice president.

The week of government training also includes lectures, forums and visits to federal agencies, national shrines, institutions, memorials and historical sites. On Capitol Hill, Boys Nation Senators meet with elected officials from their home states.

Since Boys Nation began in 1946, a number of its graduates have been elected to public office, including presidents, congressmen, state governors and state legislators. Many others have been inspired to work for the campaigns of individuals seeking public office.

For more information: The American Legion, P.O. Box 1055, Indianapolis, IN 46206 boysstate-nation@legion.org

Boys State

American Legion Boys State is among the most respected and selective educational programs of government instruction for U.S. high school students. A participatory program in which students become part of the operation of local, county and state government, Boys State was founded in 1935 to counter the socialism-inspired Young Pioneer Camps. The program was the idea of two Illinois Legionnaires, Hayes Kennedy and Harold Card, who organized the first Boys State at the Illinois State Fairgrounds in Springfield.

American Legion Auxiliary sponsors a separate but similar program for young women called Girls State.

At Boys State, participants learn the rights, privileges and responsibilities of franchised citizens. The training is objective and centers on the structure of city, county and state governments. Operated by students elected to various offices, Boys State activities include legislative sessions, court proceedings, law-enforcement presentations, assemblies, bands, choruses and recreational programs.

Legion posts select high school juniors to attend the program. In most cases, individual expenses are paid by a sponsoring post, a local business or another community-based organization.

Boys State programs currently exist in all Legion departments, except Hawaii, as separate corporations. Boys State programs vary in content and method of procedure, but each adheres to the same basic concept: teaching government from the township to the state level.

he American Legion has certain qualifications for prospective Boys State citizens. Following are the recommended guidelines employed by most Boys State programs:

Only males who have successfully completed their junior year of high school and who have at least one more semester remaining are considered. Previous participants of a Boys State competition are not allowed to attend a second session. Only those who illustrate leadership, character, scholarship, loyalty and service in their schools and community should be considered. Merit and ability are the basis for evaluation during the actual citizens selection process.

Boys State competitions are in compliance with federal handicap laws. Most programs require a medical/parental consent certificate signed by a parent and registered doctor.

The selection process often differs in Legion departments. The ideal method is for schools to recommend lists of eligible candidates to local Legion posts. The post would then conduct interviews and select their representative(s) for the program.

For more information:

The American Legion, P.O. Box 1055, Indianapolis, IN 46206

boysstate-nation@legion.org

Junior Shooting Sports Program

The American Legion Junior Shooting Sports Program is a gun safety education and marksmanship program that encompasses the basic elements of safety, education, enjoyment and competition. Shooters use the .177 caliber air rifle. Both males and females can participate, through Legion sponsorship; disabled youth are encouraged to join, as competitive shooting is a sport that creates an equal playing field for all competitors. Contact your local Legion post, Sons of The American Legion squadron or Auxiliary unit for information about affiliating as a club or individual.

Junior Shooting Sports is a three-part program that combines the Basic Marksmanship Course, Qualification Awards and Air Rifle Competition into a well-rounded activity.

Basic Marksmanship Course: The Basic Marksmanship Course, given to Shooting Sports participants, offers comprehensive instruction for beginning shooters with little or no marksmanship experience. Designed for an instructor's easy use, the course teaches gun safety and marksmanship fundamentals, using short lectures or discussions, followed by hands-on activities. The package includes:

Instructor's guide
Student handbook
Learning tools
Six quizzes and a final exam.
Qualification Awards

Graduates who want to keep improving their skills can enroll in air-rifle qualification courses provided by the National Rifle Association and the Civilian Marksmanship Programs. These courses offer personal skill-development ladders for shooters to achieve established performance standards.

Air Rifle Competition: The annual 3-Position Junior Air Rifle National Championship is a tournament that begins with postal matches. State and/or regional champions are determined and advance to a qualification round (also a postal match) to determine the athletes who will earn expense-paid trips to compete in the national championship. The national championship is a shoulder-to-shoulder match held each August at the USA Shooting range facilities at the Olympic Training Center in Colorado Springs.

For more information: juniorshooting@legion.org

Section 13 — Programs and General Information

Boys Scouts

The American Legion's support for Boy Scouts of America began at the Legion's first national convention in 1919.

Today, Legion posts sponsor more than 2,500Scouting units across the country. This is natural for Legionnaires, who bring their service-learned skills and experiences as veterans to help build character and positive traits in our country's youth. Few other post activities generate more goodwill from the community.

The Legion annually honors the Eagle Scout of the Year at the national convention. The winner of the competition receives a $10,000 scholarship, and the three runners-up are each awarded $2,500 scholarships.

Eagle Scout of the Year

The American Legion honors the Eagle Scout of the Year at the national convention with a $10,000 scholarship. The three runners-up get $2,500. Further information is available from department adjutants or the Americanism Division.

How To Start A POLICE Cadet Program

How To Start A Program: Interested Legionnaires are asked to work with their department to select persons who will initiate such a program. Contact your State Police or Highway Patrol about the feasibility of starting such a program in your state. Once an agreement has been obtained, develop your curriculum, application process and dates of your first program. Other How To departments who can be contacted for information concerning their current program are: Arizona, Connecticut, Delaware, Illinois, Kansas, Massachusetts, Michigan, Minnesota, Missouri, Nebraska, North Carolina, Ohio, Pennsylvania, South Carolina, South Dakota, Vermont, and Virginia.

Curriculum and Duration: Program content may vary from state to state. Most programs will include physical fitness training coupled with classroom instruction and hands-on training. Topics of instruction may include criminal law, constitutional law, patrol procedures, criminal investigation procedures, traffic crash investigation, evidence gathering techniques, arrest techniques, taking fingerprints, testifying in court, public speaking, leadership skills, vehicle operating procedures, report writing, interviewing techniques, crisis intervention, use of control and firearms training. Most programs currently being operated are conducted in the summer months and are about a week in duration.

