

**VETERANS OF FOREIGN WAR  
OF THE UNITED STATES**



**DEPARTMENT OF OHIO  
2019 – 2020 OPERATING PLAN**

***MOTTO: NO ONE DOES  
MORE FOR VETERANS!  
A "LEGACY OF SERVICE"***

***VISION: EXECUTING THE  
MISSION BY TEAM WORK  
AND INNOVATION***

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**WILLIAM J. "DOC" SCHMITZ  
COMMANDER-IN-CHIEF**

**"DARE TO CARE"**

**EFFECTIVE: 1 MAY 2019**

**BY ORDER OF THE COMMANDER**

**MEMBERSHIP: TBD**

**POSTS: TBD**

# PLANNING SCHEDULES 2019 & 20

**SCHEDULE YOUR POST AND DISTRICT FUNCTIONS AROUND THESE DATES.**

## **June 11-16, 2019**

June 26-30, 2019

July 20-24, 2019

July 25-28, 2019

August 3, 2019

August 17, 2019

August 24-25, 2019

August 29 – 1 Sep 2019

September 28, 2019

October 18-20, 2019

November 1-3, 2019

December 6-8, 2019

December 7, 2019

December 13, 2019

December 14, 2019

January 15-19, 2020

January 24-26, 2020 (?)

February 2020

Feb 29 – March 4, 2020

March 1-5, 2020

April 24-26, 2020

April 30, 2020

June 30, 2020

## **Ohio State Convention/Installation (Sandusky)**

Department C of A & Homecoming (Columbus)

National Convention (Orlando, FL)

MOC: Supreme MOC Convention (Orlando, FL)

Ohio Day @ VFW National Home (Eaton Rapids, MI)

MOC: Grand C of A

VFWOC: Golf Tournament (Clyde)

Commander-in-Chief Homecoming (Albany, NY)

Founder's Day (Columbus)

Big Ten Conference (Nebraska)

MOC: Tomb Trek (Washington, D.C.)

MOC: Cootie Christmas (Eaton Rapids, MI)

Ohio Veterans Home Christmas (Sandusky)

Department (Regular and Auxiliary) & VFWOC Line  
Officer and Employee Christmas Party (Columbus)

Ohio Veterans Home Christmas (Georgetown)

Mid-Winter Conference (Columbus)

MOC: Grand C of A.

AUX: Celebrating America's Freedom Event (Cafe)  
and VFW Auxiliary Mid-Year Conference (TBD)

Voice of Democracy (Washington DC)

Legislative Conference (Washington DC)

MOC: Grand Scratch

All State Deadline

Membership Deadline

**June 17-21, 2020**

June 26-28, 2020

July 18-23, 2020

July 24-27, 2020

**State Convention (Sandusky)**

Department CofA (Columbus)

National Convention (Reno, NV)

MOC: Supreme Convention

MOC: Military Order of the Cooties

VFWOC: VFW of OHIO CHARITIES

AUX: Department of Ohio Auxiliary

KC: Kansas City

CofA: Council of Administration

**NOTE:**

- PER DEPARTMENT POLICY, DISTRICTS/POSTS **CANNOT** SCHEDULE EVENTS ON SAME DAY AS DEPARTMENT SCHEDULED EVENTS!

- DATES WILL BE UPDATED ON THE VFW, DEPARTMENT OF OHIO WEBSITE: [www.vfwoh.org](http://www.vfwoh.org)

# DEPARTMENT CHAIRMEN FOR THE 2019-20 PROGRAM YEAR

<b>Membership Director</b>	<b>Bob Blankenship.....513-678-4410</b> PO Box 109, Morrow 45152 E-mail: <a href="mailto:scanman260@roadrunner.com">scanman260@roadrunner.com</a>
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<b>POW/MIA</b>	<b>Ralph Reynolds.....419-230-1517</b> 501 S. Rauthland Ave, Wapakoneta, OH 45895 Email: <a href="mailto:Rreynolds6@woh.rr.com">Rreynolds6@woh.rr.com</a>
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**Dept. Inspector**

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**Dept. Adjutant**

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**ACTIVITY EXECUTION: A CHAIRMAN WHO EXECUTES A SPECIFIC DEPARTMENT WIDE ACTIVITY. HOWEVER, REPORTING FALLS UNDER ANOTHER PROGRAM WHERE THE "VALUE" OF THE ACTIVITY RESIDES.**

## **1. SITUATION.**

- Continued decline in posts and membership will degrade the ability of the Department of Ohio in the next 5-7 years to sustain and maintain 12 Districts, influence the national and local debate, provide a robust Veterans Service Operation and maintain effective levels of forums and programs that support the VFW Mission. In addition, a steady decline will also impact the revenue VFW of Ohio Charities (VFWOC) and its Field Agents (Posts) have to provide direct support to veterans and community needs.
- Significant effort has been made to develop a “realistic” financial plan/budget accounting for current and projected revenue and expenses. By-Laws and Policy do **not** adequately reflect the current environment especially in the area of resources.
- Morale and communication within and outside the Department has improved! Instead of dwelling on the past, we are learning from it and focusing on the future!! This includes migration to less reliance on paper processes and increased use of Internet/electronic processes.
- At all leadership levels across the Department we are seeing a noticeable shift in younger veterans assuming leadership positions. Post Line Officers continue to work as a “team” focusing on looking at the “big picture” vs. one year only thinking.
- Integration with our Auxiliary partner continues to improve!
- Post attendance at District Meetings continues to be a growing problem!! There is a growing trend of Districts not having quorums during regular meetings.
- Program reporting continues to be complex and confusing. Root causes are too many mechanisms for reporting (paper, E-mail, on-line, etc.) lack of requirements/communication with web developers, and timely training.
- The Department’s VA Voluntary Services (VAVS) from an overall Program perspective needs clearer expectation of duties, and better Department level support and advocacy. Appointed VAVS volunteers continue within the current structure to work hard to support their respective VA Locations!

## **2. MISSION.**

- The mission of our National organization is: “To foster camaraderie among United States veterans of overseas conflicts. To serve our veterans, the military, and our communities. To advocate on behalf of all veterans.”
- The mission of the Department of Ohio is: To foster greater collaboration of District/Posts to better focus service to our veterans, military and communities within the Department and to advocate on behalf of all veterans in concert with National Headquarters.

