# POST MEMBERSHIP TRAINING GUIDE

## TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>SUBJECT</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership Eligibility Dates</td>
<td>Inside front cover</td>
</tr>
<tr>
<td>Introduction-Post Membership Training Guide</td>
<td>2</td>
</tr>
<tr>
<td><strong>Part I – Post Membership Evaluation &amp; Post Equating</strong></td>
<td></td>
</tr>
<tr>
<td>Examination</td>
<td>4</td>
</tr>
<tr>
<td>Answers to Examination</td>
<td>5</td>
</tr>
<tr>
<td>Equating a Post’s Performance</td>
<td>6-8</td>
</tr>
<tr>
<td>Membership Program Checklist</td>
<td>9-11</td>
</tr>
<tr>
<td>Consolidated Post Report Summary</td>
<td>12</td>
</tr>
<tr>
<td>Membership-Membership-Membership</td>
<td>13-14</td>
</tr>
<tr>
<td>Pride &amp; Motivation</td>
<td>15-16</td>
</tr>
<tr>
<td>Membership Chairman Planning/Development Guide</td>
<td>17-18</td>
</tr>
<tr>
<td>National Guard, Reserve and Active Duty Eligibility and Recruiting</td>
<td>19-22</td>
</tr>
<tr>
<td>Development Plan for Post Membership Revitalization Program</td>
<td>23-25</td>
</tr>
<tr>
<td>Sample Membership “Flyer”</td>
<td>26</td>
</tr>
<tr>
<td><strong>Part II – Membership Retention &amp; Renewals</strong></td>
<td></td>
</tr>
<tr>
<td>Membership Retention</td>
<td>29-30</td>
</tr>
<tr>
<td>Membership Renewals</td>
<td>31</td>
</tr>
<tr>
<td>Renewals: Sample Letters &amp; Phone Script</td>
<td>32-34</td>
</tr>
<tr>
<td>Post New Member Sponsors Guide</td>
<td>35</td>
</tr>
<tr>
<td>Post Sponsor Checklist</td>
<td>36</td>
</tr>
<tr>
<td>Ways to Keep Your Members</td>
<td>37-42</td>
</tr>
<tr>
<td><strong>Part III – Special Programs Recommendations</strong></td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>44-45</td>
</tr>
<tr>
<td>Public Speaking &amp; “Understanding... Words”</td>
<td>46-47</td>
</tr>
<tr>
<td>Celebrate The American Legion Birthday</td>
<td>48</td>
</tr>
<tr>
<td>Paid Up For Life Membership (PUFL)</td>
<td>49-51</td>
</tr>
<tr>
<td>Direct Membership Solicitation (DMS)</td>
<td>52-53</td>
</tr>
<tr>
<td><strong>Part IV – Successful Membership</strong></td>
<td></td>
</tr>
<tr>
<td>Successful Membership – Prospect Tools to Use.</td>
<td>56-58</td>
</tr>
<tr>
<td>Various Sample Letters</td>
<td>59-70</td>
</tr>
<tr>
<td>Selling Membership in The American Legion</td>
<td>71</td>
</tr>
<tr>
<td>Publications and Brochures</td>
<td>72-73</td>
</tr>
<tr>
<td>Membership Telephone Techniques</td>
<td>74-75</td>
</tr>
<tr>
<td>Membership Survey – Telephone Script</td>
<td>76</td>
</tr>
<tr>
<td>Female Veteran – Telephone Script</td>
<td>77</td>
</tr>
<tr>
<td>DMS Member – Telephone Script</td>
<td>78</td>
</tr>
<tr>
<td>Former Member – Telephone Script</td>
<td>79</td>
</tr>
<tr>
<td>Post Membership Telephone Response Plan</td>
<td>80</td>
</tr>
</tbody>
</table>
INTRODUCTION

POST MEMBERSHIP TRAINING GUIDE

In the past, the National Headquarters of The American Legion has conducted Membership Workshops, Conferences, Seminars and the like at National, Regional, Department and local levels. We constantly strive to keep the Membership Team of The American Legion up-to-date with the many recruiting and retention tools and methods that are available, such as the materials contained in this guide. Legionnaires tell us one of the main problems is getting the word out to the membership workers in a timely, motivated, informational, workable manner. It is with this in mind we have developed the Post Membership Training Guide consisting of a four part-training manual:

- Part I - Membership Self-Evaluation & Equating a Post’s Performance
- Part II - Membership Retention & Renewals
- Part III - Special Programs & Recommendations
- Part IV - Successful Membership
  (Sample letters, programs, diagrams, and techniques now used by other Departments, Posts, and Districts)

As programs change, the guide will be revised. New guides will be distributed at the annual National Membership Workshop. *(This Guide can also be downloaded from the Legion web site at www.legion.org).* Information contained in this guide could be used as training tools for Department, District and Post membership workshops and conferences. The Post Membership Training Guide is suitable for all levels of Membership Teams.

Recruit – Retain – Reinstate

“The difference between the professional membership worker and the membership worker is commitment and dedication. Commitment to a goal and the dedication to reach or even exceed that goal.”
PART I
MEMBERSHIP
ORGANIZATIONAL PLANNING
EXAMINATION

Every individual holding an office or committee chairmanship in the Post, County, District, or Department should be able to answer all or some of the following questions. These are but a small sample of the questions one may expect from Legionnaires this coming year.

1. If an individual wishes to have a resolution brought before a National Convention, he should first get his Post to act upon it.
   
   T or F

2. What is project “Stay Active”?
   
   a. A project to revitalize our programs.
   b. A project to keep in touch with Legionnaires that move.
   c. A project to keep outgoing officers busy in Legion work.
   d. A National Defense project in support of the B-1 Bomber.
   e. None of the above.

3. A veteran of the Vietnam-era had a general discharge, but his discharge was upgraded to honorable under President Carter’s “Special Discharge” Review Program. This veteran is:
   
   a. Eligible for membership in The American Legion
b. Eligible for membership in the American Legion Auxiliary.

c. Not eligible for membership in The American Legion.

d. All of the above.

e. None of the above.

4. A member may be suspended or expelled from The American Legion only upon a proper showing of cause. The first process in all actions of expulsion or suspension is:

a. Kick a member out of the Post.

b. Bar the member from the Post

c. File with the Adjutant of the Post written causes in triplicate, properly verified by affidavit of the accuser or accusers.

5. Each year, following adjournment of Congress, the staff revises The American Legion Post Service Officer’s Manual. This revised manual is mailed to all Department Headquarters in sufficient quantities to provide one copy for each Post within each Department.

T or F

6. If dues are not paid by January 1 of each calendar year, the member becomes delinquent. February 1, the member is suspended, June 30, the member is dropped from the membership rolls.