Application Process: Departments and/or posts should develop applications and a process to select, approve and place students into this program. State Police or Highway Patrol agencies should be contacted to assist in or develop the course curriculum. Physical fitness certifications from a physician may be required of applicants. Release of liability forms may also be required.

National High School Oratorical Contest

The American Legion Oratorical Contest exists to develop deeper knowledge and appreciation for the U.S. Constitution among high school students. Since 1938, the program has presented participants with an academic speaking challenge that teaches important leadership qualities, the history of our nation's laws, the ability to think and speak clearly, and an understanding of the duties, responsibilities, rights and privileges of American citizenship.

Young orators earn some of the most generous college scholarships available to high school students. Over $138,000 in scholarships can be awarded each year. The overall national contest winner gets an

$18,000 scholarship. Second place takes home $16,000, and third gets $14,000. Each department (state) winner who is certified into and participates in the national contest's first round receives a $1,500 scholarship. Those who advance past the first round receive an additional $1,500 scholarship. The American Legion's National Organization awards the scholarships, which can be used at any college or university in the United States.

Eligible participants must be citizens of or lawful permanent residents of the United States

High school students from the grades 9th to 12th grade under age 20 are eligible. Competition begins at the post level and advances to a state competition. Legion department representatives certify one winner per state to the national contest, where department winners compete against each other in two speaking rounds. The contest caps off with a final round that decides the three top finishers.

Contestants must either be legally domiciled within or attend an educational institution within the department that they enter competition. Contestants can enter competition through only one department. High school students that graduate early during the school year are eligible to compete if they are not enrolled in a college, university, trade school or other institution of higher learning at the time of the department finals contest.

Speaking subjects must be on some aspect of the U.S. Constitution, with some emphasis on the duties and obligations of citizens to our government. Speeches are eight to 10 minutes long; three- to five-minute speeches on an assigned topic also are part of the contest.

The three finalists of the national contest are ineligible for further participation at any level.

What to wear: Uniforms are not permitted. Appropriate business attire is required for all contestants. Contestants may not wear awards and medals from previous competitions.

The American Legion pays travel and lodging expenses for department winners and their chaperones. A chaperone over 21 years of age must accompany each contestant.

The American Legion does not assume liability for personal injury, property damage or loss sustained by any contestant or chaperone en route to or from the contest; however, The American Legion does carry a nominal group accident insurance policy on contestants accepted into the national competition. The American Legion selects an air carrier for

Judges are an important part of the oratorical contest. Their qualifications are carefully considered, as their decisions are final and must be reached without bias. Impartial judging is the key to fairness and success of the program, which selects a national champion.

All department finals and the national contest have five judges, who are not allowed to receive any publicity before the event. During the contest, judges sit in different locations, and each renders his or her final decision without any sort of consultation.

Judges are advised to downgrade contestants who fail to emphasize the prepared oration and the assigned topic discourse on a citizen's duties and obligations to our government. Judges can downgrade a contestant up to 10 points for failure to speak about the Constitution. The contest chairman will announce any time violations for contestants. A penalty of one point for each minute, or fraction thereof, shall be assessed toward the contestant's total score.

Live television and radio broadcasts are permitted in all contests, as well as filming, taping or other types of media for later showing, provided:

1. Lighting and other site conditions are the same for all contestants.
2. Filming or broadcasts in no way distract the contestants or interfere with the pre-announced scheduled time of the contest.
3. The normal speaking voice of the contestant is not interfered with or amplified within the auditorium.
4. The American Legion is in no way financially obligated without prior approval.

National Finals: All contestants and chaperones will arrive the Friday of the contest weekend. All contestants and chaperones will stay at the official contest hotel.

A mandatory pre-contest orientation session for all contestants will take place the Friday evening of the contest weekend. A banquet honoring all contestants will be Sunday afternoon, following the national championship contest. All contestants and chaperones will depart for home later that afternoon.

Scholarships are awarded to the three finalists. First place receives $18,000, second gets $16,000 and third takes $14,000.

Each individual state winner certified into and participating in the first round of the national contest receives a $1,500 scholarship.

Each first-round winner who advances but does not qualify for the finals receives an additional $1,500 scholarship.

Scholarships may be used to attend any college or university in the United States.

In addition to the national organization's scholarships, hundreds of scholarships are awarded to participants by posts, districts, counties and departments during earlier levels of competition.

For more information: oratorical@legion.org

American Legion Auxiliary

Founded in 1919, The American Legion Auxiliary has nearly 1 million members from all walks of life. The Auxiliary administers hundreds of volunteer programs, gives tens of thousands of hours to its communities and to veterans, and raises millions of dollars to support its own programs, as well as other worthwhile charities familiar to Americans. It is all accomplished with volunteers.

While originally organized to assist The American Legion, the Auxiliary has achieved its own unique identity while working side-by-side with the veterans who belong to The American Legion. Like the Legion, the Auxiliary's interests have broadened to encompass the entire community.

The American Legion Auxiliary is the world's largest women's patriotic service organization. Through its nearly 10,500 units located in every state and some foreign countries, the Auxiliary embodies the spirit of America that has prevailed through war and peace. Along with The American Legion, it solidly stands behind America and her ideals.

Child Welfare Foundation (CWF)

The American Legion Child Welfare Foundation deadline for receiving donations is before the **close of business the last day of May** each year. All checks should be made Payable to **Child Welfare Foundation**. Donations may be mailed to:

American Legion Child Welfare Foundation
PO Box 1055
Indianapolis, IN 46206

Commander & Adjutant

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