## **3. CONCEPT OF OPERATION.**

### ***a. Commander's intent.***

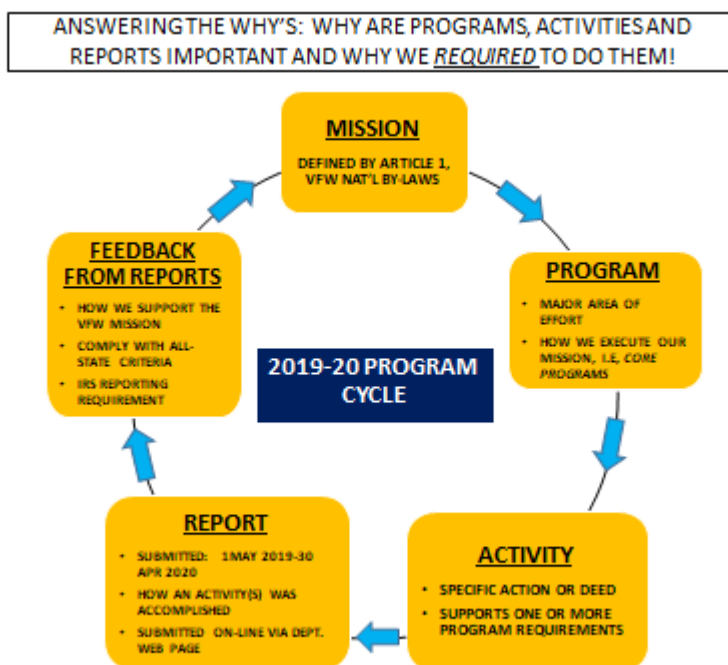
- Continue to improve overall Department Morale! Change counterproductive efforts/attitudes. At all levels in the Department we must: **GIVE WAY TOGETHER** and **BRING BACK THE FUN!**
- Continue to develop and implement streamlined and efficient processes for the transmission and accounting for program reporting, Election Reports and “good standing” documentation.
- Complete the transition to an integrated, balanced and realistic Department financial plan to include investment strategy, operations and support budget and supporting By-Laws and Policy
- Develop and implement a Department “forward planning” process that will look past any one year and provide a plan for the next five years to include resources, policy, By-laws and viability of Districts/Posts.
- Address posts that do not attend District Meetings. Per Section 218 (a) (1) k., page 72 of the National Manual of Procedure, 2018 Edition; Ensuring attendance at District meetings is a **Post Commander** responsibility!
- Conduct a “strategic review” of our Veteran Service Operation: Business Model, Resources, etc.
- Formalize integrated planning and execution with the Auxiliary and VFWOC
- Improve training for District/Post Commanders and Quartermasters
- Improve mentoring and preparedness for Dept. Line Officers as they “move through the chairs”

- Improve coordination/communication with Department line officers and District Commanders
- Push recruiting and retention to the District and Post level – They’re the “boots on the ground!”
- Look “out of the box” for revenue and donations to support Department operations
- Make the VFW “visible” as a viable and progressive organization to internal and external publics
- Improve VAVS Operations

**b. General Operations.**

The Department operates on a Battle Rhythm which incorporates formal meetings (State and National), execution of Programs (State and National) and direct engagement with specific Districts/Posts via inspections and attendance at meetings, etc. Formal Meetings consist of Councils of Administration, Conferences, Conventions, and other meetings specified by the Commander. During these meetings important business is discussed and motions acted upon. For Department level meetings attendance by District leadership is required and to the maximum extent possible Posts should also attend. **For District meetings attendance by Posts is required.**

**c. Programs:** PROGRAM REPORTING IS A **MISSION RESPONSIBILITY!** NOT JUST FOR ALL STATE COMPETITION!!



## **ALL-STATE PROGRAM "POST"**

State Commander, Dan Faulkner, along with his leadership team worked together to develop and implement a balanced All-State Program that supports the mission of the Veterans of Foreign Wars of the United States and facilitates **on-line** reporting via the Department of Ohio web-page ([www.vfwoh.org](http://www.vfwoh.org)). The ALL-STATE program will consist of three main categories: **GOOD STANDING, MEMBERSHIP AND PROGRAMS.**

### **GOOD STANDING**

1. Department Offices of Primary Responsibility for approval and reporting are the Dept. **Inspector (DI) and Adjutant (ADJ)**: **Dates tracked by: Post Mark Date, E-mail transmit date, or fax transmit date. Unless otherwise stated by a specific Activity date, all below Activities must be accomplished No-Later-Than 30 April 2020.**
  - a. **AUDITS (DI)**: Quarterly audits submitted to IG within thirty (30) calendar days from the end of each quarter. Receipt cutoff dates: **31 Jul 2019, 30 Sep 2019, 31 Dec 2019, and 30 Mar 2020**
  - b. **INSURANCE (ADJ)**: Proper documentation submitted to ADJ to ensure policies are up to date, to include Liquor Liability insurance if applicable.
  - c. **DISTRICT MEETINGS (ADJ)**: Attend District **Council of Administration** and **all regular** District meetings, minimum of **one Post Representative**, during the year, unless formally excused by District Commander. Post Officers are encouraged to attend!
  - d. **INCORPORATION (ADJ)**: Proper documentation submitted to ADJ to ensure current incorporation in the State of Ohio.
  - e. **MONIES OWED THE DEPARTMENT (ADJ)**: Paid in full.
  - f. **BONDED (ADJ)**: Appropriate Post officers/members bonded for the proper amount.



## **MEMBERSHIP**

1. Department Office of Primary Responsibility is the **Dept. Membership Director**: Final data will be taken from National VFW MEMSTATS at the close of the day **Thursday, April 30, 2020**.  
NOTE: **All-American** Post Membership cutoff is **June 30, 2020**.

**100% Membership plus two (2) new Members on April 30, 2020**

## **PROGRAMS GENERAL**

1. Department Office of Primary Responsibility for working with the District Program Coordinator (assists Posts with submitting reports on-line) and Department Program Chairmen is the **Dept. Program Director**. The Director is responsible for monitoring Program reporting status and resolving any on-line reporting issues. All **Core** and **Secondary** Program activities must be accomplished No-Later-Than **30 April 2020**.
2. On-line reporting via the Department web-page, ***www.vfwoh.org***, will consist of one main template with options for Program selection, major reporting activity per program, examples of other activities per program, and accounting fields for number of people attending, hours, travel, activity description, etc. Once a number is entered the Program reporting tool will “do the math!” Calculation factors for 2019-20 are: Attendee Hourly rate is \$24.69, Mileage rate is \$0.14 per mile, Pint of blood is \$130, Wheel Chair daily loan rate is \$50, Walker daily loan rate is \$25. NOTE: These calculation factors were coordinate with VFW National HQ.
3. The **“Activity”** is **“the unit of measure”** for All-State requirements (**1 Activity = 1 Report**). Reports will be credited **No-Later-Than** the **last day** of the reporting period. Reporting Periods are:  
**Period #1: 1 May to 31 Aug.** NOTE: This period covers transition to include online reporting, Department leadership, Program Chairmen, and allows time for Districts to hold their CofA to brief new Program Requirements! Commanders at all levels should use this time wisely!  
**Period #2: 1 Sept to 31 Dec.** On-line reporting only!  
**Period #3: 1 Jan to 30 April.** On-line reporting only!