T or F

7. A member of a Post who transfers to another Post without a formal transfer form could lose his continuous membership years in the process.

T or F

8. The $9.00 National Per Capita is broken down as follows:

a. $2.50 Legion Magazine, $4.25 Rehabilitation, $2.25 General Fund.

b. $6.00 Rehabilitation, $2.25 Legion Magazine, $.75 General Fund.

c. $2.00 General Fund, $5.50 Legion Magazine, $1.50 Rehabilitation.

d. $6.00 General Fund, $3.00 Legion Magazine.

9. What is the proper procedure to be followed by a Post Service Officer in helping a veteran to file and litigate a claim for benefits?

a. The Post Service Officer should advise the veteran of the address and of the nearest Veterans Administration Regional Office and suggest that he write a letter to that office explaining his problem and asking for the appropriate forms to be filed.

b. The Post Service Officer should supply the veteran with the appropriate forms and tell him to complete them and forward them to the nearest Veterans Administration Regional Office for attention.

c. The main function of the Post Service Officer is to advise and counsel the claimant and assist in the preparation of forms and in securing the necessary supporting evidence. When the forms are properly completed, they are forwarded to the Department Service Officer, who is recognized as an accredited representative of The American Legion for presentation of the claim to the appropriate division or official of the Veterans Administration.

10. Membership is the primary duty for the Post First Vice Commander.

T or F
11. How may a Post of The American Legion be organized and chartered?
   a. Those persons desiring to form a Post must make application to the National Commander. The National Commander and National Adjutant issue all charters. Copies of the approved charter are sent to the Department Commander and the Department Executive Committee of the Department concerned.
   b. Those persons desiring to form a Post must make application to the Department Commander, and the Department Adjutant issues the Post charter upon receipt of a properly executed application.
   c. Those persons desiring to form a Post must make application to the Department Commander. (Department determines the number of applicants necessary to form a Post). Post charters are issued by National Headquarters on approval of the National Commander and the National Adjutant. New Posts are issued temporary charters for a period of not less than 90 days.

12. A member in good standing of a participating Department may purchase a National Paid-Up-For-Life membership through his/her Post.
   T or F

13. As a general rule, a Post is unable to remain solvent if its only source of income is derived from:
   a. Contributions.
   b. Membership dues.
   c. Taxes.

14. How do we make a new member an active Legionnaire?
   a. Concentrate on social and recreational activities.
   b. Appoint the new member to a committee
   c. Meet the new member – greet the new member and involve the new member in those functions in which interest is shown.

15. How do you get new members?
   a. Ask them.
   b. Ask them.
   c. Ask them.
   d. All of the above.

ANSWERS TO EXAMINATION

1. T   2. b   3. a   4. c   5. T   6. T
   7. T
14. c
15. d

EQUATING A POST’S PERFORMANCE
Take a few minutes and give some serious thought as to an evaluation of your own American Legion Post. The evaluation on the next page will lead you into the “Post Responsibility Audit.” It’s nothing more than a rating of your Post to see how well it fills a legitimate need in the community.

The “Post Responsibility Audit” anticipates that an organization will participate, through its members, in meaningful activities within the community where it’s members reside. But it does mean one thing more – and this is important – it means that we should also be able to measure the results of our activities.

Of course, one measure is found in the Post’s membership record. But the type of exercise we have developed to help answer the question of “why” of the membership situation and perhaps point out the “how” of correcting deficiencies which might be drawing the membership figure into decline.

There is no precise standard to determine the quality of a Post, but we do have a starting point. Use the “Post Responsibility Audit” on the next page as a guide for your Post, and if you are in a leadership position with the Posts that you visit. Provide a copy to the Post Commander and Post Adjutant.
POST RESPONSIBILITY AUDIT

1. Post has good youth programs.
   When scoring this one, look not only at the variety of the programs and the number of youth served, but also at the post’s management of the programs.
   Score

2. Past members are interested and active.
   Does the post offer a variety of activities to appeal to the interests of a broad spectrum of the membership or are all the “eggs in one basket?”
   Score

3. Post is a real asset to the community.
   Does an identifiable segment of the post’s financial support and volunteer manpower go to assist community programs and facilities – hospital, charity fund drives, recreation programs, etc.?
   Score

4. Post is a community center.
   A dozen card players and/or a few daytime bar patrons won’t identify your post as a community center.
   Score

5. Post aids veterans in need of help.
   This element begins with an active post service officer and goes on from there – counseling, medical care of hospitalization assistance, claims, jobs, education and training, etc.
   Score

6. Post has a businesslike operation.

7. Post is a friendly place to be.
   Does post make a sincere effort to make new members feel at home? Or does it cater to the few “regulars” who drop in every day?
   Score

8. Post is well thought of in the community.
   Does the post have an effective public relations program to display its achievements and its participation in civic programs?
   Score

9. Post offers activities and functions for Legion families.
   Are such activities well planned and well attended?
   Score

10. Post conducts regular, interesting meetings.
    Are meetings conducted according to ritual? Does the Commander have a prepared agenda? Are programs planned in conjunction with the meetings?
    Score

Now, transfer your scores for each of the ten items to the chart on the next page by placing a check mark in the appropriate scoring column for each item.

Post Responsibility Audit

Rating Schedule:
Don’t be decoyed on this one by an adjutant who substitutes activity for progress. Look at the condition of post records, files, clubroom operation, etc.

Score ______________________

<table>
<thead>
<tr>
<th>Rate 0 to 5</th>
<th>0</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Youth Programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Interested and active members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Community asset</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Community center</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Aid to veterans</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Businesslike operation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Friendly atmosphere</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Attitude of community</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Functions for families</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Post meetings</td>
<td></td>
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</tr>
</tbody>
</table>

TOTAL POST SCORE ______________________
Rating Schedule from Total Score:

<table>
<thead>
<tr>
<th>Total Score</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>0 – 4</td>
<td>Dead</td>
</tr>
<tr>
<td>5 – 14</td>
<td>Poor (“ Barely Breathing”)</td>
</tr>
<tr>
<td>15 – 24</td>
<td>Below Average (“Early Stages of Malignancy”)</td>
</tr>
<tr>
<td>25 – 35</td>
<td>Average (“Can be Sold Enthusiastically”)</td>
</tr>
<tr>
<td>36 – 50</td>
<td>Excellent (“Sells Itself”)</td>
</tr>
</tbody>
</table>

This entire exercise has been put together not necessarily to indicate a quick method for rating posts, although it can be used in this manner. The primary purpose is to indicate, by evaluating what a post is doing (or not doing), whether the post is fulfilling a useful function, whether it is an organization that has the potential for attracting a larger membership, and whether it is truly a community asset.

It is also a method of pinpointing a post’s weaknesses that should be valuable to its leadership in bringing about needed improvements.