## **CORE PROGRAMS**

**EACH OF THE THREE (3) CORE PROGRAMS, REQUIRE FOUR (4) ACTIVITIES, FOR EACH OF THE THREE (3) REPORTING PERIODS (12 Reports Total each X 3 Periods = 36 TOTAL REPORTS). NOTE: ACTIVITIES DIRECTLY SUPPORTING NAT’L “ALL AMERICAN” CRITERIA ARE MARKED WITH (AA). CORE PROGRAMS ARE:**

1. **Community Service/Americanism** (Activity or Donation). Major reporting activities:
  - a. **Teacher of the Year:** Participate in the Program and advance at least one entry to the District (Note: AA Requires entry in all three categories: K-5, 6-8, 9-12)

- b. **Ohio Founder's Day Program: Attend event in Columbus at the Green Lawn Cemetery, and/or the Luncheon**
  - c. **Participate in Law Enforcement Officer of the Year Program and advance winning entry to District (Individual or Group/Team)**
  - d. **Participate in Firefighter/EMT of the Year Program and advance winning entry to District (Individual or Group/Team)**
  - e. **Support community patriotic event/forum, or Purchase Poppies (AA)**
2. **Ohio Veterans and Military Service (Activity or Donation). Major reporting activities:**
- a. **Donation to Ohio Military Assistance (Ohio MAP)**
  - b. **Donation to National Unmet Needs, minimum of \$100 (AA)**
  - c. **Donation to Ohio Veterans Service Officers Fund**
  - d. **Attend Ohio Day at the VFW National Home, or make a donation**
3. **Veterans Health and Welfare (Activity or Donation). Major reporting activities:**
- a. **Hospital (includes loan of a Wheel Chair or a Walker)**
  - b. **Support a VA Medical Center, or Community Stand Down**
  - c. **Homeless**
  - d. **Donation to the Combs, Comedy, Bentfeld Hospice/Cancer Fund**
  - e. **Donation to the Dept. of Ohio VA Voluntary Services Fund**
  - f. **Drug, Post-Traumatic Stress Syndrome, and Suicide Prevention**

## **SECONDARY PROGRAMS**

**EACH OF THE THREE (3) SECONDARY PROGRAMS, REQUIRE TWO (2) ACTIVITIES, FOR EACH OF THE THREE (3) REPORTING PERIODS (6 Reports Total X 3 Periods = 18 TOTAL REPORTS). SECONDARY PROGRAMS ARE:**

1. **Legislative (Activity): Major reporting activities:**
- a. **Respond to VFW Action Corps Alert**
  - b. **Direct Communication with Local, National, or State Legislator(s)/staff**
  - c. **Participate in a Local, State, or National Forum on Veteran Issues**
  - d. **Conduct a get out the vote campaign**
2. **Youth activities (Activity or Donation): Major reporting activities:**
- a. **Voice of Democracy: Participate in the Program and advance at least one entry to District (AA). 2019-20 Theme: "What Makes America Great"**
  - b. **Patriot Pen: Participate in the Program and advance at least one entry to District (AA). 2019-20 Theme: "What Makes America Great"**
  - c. **Scout of the year: Participate in the Program and advance all eligible entries to District**
  - d. **Donation to the Schell/Fruttoso Voice of Democracy/Patriots Pen Youth Essay Scholarship Fund**

3. **Prisoner of War/Missing in Action (Activity or Donation): Major reporting activities**
  - a. **Attend POW/MIA Vigil/Memorial Service**
  - b. **Sponsor POW/MIA Vigil/Memorial Service**
  - c. **Donate a POW/MIA Flag**
  - d. **Display a POW/MIA Flag (at Post, Parade, etc.)**
  - e. **Monetary Donation/Flag to a POW/MIA support organization, e.g., Defense POW/MIA Accounting Agency (DPAA)**

## **OHIO'S TEAM OF ALL-STATE POST COMMANDER RECOGNITION**

The commander of a Post that meets all requirements for All-State on or before April 30, 2020 will have earned the title of “**All-State Post Commander**” and will be a member of the 2019-2020 Ohio All-State Post Commanders Team

Commanders meeting all requirements for membership and programs on or before April 30, 2020 will receive the All-State rewards at the Department Convention in June.

Commanders meeting all program requirements on or before April 30, 2020 and meeting all membership requirements on or before June 30, 2020 will receive the All-State rewards at their next scheduled District meeting.

Each All-State Post Commander will receive the following:

1. An official All-State Post Commander cap - for first time Ohio All-State Post Commanders only  
A fifty dollar (\$50) gift card to the VFW National Store - for second (or more) time Ohio All-State Post Commanders
2. An All-State Commander lapel pin.
3. Twenty-five dollars (\$25) cash award to help defray the expense of attending the Department Convention. Post Commander must be present at the convention to receive this award.
4. A Department of Ohio Citation in recognition of being a member of the All-State Team.  
The Post Commander with the most outstanding record will be selected as the Captain of the 2019-2020 Ohio All-State Post Commanders Team. The Captain of the All-State Team will receive a plaque from the Department of Ohio in recognition for being selected as Captain of the Team and in addition, will receive a one hundred dollar (\$100) gift card from the VFW National Store.

# OHIO'S TEAM OF ALL-STATE POST MEMBERSHIP CHAIRMEN RECOGNITION

Each All-State Post Membership Chairman will receive:

1. An official All-State Post Membership Chairman cap - for first time Ohio All-State Membership Chairman only  
A fifty dollar (\$50) gift card to VFW National Store – for second (or More) time Ohio All-State Membership Chairman
2. Twenty-five dollars (\$25) cash award to help defray the expenses of attending the Department Convention. Post Membership Chairman must be present at the convention to receive this award.

## PAST DEPARTMENT COMMANDERS' AWARDS

1. A plaque, which will be retained by the post permanently, will be awarded to the post having the greatest total of new members by **May 1, 2020**.
2. A plaque, which will be retained by the post permanently, will be awarded to the post having the greatest percentage of new members by **May 1, 2020**.
3. A plaque, which will be retained by the post permanently, will be awarded to the post having the greatest numerical gain in life members by **May 1, 2020**.