American Legion
Department of ___________________

Membership Program – Check List

Post # ________________

<table>
<thead>
<tr>
<th>Statement</th>
<th>YES</th>
<th>NO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does membership show growth potential of an active American Legion Post?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>When reviewing membership records, there are two indicators of “trouble”.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>One is a sharp and drastic drop of membership – reflecting post policies,</td>
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<tr>
<td>which are driving members away. The other is a slow decrease in membership,</td>
<td></td>
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<tr>
<td>which indicates a post not meeting the expectations of its membership.</td>
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<td></td>
</tr>
<tr>
<td>Other reasons may exist such as changes in geographic, demographics, or</td>
<td></td>
<td></td>
</tr>
<tr>
<td>other organizations offering better facilities, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are renewals matching the number of attrition losses?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The average age of a Legioaner is near 64 years of age. We can expect</td>
<td></td>
<td></td>
</tr>
<tr>
<td>normal attrition of our membership roles due to deaths. However, if your</td>
<td></td>
<td></td>
</tr>
<tr>
<td>post is to remain healthy, those members must be replaced through</td>
<td></td>
<td></td>
</tr>
<tr>
<td>an effective membership recruiting program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is the post attracting veterans from all war periods?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nationwide, a breakdown of Legionnaires by war time period, shows about</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25% being from</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
World War 2, and 20% from the Korean War period and 50% from the Vietnam War, Lebanon/Grenada, Panama, and Gulf War eras.

Does the history of the post reflect a variety of people in its elective and appointive offices? Is opportunity allowed for newer members to participate in leadership roles of the post?
The traditional American Legion post/district and department structure allows for progression through varying degrees of leadership positions. A post should offer opportunity to its membership to progress upward “through the chairs” of the various positions.

Does the post participate in the Direct Renewal Notice program offered by National Headquarters?
The Direct Renewal Notice program is a proven winner. There is no cost to the post to have their membership renewals mailed automatically by the National Headquarters. Your Department Headquarters strongly encourages all posts to use this important membership tool.

Are dues paid being monitored, and by whom?
The Post Adjutant, with the assistance of the Post Membership Chairman, should share the responsibility of monitoring who has paid their dues. The Adjutant should be involved due to the fiscal responsibilities involved, and the Membership Chairman must be involved to properly know how his/her ongoing retention program is going.

Does the post maintain and use a delinquent list?
To track renewals, a listing of prospect cards should be maintained for each delinquent member. There MUST be some way to monitor who has, and who has not, been contacted regarding their membership renewal.

Does the post currently make personal visits or telephone delinquent members?
We all receive too much “junk mail”. A personal touch is often needed to motivate our membership to renew. Without a telephone call or a personal visit, the renewal may never be made!

Does the post receive “Project Stay Alive” cards from their district and use them to bring new members into the post?
Tens of thousands of Legionnaires are moving across the United States every month! When a Legionnaire moves into your post area, you should receive a “stay active” card from your district. These are paid up members who are eligible for immediate transfer to your post and members who may have been very active in their previous Legion post.

American Legion
Department of ___________________

Membership Program – Check List

Post # ________________  Page 2

Does the post receive Headquarters Post cards? Are these new Legion members contacted? Who monitors the Headquarters Post transfer referrals?
When you receive Headquarters Post referrals, treat them as HOT PROSPECTS. The card signals that someone has just joined The American Legion. If they were motivated to join, they are
probably motivated to get involved. Contact them. Invite them to a post function … and ask them to refer other prospective Legionnaires to you!

| Have community leaders, such as the Mayor, Chief of Police, etc., who are eligible for the Legion, been asked to join? |
| Community leaders are a valuable resource to Legion posts, and our posts are very often valuable resources to those same community leaders. They should be invited to join the Legion if they are eligible. |

| Have important centers of influence (business leaders, newspaper editors, ministers, law officers, firemen, etc.) been asked to join? |
| Centers of influence cover the many professions found in a community. If your post desires to have a membership composition reflecting the community around it, you have to reach out to all walks of life. Centers of influence are those people who are “on the go, and in the know.” Their membership by itself may spark interest from other community leaders. |

| Does this post exist for a reason? What programs does it sponsor, and does it offer incentives to veterans who join? |
| A post must have a reason to exist through American Legion post programs and activities. It attracts membership and builds bridges to its community. A post must have programs of varied interest to attract membership. |

| Is the post interested in future growth? |
| Membership doesn’t “just happen.” The post leadership must be committed to bringing in new members, thereby preserving the post and its programs. |

| Are post officials aware of circumstances that may be effecting their membership and retention programs? |
| A visiting assistance team can never have enough time to fully study all of the factors that could affect the growth or decline of a post. From experience, the team may suggest solutions to problems, but the local post is the best source for identifying local negative influences. |

| Are there organizations more successful than the Legion within the community? If so, why are they successful and the post is not? |
| Competition from other groups or organizations can affect membership…but there may be ways to offset the impact of another group. Attempt to define what attracts your membership to the other organization, and then plan activities, facilities, or programs to offset it. |

| Does the post have a newsletter for its membership? Does it have a public relations officer and a functioning public relations program? |
| Are post programs publicized in a planned way? Is the membership reminded of upcoming issues and events through a newsletter? Remember, we must form thought, shape opinion, and motivate through any public relations program. Internal and external. Our greatest achievements are worthless, unless they are recognized by the community around “non-active” members and us. |

American Legion  
Department of ___________________  
Membership Program – Check List

Post # ___________________  
Page 3
Does the post communicate with the majority of its membership through any means?
Only a percentage of Legionnaires will be present at any post meeting. We depend upon publications, phone calls, etc., to keep our total membership motivated toward retaining their membership. Some form of communication is essential!

Are new members initiated? Are they invited to the post, placed under the “wing” of an established member and made to feel welcome?
An important step in new member recruiting should be a formal initiation. New members should be welcomed into the organization and congratulated on their decision to become a part of The American Legion. Remember, first impressions are lasting impressions. If your post has an initiation ceremony, it should be conducted with dignity, and in a professional manner! It is an excellent idea to appoint “sponsors” for new members. Someone who can introduce them to other members, and make them feel at “home” in their new post home! Try to match new members with their special interests. Get them involved in post activities.

Are families made to feel welcome in this post? What activities may draw more families?
Many newer Legion members are attracted to posts because they offer activities the entire family may enjoy. Does the post make a special effort to include family activities on their calendar of events?

Does the post offer a wide base of appeal to potential members? What programs, events, and community activities does it participate in?
Not everyone is interested in Bingo, Horseshoes, Turkey Shoots, etc. A growing American Legion Post offers a wide variety of programs and activities to attract a wide variety of people. Sports programs such as bowling and golf tournaments have helped keep memberships alive, as well as traditional Legion programs.