## ALL-STATE PROGRAM "DISTRICT"

### MEMBERSHIP REQUIREMENTS

Final data will be taken from National VFW web site (MEMSTATS)

At the close of the day **Thursday, April 30, 2020**

- 1) District must have membership greater than 100% on **April 30, 2020**

### DISTRICT & DISTRICT OFFICERS DUTIES

- 1) District must have all quarterly audits sent to Department Office within 30 days from the end of each quarter: **31 Jul 2019, 30 Sep 2019, 31 Dec 2019, and 30 Mar 2020. Tracked by: Post Mark Date, E-mail transmit date, or fax transmit date.**
- 2) District must have all monies owed to the Department paid in full
- 3) District must have all officers accountable for District funds bonded for the proper amount
- 4) District must be incorporated
- 5) Commander (or Sr. Vice or Jr. Vice in his absence) **must** attend Department Convention, Council of Administration Meeting, Midwinter Conference, Founder's Day, and Ohio Day at National Home
- 6) District must have all inspections (Posts and own District) accomplished **No-Later-Then 17 Jan 2020**

## PROGRAMS

Requirements listed in all five (5) to be accomplished at any time between May 1, 2019 and April 30, 2020. NOTE: Activities directly supporting All American criteria are marked with (AA).

- 1) District must advance one (1) Voice of Democracy entry from District to Department (AA)
- 2) District must advance one (1) Patriot's Pen entry from District to Department (AA)
- 3) District must advance one (1) entry from at least one (1) of the following From District to Department
  - a) Teacher of the Year (AA Requires entry in all three categories: K-5, 6-8, 9-12)
  - b) Law Enforcement Officer of the Year (Individual or Group/Team)
  - c) Firefighter of the Year (Individual or Group/Team)
- 4) District must report at least one activity related to **"Veterans Health and Welfare Program"**.
- 5) District must make a donation to National Veterans and Military Support, or National Unmet Needs, greater than \$100 (AA).
- 6) District must make a donation to at least two of the following Department Program Funds
  - a. Ohio Military Assistance Fund
  - b. Ohio VA Voluntary Services (VAVS) Fund
  - c. Ohio Veterans Service Officer's Fund

## OHIO'S TEAM OF ALL-STATE DISTRICT COMMANDER RECOGNITION

The commander of a District that meets all requirements for All-State on or before April 30, 2020 will have earned the title of All-State District Commander and will be a member of the 2019-2020 Ohio All-State District Commanders Team

Commanders meeting all requirements for membership and programs on or before April 30, 2020 will receive the All-State rewards at the Department Convention in June.

Commanders meeting all program requirements on or before April 30, 2018 and meeting all membership requirements on or before June 30, 2019 will receive the All-State rewards at their next scheduled District meeting.

Each All-State District Commander will receive the following:

1. An All-State District Commanders Cap – for first time Ohio All-State District Commanders only  
A fifty dollar (\$50) gift card to the VFW National Store – for second (or more) time Ohio All-State District Commanders
2. A Department of Ohio citation in recognition of being a member of the All-State Team.
3. Fifty dollars (\$50) cash award to help defray the expense of attending the Department Convention. District Commander must be present at the convention to receive this award

The District Commander with the most outstanding record will be selected as the Captain of the 2019-2020 Ohio All-State District Commanders Team. The Captain of the All-State Team will receive a plaque from the Department of Ohio in recognition for being selected as Captain of the Team and in addition, will receive a one hundred dollar (\$100) gift card to VFW National Store.

## **OHIO'S TEAM OF ALL-STATE DISTRICT MEMBERSHIP CHAIRMEN RECOGNITION**

Each All-State District Membership Chairman will receive:

1. An official All-State District Membership Chairman cap – for first time Ohio All-State Membership Chairman only  
A fifty dollar (\$50) gift card to VFW National Store – for second (or more) time Ohio All-State Membership Chairman
2. Fifty dollars (\$50) cash award to help defray the expenses of attending the Department Convention. District Membership Chairman must be present at the convention to receive this award.

# VFW National Membership Program



**William "Doc" Schmitz**  
**Commander-in-Chief**

Updated: January 22, 2019

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## **Membership Mission**

To recruit, retain and mentor a stable membership base including all generations of veterans.

To cultivate a membership that is well versed in institutional knowledge and actively involved at all levels of the organization and in the local community. To establish Posts with a strong tradition of service, leadership and community outreach.

## **Introduction**

For the past several years, the VFW has been relatively successful in recruiting members aged 39 and younger. The only way to make this success permanent is to retain those members, recover past members and recruit new members. We must improve the way we communicate with our members at all levels of the organization. Does your Post, District, State or Department have a newsletter, email, social media presence or an outreach team that visits fellow members? In many cases, we have lost touch with our members. We need to know who they are and what their needs are. Let us get back to the basics. Our first priority is taking care of our members and the veteran community as a whole.

## **Membership Goals**

1. Build a strong organization for the future.
2. Work together to achieve the VFW's goals. The VFW National Headquarters staff is available to assist in coordinating programs, developing new membership initiatives and building awareness among our membership and the entire veteran community.

## **Membership Objectives**

- Recruit new and recover unpaid members
- Retain and mentor existing membership
- Develop new Posts and revitalize existing Posts
- Increase Life Membership
- Increase Legacy Life Membership

## Retention Defined

Although retention is **not** a prerequisite for the All-American program, it is extremely important to understand how retention is derived and the important role retention plays in accomplishing growth. The number of paid annual members in your Post on July 1 is the ensuing year's "prior year total." One more new or reinstated member is required to make up for each prior year annual member the Post fails to retain.

Your Post retention is derived from six types of payment components based on your prior year total of annual members:

- A prior year annual member pays his or her annual membership dues.
- A prior year annual member pays the life membership installment fee.
- A prior year annual member pays for life membership dues.
- A prior year annual member transfers to another Post and pays his or her annual membership dues to your Post prior to transfer.
- A prior year annual member transfers to another Post and pays the life membership installment fee to your Post prior to transfer.
- A prior year annual member transfers to another Post and pays life membership dues to your Post prior to transfer.

## Triple Crown Award

Any commander who achieves All-American at the Post, District and Department level will receive Triple Crown pin and recognition at the National Convention.