Does the post sponsor a variety of traditional “Legion” programs (i.e.; Americanism, Children and Youth, Rehab, etc.)?
The traditional programs of The American Legion are time tested and popular not only among Legionnaires and their families, but the communities they help. Our basic pledge is service to God and Country…every Legion post should support our National and Department programs to the best of their ability.

See Part IV of this guide for more information and guidance on these topics to assist you in your Membership Programs.
The Real Value Behind
Your Membership Card.

Sometimes You Just
Have To Brag A Little.

These figures are from just 48.32% of our Posts who reported their activities. Be sure to turn in your Consolidated Post Reports to be counted in these figures!

<table>
<thead>
<tr>
<th>Programs</th>
<th>2001-02</th>
<th>2002-03</th>
<th>2003-04</th>
<th>2004-05</th>
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</thead>
<tbody>
<tr>
<td><strong>VA &amp; R</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rehabilitation cases handled</td>
<td>223,530</td>
<td>226,036</td>
<td>115,737</td>
<td>147,050</td>
</tr>
<tr>
<td>Emergency case aid to veterans</td>
<td>$1,878,361</td>
<td>$1,891,607</td>
<td>$1,839,542</td>
<td>$1,917,326</td>
</tr>
<tr>
<td>VAVS hours donated</td>
<td>1,592,121</td>
<td>1,243,597</td>
<td>1,015,228</td>
<td>938,965</td>
</tr>
<tr>
<td>Cash contributions to VAVS</td>
<td>$1,856,924</td>
<td>$1,836,723</td>
<td>$1,506,465</td>
<td>$1,778,597</td>
</tr>
<tr>
<td><strong>NATIONAL SECURITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pints of blood donated</td>
<td>100,251</td>
<td>90,519</td>
<td>90,273</td>
<td>85,763</td>
</tr>
<tr>
<td>Blood donors</td>
<td>48,950</td>
<td>50,259</td>
<td>40,815</td>
<td>36,856</td>
</tr>
<tr>
<td>ROTC medals given</td>
<td>13,838</td>
<td>12,555</td>
<td>5,744</td>
<td>7,428</td>
</tr>
<tr>
<td><strong>UNIFORMED GROUPS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cost of uniformed groups</td>
<td>$3,195,265</td>
<td>$2,430,773</td>
<td>$2,794,059</td>
<td>$2,804,700</td>
</tr>
<tr>
<td><strong>AMERICANISM</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boys State</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Boys sponsored</td>
<td>17,209</td>
<td>15,059</td>
<td>14,168</td>
<td>13,858</td>
</tr>
<tr>
<td>Cost of Boys State</td>
<td>$3,428,970</td>
<td>$3,200,000</td>
<td>$3,136,651</td>
<td>$3,137,925</td>
</tr>
<tr>
<td>Baseball</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of teams</td>
<td>2,479</td>
<td>2,299</td>
<td>2,360</td>
<td>2,242</td>
</tr>
<tr>
<td>Other teams sponsored</td>
<td>1,878</td>
<td>1,546</td>
<td>1,716</td>
<td>1,572</td>
</tr>
<tr>
<td>Cost of all athletic teams</td>
<td>$10,112,231</td>
<td>$6,955,435</td>
<td>$9,095,026</td>
<td>$8,389,582</td>
</tr>
<tr>
<td>Boy Scouts</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Scouting units sponsored</td>
<td>1,847</td>
<td>1,765</td>
<td>1,857</td>
<td>1,836</td>
</tr>
<tr>
<td>Number of Scouts</td>
<td>55,342</td>
<td>56,454</td>
<td>55,322</td>
<td>53,096</td>
</tr>
<tr>
<td>Cost to American Legion Posts</td>
<td>$1,670,898</td>
<td>$1,537,674</td>
<td>$1,556,701</td>
<td>$1,794,335</td>
</tr>
<tr>
<td><strong>Education &amp; Scholarship</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Number of scholarships awarded</td>
<td>9,733</td>
<td>8,451</td>
<td>7,482</td>
<td>7,925</td>
</tr>
<tr>
<td>Cost of scholarships</td>
<td>$4,094,708</td>
<td>$3,977,835</td>
<td>$3,744,897</td>
<td>$3,843,135</td>
</tr>
<tr>
<td><strong>Community Service</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hours of community service</td>
<td>2,626,778</td>
<td>2,223,378</td>
<td>2,123,961</td>
<td>2,697,459</td>
</tr>
<tr>
<td>Cost of community service</td>
<td>$5,241,608</td>
<td>$4,911,713</td>
<td>$4,561,170</td>
<td>$5,306,579</td>
</tr>
<tr>
<td><strong>CHILDREN &amp; YOUTH</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash aid to needy children</td>
<td>$1,650,067</td>
<td>$1,446,965</td>
<td>$2,280,726</td>
<td>$2,406,931</td>
</tr>
<tr>
<td>Value of goods to children</td>
<td>$2,442,553</td>
<td>$2,406,452</td>
<td>$2,136,233</td>
<td>$2,259,487</td>
</tr>
<tr>
<td><strong>CONTRIBUTIONS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>United Fund</td>
<td>$634,821</td>
<td>$369,391</td>
<td>$223,528</td>
<td>$174,090</td>
</tr>
<tr>
<td>Red Cross</td>
<td>$548,766</td>
<td>$441,826</td>
<td>$252,823</td>
<td>$286,231</td>
</tr>
</tbody>
</table>
MEMBERSHIP – MEMBERSHIP – MEMBERSHIP

It seems you are always asked to increase your membership and no matter what programs you begin discussing, you always come back to membership.

The reason for this is obvious -- “membership is the lifeblood of The American Legion.” Without members, there would be no Legion programs. Without members, we would have no voice on Capitol Hill. Without members, there would be no accomplishment in assistance and support to veterans, their families, the community, state and nation. But, The American Legion has recorded consistent accomplishments for veterans and their families since 1919.

It is often emphasized, “It is not the price you pay to belong, but the price you paid to be eligible to belong.” Often times your members are hesitant to ask veterans to join The American Legion because we are asking the veteran for his money and his time. Do you not feel, as a Legionnaire, that time and money will be well spent in advancing the many and various programs of The American Legion? Don’t be hesitant or apologetic, ask them to join, ask them to renew – NOW.

You must offer every eligible veteran the opportunity to be a Legionnaire. Many Legionnaires ask; “What do you talk about when you approach a prospective member?” Because of the American Legion and its nearly three million members there is:

- A fair and equitable GI Bill of Rights for our veterans
- A Flag Code to direct the proper display and respect for “Old Glory”
- A viable VA Health Care system
- Courage to fight for a Constitutional Amendment against flag desecration
- Persistent efforts to secure recognition and treatment for illness caused by Agent Orange and unknown illnesses from the Persian Gulf War

You can tell the prospective Legionnaire about:

THE AMERICAN LEGION MAGAZINE, which contains updates on the status of legislation that directly affects all veterans...information on outfit reunions...monthly interviews with key government officials...debates on the “Big Issues” from two opposing points of view...occasional accounts of real-life experiences during the war years...and much, much more.