## Recruiting Awards

- **5, 10, 15** Corresponding numbered member pin
- **25** Commander-in-Chief membership coin & citation
- **50** VFW CIC leather travel bag
- **75** Commemorative medallion set
- **100** Century cap and citation **or** CIC Ka-Bar knife
- **150** \$250 VFW store gift certificate

### **Department “First to Finish” Incentive**

The commander plus guest and quartermaster plus guest for the Department that is the first to attain 100% in membership will each receive:

- **\$2500 voucher through Veterans Travel Services (VTS) applied towards airfare, accommodations and transportation for a trip of their choice.**

### **Early Bird Award—VFW Legislative Conference**

The top three Post commanders and quartermasters and the top two District commanders in each division on Jan. 1, 2020 will receive:

- **A \$1,000 stipend to be used toward attending the VFW Legislative Conference, Washington D.C.**

### **Department Early Bird Incentive**

For every Department that achieves 92% in membership by Jan. 1, 2020; the Department commander will receive:

- **A VFW Tribute Edition Henry Golden Boy .22 Caliber Rifle or a credit voucher of equal value for use with Veterans Travel Services (VTS).**

### **Post Commander and Quartermaster – New & Reinstated Member Award**

The top 10 Post commanders and quartermasters in each division who report more than 50 new and reinstated annual members by Jan. 1, 2020 will each be awarded:

- **A travel charger with the official VFW Commander-in-Chief logo.**

### **Kansas City Spree**

The top two Post commanders and the top two District commanders in each division who achieve 100% membership by April 1, 2020 along with their guest will each be awarded:

- **Round-trip airfare to Kansas City, Mo. from the airport nearest the awardee’s home.**
- **A fun-filled weekend (May 07-10, 2020) that may include but is not limited to touring, shopping and a complete tour of the VFW National Headquarters.**

### **100% Post, District & Department**

A distinctive streamer will be awarded to every Post, District and State/Department that achieves 100% or greater in membership before July 1, 2020.

### **100% Commander Drawing**

Each Post and District commander that exceeds 100% in membership by June 1, 2020 will receive an entry in this drawing. Twenty Post commanders and 12 District commanders will receive:

- **A \$1,000 stipend to be used toward attending the VFW National Convention.**

### **Post Commander and Quartermaster Division Challenge**

For every 10 new/reinstated members recruited between July 1, 2019 and April 1, 2020 Posts will earn one entry for both Post commander and quartermaster entered into a drawing. One Post per division will receive:

- **A \$1,000 stipend each for commander and quartermaster to be used toward attending the VFW National Convention.**

### **Legacy Life Membership Acquisition**

Each Post that achieves the designated benchmarks of 25, 50 and 75 Legacy Life Members will be awarded:

- **A Legacy Society Post Proclamation.**

Each Post that achieves the distinctive benchmark of 100 Legacy Life members by July 1, 2020, commander or Post representative will receive:

- **A \$1,000 stipend to be used toward attending the VFW National Convention.**
- **Reserved seating at the VFW National Convention joint opening session.**
- **Legacy Society Post Proclamation.**

### **Elite Recruiter**

Any VFW member who signs up 250 or more new and/or reinstated annual members by July 1, 2020, will receive:

- **A \$1,000 stipend to be used toward attending the VFW National Convention.**

- **Distinctive cap, citation, and name badge.**

### **Recruiter of the Year**

The VFW member who signs up the greatest number of new and/or reinstated annual members greater than 250 by July 1, 2020, will receive:

- **A \$1,000 stipend to be used toward attending the VFW National Convention.**
- **Reserved seating at the VFW National Convention joint opening session.**
- **Distinctive cap, citation, and name badge.**
- **Commander-in-Chief's Crystal Eagle.**

### **New Post Development Department Award**

For each new Post chartered, the Department quartermaster will receive:

- **\$250 for use towards necessary materials for the new Post.**

## **All-American Leadership Criteria**

*The All-American leadership program exists to recognize exceptional leadership, authentic accomplishment in membership growth and VFW core programs.*

### **All-American Post Leadership Criteria**

- Greater than 50 members on July 1, 2020
- Membership greater than 100%
- Finish in the top 50 posts in your respective division
- Voice of Democracy - minimum of one entry advanced to District judging (Overseas Post donate \$50 to National in lieu of entry)
- Patriots Pen - minimum of one entry advanced to District judging (Overseas Post donate \$50 to National in lieu of entry)
- National Citizenship Education Teachers Award – submit an entry in all three categories (K-5, 6-8, 9-12) advanced to District judging (Overseas Post donate \$150 to National in lieu of entry)
- Buddy Poppy- must purchase Buddy Poppies
- Hold a fundraiser with the proceeds going to Veterans & Military Support Programs Services, minimum of \$100

- National Veterans Service – Appoint a Post service officer

### **All-American Post Leadership Award**

- Acknowledgment in *VFW Magazine*
- All-American Post citation
- All-American Post streamer
- All-American citation - commander
- All-American name badge - commander
- All-American cap - commander - *quartermaster may purchase cap*
- All-American lapel pin - commander - *quartermaster may purchase pin*
- All-American Team Post Member lapel pin (25 pack)
- The top **five** commanders in each division will also receive:
  - **A \$1,000 stipend to be used toward attending the VFW National Convention.**
  - **Reserved seating at the VFW National Convention joint opening session.**

### **All-American District Leadership Criteria**

- Membership greater than 100%
- Finish in the top 25 Districts in your division
- Voice of Democracy - minimum of one entry advanced to Department judging (Overseas District donate \$100 to National in lieu of entry)
- Patriots Pen - minimum of one entry advanced to Department judging (Overseas District donate \$100 to National in lieu of entry)
- National Citizenship Education Teachers Award – submit an entry in all three categories (K-5, 6-8, 9-12) advanced to Department judging (Overseas District donate \$150 to National in lieu of entry)

### **All-American District Leadership Award**

- All-American District streamer
- All-American District citation - commander
- All-American name badge - commander
- All-American cap - commander - *quartermaster may purchase cap*
- All-American lapel pin - commander - *quartermaster may purchase pin*
- The top **two** District commanders in each division will also receive:

- **A \$1,000 stipend to be used toward attending the VFW National Convention.**
- **Reserved seating at the VFW National Convention joint opening session.**

### **All-American Department Leadership Criteria**

- Membership must be greater than 100%
- Must conduct two Membership recruiting events prior to May 1, 2020. A report of these events must be submitted to the Membership Department.
- Hold a Commander's Round-Up\* prior to Jan 1, 2020 with a report submitted to the Membership Department.
- One new post or increase the membership of three posts of 50 members or less to over 50 members by July 1, 2020
- **National Legislative Service**
  - Monthly National Legislative Service committee member reports submitted to National Legislative Service in Washington, D.C.
- **National Veterans Services**
- Must have a State/Department service officer and submit his or her name and contact information to National Veterans Services in Washington, D.C. by July 31, 2019
- Monthly activity report from Department Service Officer or designated NVS Committee member to NVS in Washington, D.C.
- **Programs**
  - Voice of Democracy - An entry advanced to National judging
  - Patriot's Pen - An entry advanced to National judging
  - National Citizenship Education Teacher Award – submit an entry in all three categories (K-5, 6-8, 9-12) and entries must advance to National judging
  - Veterans & Military Support Programs – Must complete a State/Department fundraiser and proceeds donated to Veterans & Military Support Programs, Kansas City, Mo.

**All-American Department Leadership Award**

- All-American Department streamer
- All-American Department citation - commander
- All-American name badge - commander
- All-American cap - commander - *quartermaster may purchase cap*
- All-American lapel pin - commander - *quartermaster may purchase pin*
- \$1,000 stipend to be used toward attending the VFW National Convention
- Reserved seating at the VFW National Convention Joint Opening Session

**Conference Membership Award**

The State/Department leading each conference will be entrusted with the conference membership colors for the following year. The 2018-2019 Conference winners will return the colors to the membership booth at National Convention in Reno, NV no later than COB on Monday after the Joint Opening Session. The 2019-2020 Conference winners will then pick up the colors from the Membership Director at National Convention in July 2020 in Reno, NV any time after 0800 on Tuesday at the Membership booth.

The Conference with the highest membership percentage of the four Conferences will have their name and year engraved on a traveling trophy presented by the Commander-in-Chief to the Conference Chairman at the National Convention. The 2018-2019 Conference Chairman will return the trophy to the membership booth at National Convention in Reno, NV no later than COB on Saturday to ensure placement of the new nameplate. This trophy will be presented to the 2019-2020 Conference Chairman on stage during the Joint Opening Session\*.

**Post Membership Divisions and Minimum Qualifying Percentages**

Division	Total Membership		Qualifying Percentage	# Eligible
<b>1</b>	951+		Over 100%	50
<b>2</b>	750	950	Over 100%	50
<b>3</b>	356	749	Over 100%	50
<b>4</b>	246	355	Over 100%	50
<b>5</b>	185	245	Over 100%	50
<b>6</b>	143	184	Over 100%	50
<b>7</b>	112	142	Over 100%	50
<b>8</b>	88	111	Over 100%	50
<b>9</b>	68	87	Over 100%	50
<b>10</b>	51	67	Over 100%	50
<b>11</b>	1	50	Over 100%	50



## District Membership Divisions and Minimum Qualifying Percentages

Division	Total Membership		Qualifying Percentage	# Eligible
1	5,000	14,000	Over 100%	25
2	3,282	4,999	Over 100%	25
3	2,172	3,281	Over 100%	25
4	1,447	2,171	Over 100%	25
5	906	1,446	Over 100%	25
6	1	905	Over 100%	25

### Important Notes

- In order to receive stipends, awardees must be in attendance at designated events
- Only one National paid stipend per event (National Convention, legislative Conference, etc.)
- All awards are non-transferable
- For the Conference Membership Award traveling trophy, the Conference Chairman will be responsible for the return of the trophy to the Membership Department booth at the National Convention each year
- The *Commander's Round-Up* program is for Department commanders to visit Posts in their Department to get face-to-face time with their Post and District leadership and assist with membership development events. For further information about the *Commander's Round-Up*, please contact the Membership Department by calling 1-888-JOIN-VFW or by email at [membership@vfw.org](mailto:membership@vfw.org)

## 4. COMMAND AND SIGNAL.

### a. **DONATIONS AND REPORTS**

- Donations to **National** Programs should be mailed to the National office in Kansas City

At: VFW, 406 W. 34<sup>th</sup> Street, Kansas City, MO 64111

- Donations for **Department** Programs should be mailed to the Dept. office in Columbus

At: VFW Department of Ohio, 35 E. Chestnut St., Ste. 506, Columbus, OH 43215

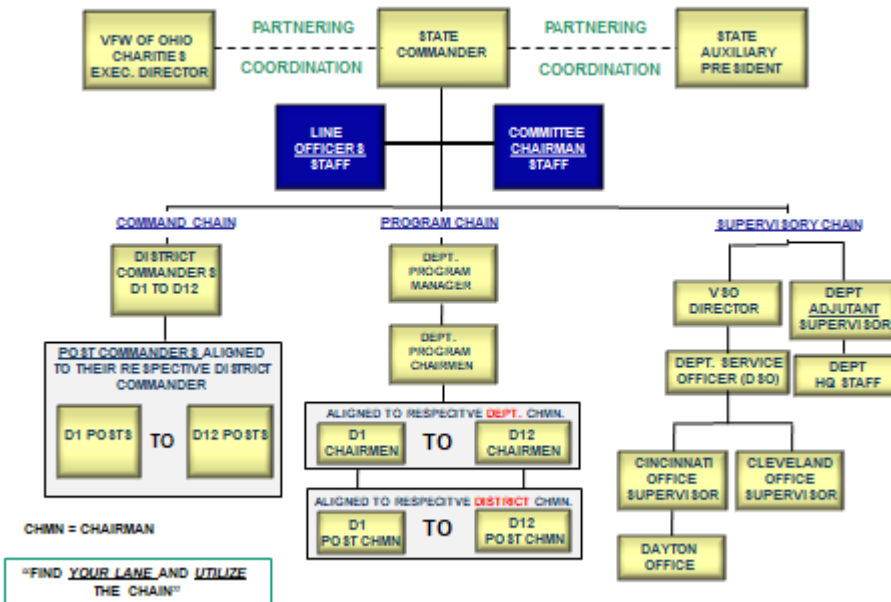
\*\* Be sure to write the program name on the memo line of the check(s)

\*\* All donations listed above may be made from either the Post Relief Fund or the Post VFW of Ohio Charities account.

\*\* Reports do not need to be sent in for donations. The Department office keeps a record of them and sends them to the appropriate Department Chairman.

\*\*\*If at any time during the year you have questions or concerns about requirements or reports contact the District Chairman before contacting any officer or chairman of the Department.