The American Legion Member Benefit Plan, Substantial travel discounts for both the member and family include motel and rental car discounts, eye care plan, and the discount prescription program. Also, medical and dental insurance plans are available. (Go to www.legion.org for more information.)

American Legion Life Insurance Plan, ..available only to members..the largest, low-cost insurance plan of it’s kind in the country. Now offering exciting plans for members and their families.

The American Legion Membership Card, which gives the member access to nearly 15,000 Legion Posts worldwide and guarantees that our members will always have a fellow veteran nearby.
But more important are the intangible benefits of membership, the ones you can’t put a dollar value to – the lifelong friendships that develop from being actively involved with others… the leadership qualities one gains by holding offices at the Post, District, Department, or National echelons…the sense of accomplishment one feels after seeing a project through to successful completion…and most importantly, the self-satisfaction of knowing that just by being a member we are helping others less fortunate than ourselves.

All of the above-mentioned benefits of membership, both tangible and intangible, add up to one thing – opportunity. This opportunity is enhanced by additional benefits of membership available through your Department and your Post.

At your next Post meeting, emphasize to your Legionnaires that membership in The American Legion is an opportunity to be shared with those non-member, eligible veterans. The American Legion provides for our veterans and their families through the following programs:

<table>
<thead>
<tr>
<th>Troop Support Services (TS2)</th>
<th>Temporary Financial Assistance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legion Riders</td>
<td>Legion Racing</td>
</tr>
<tr>
<td>Assistance to needy children and families</td>
<td>Missing Children Programs</td>
</tr>
<tr>
<td>College Scholarships to High School Students</td>
<td>Drug Abuse Programs</td>
</tr>
<tr>
<td>Veterans Administration Volunteer Services</td>
<td>Teenage Suicide Prevention Programs</td>
</tr>
<tr>
<td>Blood Donor Program</td>
<td>Special Olympics</td>
</tr>
<tr>
<td>High School Oratorical Contest</td>
<td>The American Legion Auxiliary/Girls State and Nation</td>
</tr>
<tr>
<td>Boys State and Nation</td>
<td>The National Emergency Fund</td>
</tr>
<tr>
<td>American Legion Baseball</td>
<td>The Family Support Network</td>
</tr>
<tr>
<td>Job Assistance Programs</td>
<td>The Flag Honor Guard</td>
</tr>
<tr>
<td>Boy Scouts, Cub Packs, Explorer Units</td>
<td>Sons of The American Legion</td>
</tr>
<tr>
<td>Flag Education Programs</td>
<td>Department Service Officers</td>
</tr>
<tr>
<td>Crime Resistance</td>
<td>Children’s Miracle Network Affiliation</td>
</tr>
</tbody>
</table>

Ask them where their interests lie and offer them the opportunity to serve.

As The American Legion continues its intensive drive to protect and preserve veterans’ benefits programs – especially in the area of medical care – the numerical strength of the organization is so important. Is your Post doing its part in the nationwide drive to increase the Legion’s growth?

**The American Legion – “Still Serving America!”**

ASK THEM
TO JOIN -- TO RENEW

“PRIDE”
<table>
<thead>
<tr>
<th>PUBLIC RELATIONS</th>
<th>IMPLEMENT</th>
<th>DEVELOP</th>
<th>EDUCATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Get A Good P.R. Officer</td>
<td>- Don't Just Talk About It, Do It (Do What You Say)</td>
<td>- Reward Workers</td>
<td>- Our Own Members</td>
</tr>
<tr>
<td>- Publicize Everything We Do</td>
<td>- Delegate Authority</td>
<td>- Encourage New Workers And Leaders</td>
<td>- The Public</td>
</tr>
<tr>
<td>- At All Levels</td>
<td>- Provide Meaningful Involvement</td>
<td>- Maintain A Positive Attitude</td>
<td>- Our Sales Force. We Need To Know What We Are Selling And To Whom (Programs - History)</td>
</tr>
<tr>
<td>- In The Media (Dailies, Weeklies, Cable TV, etc)</td>
<td>- Start Now!</td>
<td></td>
<td>- A.L. Extension Course</td>
</tr>
<tr>
<td>- Legion Name In First Sentence Of Story</td>
<td>- Be Creative!</td>
<td></td>
<td>- Legion Colleges</td>
</tr>
<tr>
<td>- &quot;Cadillac In A Cardboard Box&quot;</td>
<td>- Be Different!</td>
<td>- Leaders Lead</td>
<td>- In-Field Support (District, Department, National)</td>
</tr>
<tr>
<td>- Reward The Media That Uses Your Story</td>
<td>- Be Flexible!</td>
<td>- The Right Person For The Right Job (Don't Make Someone An Officer Just Because He Or She's Been Around A Long Time Or Because It's Fashionable)</td>
<td>- Slide Presentation</td>
</tr>
<tr>
<td>- Honor Their Deadlines</td>
<td>- Adjust To Changes (But Don't Change Just For The Sake Of Change. Rather, Change For The Better.)</td>
<td>- Develop Trust</td>
<td>- Mini Lessons At Post Meeting</td>
</tr>
<tr>
<td>- Use The Right Format For Each Type Of Media</td>
<td></td>
<td>- Build Self-Esteem In Others</td>
<td>- Newsletter: (Have A Plan For Your Meetings) (What Are You Planning?) (What Are You Doing?)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Schools, Community Groups (Go To The Guest Speaker -- Invite Them To Your Post)</td>
</tr>
</tbody>
</table>

Membership in The American Legion is a matter of PRIDE:

PRIDE in Tradition
PRIDE in Heritage
PRIDE in Accomplishment
PRIDE in Serving
PRIDE in Belonging

We owe every eligible veteran the opportunity to share in the “PRIDE”.
**MOTIVATION**

I am afraid the word motivation means many different things to many different people. So let’s begin with the New Webster’s Dictionary definition of *Motivate* (Motivation) – to furnish with a motive; to impel; to induce.

Some people say motivation is knowing where you want to go (your goals and objectives) and how you’re going to get there (your plan). The word motivation is derived from the combination of the words: motivate and action (toward your goals).

Motivation is not a big rally, although a rally can sometimes be used to stimulate motivation. Motivation, simply stated, is to set your goals and establish and work the plan that will enable you to accomplish those goals. Perhaps the late Will Rogers summed it up best when he said; “Ladies and Gentlemen, in order to be successful in selling or any other activity, you need to know what you’re doing, love what you’re doing and believe in what you’re doing.”