### b. Organizational Structure



## **DRAFT WORKING COPY VERSION 2.2 PDC**

- COMMAND CHAIN: COMPLIANCE WITH BY-LAWS/POLICY AND FORMAL COMMUNICATIONS
- PROGRAM CHAIN: EXECUTION AND REPORTING OF DEPARTMENT PROGRAMS
- SUPERVISORY CHAIN: POSITION DEVELOPMENT, WORK ALLOCATION, PERFORMANCE APPRAISAL, ETC.  
NOTE: ALL EMPLOYEE/EMPLOYMENT RELATED ISSUES WILL BE WORKED THROUGH THE APPROPRIATE SUPERVISOR/ SUPERVISORY CHAIN! COMMITTEES DISCUSSING SPECIFIC EMPLOYEE ISSUES, I.E., PERFORMANCE, SALARY, ETC., WILL DO SO IN "EXECUTIVE SESSION" COMPRISED OF VOTING MEMBERS ONLY, OR OTHERS REQUESTED TO STAY BY THE RESPECTIVE COMMITTEE CHAIRMAN!
- STAFF: PROVIDES GUIDANCE, SUPPORT POLICY/BY-LAW AND RESOURCE DEVELOPMENT FOR CofA APPROVAL; AND OTHER ASSIGNED DUTIES, I.E., PER NAT'L BY-LAWS

### **B. OFFICIAL COMMUNICATIONS WITH DEPARTMENT HQ**

- MAIL: 35 E. Chestnut St., Ste. 506, Columbus, OH 43215
- E-MAIL: [vfwdohio@ameritech.net](mailto:vfwdohio@ameritech.net)
- PHONE: Phone: (614) 224-1838
- FAX: Fax: (614) 224-3861
- Webpage: <http://www.vfwoh.org>
  - Members Only Log-in: Your VFW membership card number and last name (NOT case sensitive)
- TELEPHONE CONFERENCE (TELECON): The Department Commander will hold "Tag up" TELECONS with Line Officers and Auxiliary President Monthly, and Line Officers and District Commanders every other month, or as required. Thirty (30) days before a major Department event the appropriate Chairman will provide a "Mission Briefing" to appropriate Department (Regular and Auxiliary) leadership/staff. Other focused TELECONS will occur as required.

**NOTE:** Contact VFW OF OHIO CHARITIES (VFWOC) for **ONLY** Charity related business/issues.

### **APPENDIX I: ON-LINE PROGRAM REPORTING TUTORIAL (TBD)**

### **APPENDIX II: ALL-STATE PROGRAM CHECKLIST (POST & DISTRICT) (TBD)**

## **APPENDIX III: PAYING MEMBERSHIP DUES WITH POST CHARITY DOLLARS**

Subject: Guidance for Paying Membership Dues with Post Charity dollars

To: VFW Department of Ohio

Comrades,

1. As I have moved through the various leadership positions in this Department, I have been exposed at all levels to the single most contentious phrase in our Department and that is **“Buying Membership.”** This term has pitted Comrade against Comrade and does nothing to prepare our Department for the future. When I became State Jr. Vice-Commander, I along with my 2019-2020 leadership team, took deliberate action to hit this issue “head on” and develop guidance for our term of office.

2. Why is membership important – understanding the **“Big Picture:”**

- a) Membership is the **future** of our organization. Without new members, or retaining current members, our organization will slowly devolve into “non relevance.” If this occurs, the VFW will no longer be a key advocate for Veterans rights, health care, employment, etc.!
- b) To execute our VFW Mission, our Department sponsors activities, forums and programs to support veterans. To do this we need revenue. Membership is part of the solution that provides the revenue we need. We receive revenue from per capita tax and grants from National to include pay out for life members. A significant portion of our revenue is earmarked for Membership Programs, Veterans Service Operations, etc. Districts also receive support from the Department based on membership. As membership increases we have more revenue and as membership decrease we have less.
- c) Membership allows us to shape the debate and influence the VFW at the National level. Membership determines delegates for voting on National Resolutions, membership in the “Big Ten” Conference, etc.
- d) For Ohio, there is a historical responsibility to increase and maintain membership as this is where it all began for our great organization.

3. **THE FOLLOWING GUIDANCE IS MY STATED POSITION FOR USING POST CHARITY DOLLARS FOR “PAYING MEMBERSHIP DUES:”**

- a) Paying membership dues for Active Duty and Active Guard and Reserve forces, Student Veterans, and First Responders. Supporting those that continue to wear the uniform, or those that have worn the uniform and are improving their civilian life by bettering their education and skills, or those that put themselves in “harm’s way” on the home front directly supports our VFW mission.

**DRAFT WORKING COPY VERSION 2.2 PDC**

- b) Paying the membership dues for any new member, or a Member-at-Large to bring them into a Post for a specified time, i.e. one or two years, etc., as a tool for recruiting. However, the first year is critical for reaching out to a new member. Making them feel part of a Post is essential for keeping them in the long run. Listen to their views, don't be afraid to change and give them a job in the Post—make them part of your team!
- c) Paying membership dues for those that Posts determine need assistance. Bottom-line: Posts know their membership and community best!!

**To support the membership, “Big Picture,” we are going to work hard this year to be 100% in the Department of Ohio and we will do so In Accordance With the above Guidance!**

Yours in Comradeship,

//SIGNED, 16 JUNE 2019//

Daniel P. Faulkner

Commander Department of Ohio

President/CEO VFW of Ohio Charities

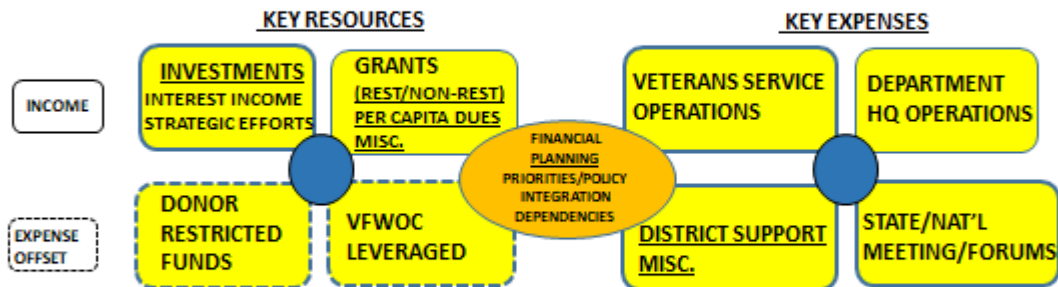
## APPENDIX IV: DEPARTMENT “FORWARD PLANNING” PROCESS

**BOTTOMLINE UP FRONT (BLUF):** Implement a collaborative and consistently applied process to execute today’s mission while “forward planning” for the future!