We know our National Membership Goals for this year and we know the goals of our Departments, Districts, Counties and Posts. In order to continue the progress and inroads The American Legion has made in programs for Veterans, widows, children, orphans and the many programs for our community, state and nation, our membership must continue to grow. Membership is the life-blood of The American Legion. Perhaps that last sentence is motivation enough for us to attain our goals.

As we discussed in our membership workshops throughout the various regions of The American Legion, we must have PRIDE and COMMITMENT toward attaining our mission. We at National Headquarters are committed to support and assist each Department, District/County and Post in meeting their part of the membership challenge. We are all PROUD Legionnaires and will be even PROUDER of The American Legion and our own membership when we exceed our target for this membership year.

**Qualities to Attain Success**

We must all be self-motivated by a desire to attain our membership goals. We must be excited and motivated in determination that will allow us to continue even when we encounter a setback or two. We will all learn from this tremendous experience and become more proficient, which will allow us to accomplish our goals. Our desire and determination will get the job done.

We must be totally organized, at all levels of our membership campaign, with a plan of action that will accomplish, step by step, the goal we must attain. Our plan must consider all aspects of prospecting and selling as well as time management.

There must be a COMMITMENT not only to doing the job but a total COMMITMENT of accomplishing the mission and goal. This commitment involves time and energy and whatever else is necessary to get the job done – successfully. We must all be willing to put in the time and effort necessary without considering it as drudgery.

Last but not least or perhaps first, last and always we must have a good PMA (Positive Mental Attitude). We must know we will accomplish the goal – no matter what. We must be open to suggestions from others and must be flexible enough to put these ideas in the over-all plan to accomplish our goal. We must be “possibility thinkers.” We must look for and create opportunities and ways to improve our programs, which will aid us in accomplishing our goals. We must be results-oriented and revise our plan if the revision furthers the attainment of our membership goals.

In summary, in order to succeed in our membership goals we must have:

1. Definite goals
   - What is your goal? – Department
   - County
   - District
   - Post
2. Timetable/Plan of Action
3. Commitment/Organization
4. Hard Work/Organization
5. Positive Mental Attitude
6. Determination
7. Team Work

If you leave out just one of the above ingredients, your chances of making your goal will be less. Like a good recipe, all of the ingredients must be there in the right
the accomplishments and programs of The American Legion, so that we can convey this feeling of pride and belonging to all prospective members. Through our own PRIDE in The American Legion, there is a high degree of amounts and everyone will savor the flavor. Include all of the ingredients in your membership programs, and we will savor the flavor – SUCCESS.

**MEMBERSHIP CHAIRMAN PLANNING GUIDE**

As most of you know, the membership population of The American Legion has gone up and down in recent years. We must continue to grow. Although traditional membership augmented by direct marketing has created a significant increase again this year, this is no indication that we can let up now. We must continuously work our current membership plan and start, begin now, to plan our next membership year if we are to achieve our goals.

As our numbers grow, so does our political power. As years pass the term “veteran” is being forgotten. As an organization of devoted men and women veterans, we must be willing to commit ourselves to turning this present course around and stand by our slogan… “We remember the Vet so that no one forgets.”

It is a foolish thing to begin looking at a membership plan as though the world has been created yesterday. We must build on the past, and then move through the present into the future.

That’s right, if we are to achieve maximum effectiveness in completing a truly successful membership year, which will lead to continued success, it will have to consist of the whole picture.

Ask yourself which membership tools were the most effective in obtaining new members and retaining current members this year. Which were not? Was there something missing? Could you have done it differently? Was there something you used in the past that worked well, but you haven’t used for some time? Are there some things you’ve been using repeatedly, but aren’t receiving the return for the time and effort involved?

You, as the Membership Chairman, have been selected for this most challenging task. This membership planning-development guide is provided to assist you in the accomplishment of your goals and objectives.
PLANNING/DEVELOPMENT GUIDE

To build membership: Create three (3) membership development teams:

1.) Contact team
2.) New member team
3.) Retention team

To coordinate and direct membership development teams’ activities, the Post has selected you as a Membership Chairman.

You will select from the Post membership those who are reliable and “go-getters”, then select from among them the members for the two specialty teams (New Member Team and Retention Team).

All of the members of the two specialty teams are also members of the Contact Team.

To effectively use the Contact Team, the Post leaders and you, as Membership Chairman, restrict membership development teamwork to the local Post community area, as applicable.

The geographical borders of the local Post community area should cover the local business-trading zone, industrial complex zone and the immediate residential neighborhoods.

There should be some features of the local Post community area which give it high potential for successful membership development; some of these factors are:

1.) Convenience in travel time to the Post and scheduled Post events;
2.) A sense of community awareness of the Post, its location and positive contributions to the community;
3.) A willingness throughout the community to help the Post build its membership (poster/counter-top displays, public service announcement outlets, local advertising buyers, etc.); and
4.) A large potential of prospective members in the community.

You, the Membership Chairman, should direct the Contact Team in building a list of contact areas, where potential membership might be located and contacted. A large varied list of contact areas might be built among many communities. See “Prospects Are Everywhere” (page 56).

The Membership Chairman decides with the Post leaders on specific Post events to host in the local Post community area during the year (which will be open to the public and for which a small donation is requested upon admission to the event).

The Post leaders prepare plans and make the necessary arrangements for the Post sponsored events, and then the events are scheduled on the Post Calendar. Such possible events could be:

1.) Americanism Rally/Fireworks
2.) A Square Dance
3.) Post Membership Breakfast/Dinner
4.) Open House
5.) Legion Birthday Party
6.) A Big Band Sound Dance
7.) A Kids Day Halloween Carnival
8.) A Fun Run Marathon Competition
9.) A Tractor Pull Competition
10.) A Talking Christmas Tree or hot-line to Santa for the kids

The Membership Chairman would direct the Contact Teams in working the event to identify and attempt to solicit membership from any eligible veteran. When a prospective member is hesitant to join the Post, the Membership Chairman would assign a member or members of one of the two specialty teams to meet the prospect and provide information and persuasion to join the Post. The prospect that joins the Post is admitted to all future Post events free-of-charge or nominal fee as the case may be.

The Membership Chairman and the Contact Team build a list of contact methods to use to find potential members in the local Post community area. Some of the methods used to contact prospects might be:

it’s organization, purpose, history, and services; and who are friendly and enjoy talking with people, especially strangers. The New Member Team also compiles a list of names, addresses and telephone numbers for all eligible prospects who would not join the Post when asked. The Contact Team can use this list of eligible prospects for future contact efforts.

The Retention Team specializes in persuading former American Legion members to renew their Legion membership in the Post. The Retention Team, also, builds a list of possible retention methods to be used in the Post to build annual membership renewals as well as Post member involvement and interest. Among several retention methods are the following:

1.) Surveys of membership comments/preferences for programs, activities, and services
2.) Special member coupons
3.) Telephone greetings and well-wishing
4.) Direct Mail
The Membership Chairman and the Contact Team decide on a specific contact method to use – mail, phone, door-to-door; they set a specific calendar schedule for using the contact method and, finally, they decide on which selection of the local Post community area to work in using the contact method.

When all decisions have been made, the Membership Chairman directs the work of the Contact Team. As contacts with prospects are made, potential members are identified and asked to join the Post.

When the Contact Team meets a potential member who is hesitant or has a specific question about The American Legion, which they cannot answer, the Membership Chairman assigns a member or members of one of the specialty teams to meet and talk with the prospect. Specialty Team members persuade all eligible prospects they meet to join and sign them up in the Post.

The New Member Team specializes in persuading eligible prospects to join the Post. The members of the Team should be American Legion members who have persuasive speaking skills; who are proven “go-getters”; who have a good knowledge of The American Legion –

5.) Post Newsletter
6.) Post Commander’s Personal Letters
7.) Homebound Member Visitation
8.) Share-A-Ride Program
9.) Community Health Fair
10.) Community Child Abuse/Missing Children Fingerprint Program
11.) Community Civil Defense Disaster Preparedness Test
12.) Community Teenage Drug Abuse Program
13.) Community Auxiliary Recognition/Appreciation Night
14.) Community Father/Son/Daughter Dinner
15.) Community Mother/Son/Daughter Dinner

The success of the work of the Team Concept in Post Membership Building is directly related to the willingness of Post members to participate as Team members and Post officers to assume the responsibility for planning, organizing and directing Post events. Success is measurable by the amount of individual effort, time and concern given to carrying out one’s duties.

The Team Concept is equally adaptable to the District and Department levels where far greater resources are available for Team Membership when members of Teams can be selected from the many Posts within the District, and so on.

District Team efforts should be primarily directed to building membership in weak Posts in the District where possible, or in newly chartered Posts in need of membership growth to develop and sustain its programs and The American Legion home.

District officers select the District Membership Chairman and the members for the three District teams. Special attention is given to selection of the very best workers from across the District for District Team membership. District leaders and District Membership Chairman decide the Posts in need of help, the contact method to employ and the calendar of events, as well as planning and organizing the events.

National Guard & Reserve Eligibility

The National Guard and Reserves are required to meet the same eligibility requirements as the full time federal active veterans. To be eligible, the National Guardsman/Reservist must have served at least one day on federal active duty during any of the delimiting periods set forth in Article IV, Section 1 of the National Constitution, and either have an honorable discharge or currently be serving either in the Guard/Reserve or on federal active duty.
The key to determining if a Guardsman/Reservist has been on or currently serving on federal active duty is the “Authority Line” on the activation orders of the Guardsman/Reservist. In both cases “Title 10, Subsection 672 or 12301” are orders from the Secretary of Defense and are federal orders.

The authority the Governor uses to activate the National Guard as an individual or unit is “Title 32” orders, i.e., Weekend Drills and Annual Training. These are not federal orders. The Reserves have similar reserve orders which are “Title 10, Subsection 270.” This authority code gives the reserve component the authority to activate the reserves for Weekend Drills and Annual Training.

Use the chart below when determining eligibility for National Guard and Reserves.

<table>
<thead>
<tr>
<th></th>
<th>ELIGIBLE CODES</th>
<th>NON-ELIGIBLE CODES</th>
</tr>
</thead>
<tbody>
<tr>
<td>National Guard</td>
<td>Title 10, Subsection 672 or 12301 *</td>
<td>Title 32</td>
</tr>
<tr>
<td>Reserves</td>
<td>Title 10, Subsection 672 or 12301 *</td>
<td>Title 10, Subsection 270</td>
</tr>
</tbody>
</table>

*This Subsection was created following Desert Storm to replace 672.

This information was taken from Military Law Chapter 39.

Note: A DD-214 will be issued for the time on federal active duty or a DA-1059 for a completion of a school will be issued with a character type of discharge. All Reserve components send their service members to “Basic Training” using Title 10, Subsection 672/12301 orders.

**National Guard & Reserve Recruiting**

New member acquisition is essential in order for us to grow and prosper as an organization. With this in mind, one market area that has gone virtually untouched is the National Guard and Reserve. These military organizations are laced with eligible veterans who may have an interest in becoming members of The American Legion, but have not done so because they have not been asked or are unaware of what we do, and have done, on behalf of all veterans. Many of these veterans have chosen to affiliate with reserve components due to the downsizing of the active military and as a result, the membership potential is great. From the statistical information provided by the VA, we know there are over 27 million veterans and the challenge we are faced with is to make contact and recruit eligible veterans. Over the past several years we have learned that acquiring new members is becoming more and more difficult. We must look beyond traditional methods of recruiting. This is a potential marketplace with a captive audience – veterans.
More often than not, formulating a plan is the most difficult aspect of any initiative. A great deal of thought and preparation must be applied in order to have a successful campaign. The following is a recommended outline of those necessary steps to ensure we accomplish our goal of increasing membership in The American Legion.

1) **Write a letter** to the State Adjutant General asking for his/her permission and support to approach subordinate units. The body of this letter should contain the who, what, when, where, and why. This letter should include the signature of the Department Commander in order to get the appropriate attention and response.

2) **Identify locations** of units/armories in your geographic area you wish to approach. Note: A complete list of units that were or are currently activated is available through your Department Headquarters. Also, your Department Adjutant has a list of all National Guard and Reserve installations within your state.

3) **Organize** at the district level. The district will normally draw the Legionnaires who are both dedicated and active. Establish recruiting teams that are knowledgeable about Legion programs and display a favorable image of The American Legion. **REMEMBER** – You will be selling our organization in a military environment and first impressions will set the stage for future opportunities. Legionnaires who belong to these units may be beneficial to your cause. Solicit their assistance when forming your recruiting teams.

4) **The initial contact.** This may be accomplished in one of two ways: **First**, a letter from the District Commander to the Commander of a specific unit asking for an appointment to discuss a date and time when you and your team could present an overview of The American Legion. At this point you are simply trying to get your foot in the door. Your letter should mention just a few of our programs and how they could benefit the citizen soldiers in this unit. Examples of beneficial programs are: Service Officer discussing VA benefits, Troop Support Services (TS2), Family Support Network, Temporary Financial Assistance, etc. **Second**, an initial contact could be made in person by visiting the unit and talking with the full-time duty person, most likely the Training NCO. Each unit has at least one person who works in the unit on a full-time basis. Prepare ahead of time a letter addressed to the Commander, outlining the same information as above. Take this opportunity to sell yourself and The American Legion during this visit. This full-time person has direct communication with the Commander and can help you in establishing rapport. Once you have made the appointment to meet with the Commander the hard part begins.