- Each year is a “stepping stone” to the next
- Commanders at all levels need to “Own and Understand” the process
- Builds Department Financial Plan: Applicable Policy/By-Law changes, Investments and annual Budget.
- Highlights need for adjustment to Department By-Laws/Policy
- Assesses Health of Posts/Districts

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### DEPARTMENT FINANCIAL LANDSCAPE



**A BUDGET IS A PRODUCT OF FINANCIAL PLANNING**

**FORWARD PLANNING: A CONTINUOUS PLANNING CYCLE**

EXECUTION YEAR COMMANDER	BUDGET YEAR SR. VICE-CMDR	LONG RANGE LOOK (5 YRS) JR. VICE-CMDR
*2019-2020	*2020-2021	*2021-2026

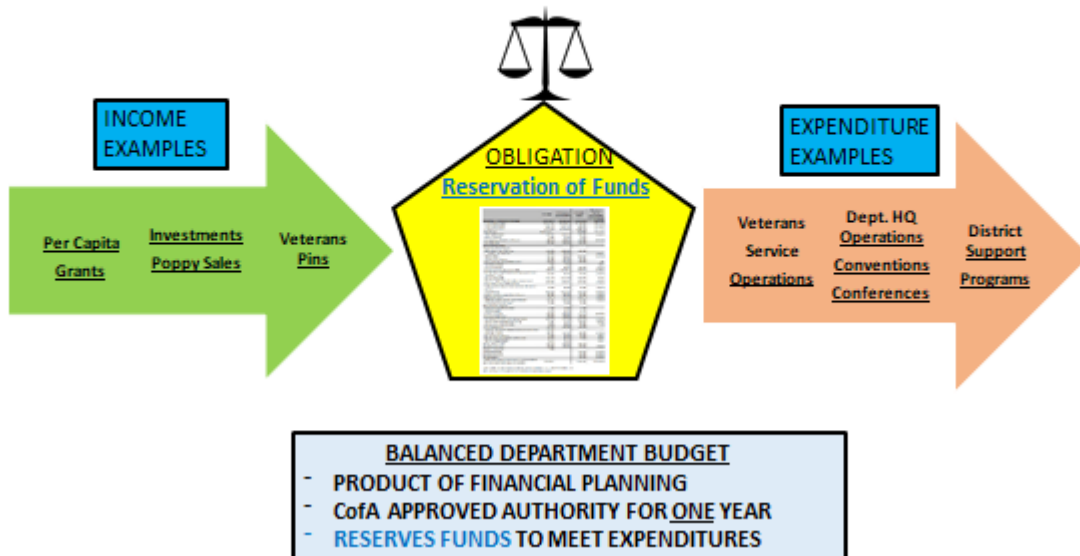
- \* YEARS ROLL FORWARD AT THE END OF THE EXECUTION YEAR
- QUARTERMASTER AND INVESTMENT MANAGER SUPPORTS ACROSS THE CYCLE BY PROVIDING DECISION QUALITY DATA
- FINANCE & INVESTMENT COMMITTEE DOES THE “HEAVY LIFTING.” CHAIRMAN ENSURES PRODUCT MEETS SR-VICE COMMANDER’S GUIDANCE AND COMPLIES WITH EXISTING BY-LAWS/POLICY

## FORWARD PLANNING PROCESS ROLES/RESPONSIBILITIES

- | EXECUTION YEAR<br>COMMANDER | BUDGET YEAR<br>SR. VICE-CMDR | LONG RANGE LOOK (5 YRS)<br>JR. VICE-CMDR |
|-----------------------------|------------------------------|--|
| *2019-2020                  | *2020-2021                   | *2021-2026                               |
- **EXECUTION YEAR (Commander)**
    - COGNIZANT OF ACTUAL VS. PLANNED
      - EXECUTES THE PLAN
      - RESPONDS TO UNKNOWNS REQUIRING DELIBERATE DECISIONS AND/OR RESOURCES
  - **BUDGET YEAR (Sr. Vice Commander)**
    - SR. VICE COMMANDERS GUIDANCE (JANUARY RELEASE): SETS PRIORITIES/DIRECTION
    - FINANCE & INVESTMENT COMMITTEE DEVELOPS BUDGET BASED ON SR. VICE COMMANDER
    - GUIDANCE
      - VERIFICATION OF FUNDS (QUARTERMASTER AND INVESTMENT MANAGER)
      - ASSESSMENT OF ACTUAL EXPENDITURES VS. EXECUTION YEAR BUDGET ESTIMATE
      - VETERANS SERVICE DIRECTOR INPUT
      - REVIEW OF LONG RANGE LOOK
  - **LONG RANGE LOOK (Jr. Vice Commander)**
    - BY-LAW/POLICY REVIEW
    - REVIEWS PREVIOUS BUDGET YEARS FOR TRENDS/LESSONS LEARNED
    - FORWARD PROJECTION FOR: REVENUE, EXPENSES, INVESTMENTS AND MEMBERSHIP
    - INPUT FROM DISTRICT COMMANDERS: HEALTH OF POSTS, HEALTH OF DISTRICTS
    - ENVIRONMENTAL SCAN: NATIONAL, LEGISLATIVE, ETC.

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## DEPARTMENT OPERATIONS AND SUPPORT BUDGET





## SUMMARY

- KEEPING THE DEPARTMENT POISED FOR THE FUTURE REQUIRES LONG TERM PLANNING AND AN UNDERSTANDING THAT DECISIONS HAVE NEAR AND LONG TERM IMPACTS AS WELL AS UNINTENDED CONSEQUENCES!
- THE CofA MUST UNDERSTAND THE BUDGET TO MAKE SOUND DECISIONS. WE MUST ALL HAVE THE SAME “SIGHT PICTURE”
- BUDGETING REQUIRES FACT BASED AND IN MANY INSTANCES *UNPOPULAR* DECISIONS—WE MUST LIVE WITHIN OUR MEANS WHILE EXECUTING OUR MISSION.

**ALL-STATE CAP ORDER FORM**

First time Post and District Commanders will be given a cap as an All-State Commander.

First time Post and District Membership Chairman will be given a cap as an All-State Membership Chairman.

**Commander** \_\_\_\_\_ Post # \_\_\_\_\_ District # \_\_\_\_\_

Phone Number \_\_\_\_\_ (must have phone #)

Cap Size \_\_\_\_\_ Life Member Yes or No (circle one) **(CAN NOT HAVE BOTH)**

Attending Convention? Yes or No

**Membership Chairman** \_\_\_\_\_ Post # \_\_\_\_\_  
District # \_\_\_\_\_

Phone Number \_\_\_\_\_ (must have phone #)

Cap Size \_\_\_\_\_ Life Member Yes or No (circle one) **(CAN NOT HAVE BOTH)**

Attending Convention? Yes or No

**PLEASE FILL OUT THIS INFORMATION AND SEND TO DEPARTMENT HEADQUARTERS AS SOON AS POSSIBLE. THIS INFORMATION WILL BE KEPT ON FILE FOR ALL-STATE PURPOSES ONLY.**

**Signature** \_\_\_\_\_

**Date** \_\_\_\_\_



# DISTRICTS IN THE STATE OF OHIO