5) **The preparation for the appointment.** Your presentation should be no more than **30 minutes** in length. This includes the warm-ups, your training plan, questions, and answers. Ensure your team knows their material and are prepared to answer questions during this appointment. Your presentation should have merit and must be of benefit to the members of the unit.
6) Be prompt for the appointment. Be Prompt. Be Prompt. Be Prompt. Military leaders are very time-conscious and consider tardiness as an insult. Discuss the purpose of your visit. Highlight the benefits of presenting information to this unit. Ask for a date and time to present The American Legion to the members of the unit. Remember, we are trying to get our foot in the door, so do not state the purpose is solely for recruiting new members: “Service First...Membership Will Follow!” Do have brochures and handouts to leave with the Commander (brochures and materials are available from the Department Headquarters). These will reinforce the need for us to return in the future. Commanders are usually looking for speakers to present information to their unit, but keep in mind leaders plan the training schedule several months in advance, and this schedule may not permit you an opportunity immediately. Be patient. The purpose is to get a date and time.

7) Plan the event. Ensure you have the resources and manpower necessary to make the event a success. A well thought out agenda will prove to be invaluable in the planning phase. Assign your team specific duties to perform during the presentation (match needs with skills). Plan to have an information table at the event, complete with additional literature and brochures about The American Legion. Have a sign-up roster for those who may wish additional information. This roster should include name, address, phone number, dates of active duty, etc. This is important for follow-up purposes. Remember not to lose sight of the program you are presenting. This must be successful if you are going to get an invitation to return.

8) Execute the event. Do wear Legion attire with cap. This will identify you as The American Legion and we want to be remembered. Be professional in all aspects of your presentation. Again, be prepared for questions addressed by members of the unit. Tell your audience how they may contact you and where The American Legion is located. Finally, extend an invitation for them to visit a local post at a pre-determined date and time.

**SUGGESTED EVENT**

<table>
<thead>
<tr>
<th>SUGGESTED EVENT</th>
<th>SUGGESTED TIME</th>
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<tbody>
<tr>
<td>Send Off / Welcome Home</td>
<td>As occur</td>
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<tr>
<td>Easter Egg Hunt (have them bring their children)</td>
<td>April</td>
</tr>
<tr>
<td>Flag Programs</td>
<td>June</td>
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<tr>
<td>July 4th Celebration</td>
<td>July</td>
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<tr>
<td>Veterans Day</td>
<td>November</td>
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<tr>
<td>Thanksgiving Dinner</td>
<td>November</td>
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</tbody>
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126x707

Christmas  December
Open House (Free finger food and soft drinks)  Anytime

9) Do a critique. This should be accomplished as soon as possible after the event to go over what went well and any area that may need improvement. Lessons learned from the previous experiences help us to strengthen our skills and make us more effective the next time.

**Recruiting Active Duty Military**

Another area in which we can pursue new member acquisition is the active duty military market. These installations offer us the opportunity to present The American Legion to a captive audience. The first question you are probably asking yourself is HOW do we gain access to this group of veterans? It's not easy, but if you follow some simple guidelines listed you could overcome some of the hurdles long before you reach them. The basic process is as follows:

1) Prepare a letter under the signature of the Department Commander, addressed to the Commander of the installation, stating the who, what, when, where, and why. The purpose of this letter must be precise. A recommendation is to seek permission for your Department Service Officer to address those members, who have decided to separate on VA benefits. Another option might be to request permission to set up an information booth in the vicinity of the Commissary and Post Exchange/Base Exchange facilities. Whatever you decide to use as a reason, do not state your reason is for the purpose of recruiting members. Offer The American Legion as a benefit (and/or resource) to the service member.

2) Organize at Department or District level. Establish recruiting teams who are knowledgeable about American Legion programs and display a favorable image. Personal appearance is a very important consideration since you will be selling The American Legion in a military environment and first impressions are often lasting impressions. You may have members in your Department who are either active duty military or work on the installation. These Legionnaires could possibly provide insight or act as a liaison to support your cause. Seek their assistance in this endeavor. They may be able to expedite the process or at least open a door or two.

3) Plan the event. Ensure you have the resources and manpower necessary to make the event a success. Assign your team specific duties to perform during any presentations (match needs with skills). Plan to have an information table at the event, complete with additional literature and brochures. Have a sign-up roster for those who may want additional information. This roster should include name, address, phone #, etc. This information is important for follow-up purposes.
4) **Execute the plan.** Do wear Legion attire with cap. Be professional in all aspects of your presentation and follow-up work. Be prepared to address questions that arise during presentations or those questions that may come up during the event. Inform your audience how they may contact you and the locations of American Legion Posts in the area. Let them know how they can get additional information. This is where the sign-up roster will serve as a tool for follow-up. Depending on your audience, you might want to extend an invitation for them to visit a local Post (open house type of activity).

5) **A critique** should be accomplished immediately after the event to go over what went well and any area that may need improvement. Lessons learned from previous experiences help us to strengthen our skills and make us more effective the next time.

**SERVICE FIRST!**

**MEMBERSHIP WILL FOLLOW!**

**DEVELOPMENTAL PLAN FOR POST MEMBERSHIP REVITALIZATION**

**REVITALIZATION OF EXISTING POSTS**

**ARE YOU SATISFIED WITH WHAT IS HAPPENING IN YOUR POST?**

All posts have readily available indicators that may be used to identify those that might be in need of assistance…some of these may include:

* Does your Post meet regularly?
* Can you find members willing to assume offices?
* Does it seem that the “Club” is the only major concern?
* Are there any new members joining?
* Is gambling an asset or detriment to the well being of your Post?
* Have new programs been started? Are old programs dying?
* Is the image of your Post deteriorating in your community?
* Are post activities providing for current local needs?

- Does your Post have a monthly bulletin to inform members of activities?

**OUTLINE**

1) Appoint a chairman to organize and direct the Post Revitalization Team.

   Considerations:
   
   a) What qualifications/skills does this person possess in leading this team?
   b) Does this person have an inside track to key community leaders?
   c) Does this person present a favorable image of The American Legion?
   d) Is this person organized? Motivated? Knowledgeable?

2) Select team members.

   a) How many members necessary to complete this task?
   b) Determine the part/role each member will play.
   c) Determine individual skills necessary to have an effective team.
   d) What does each of these members know about the targeted areas and The American Legion’s Program and Policies?

3) Fact-finding – contact key community leaders in the target area to determine community needs.

   Examples may be, but are not limited to:

   a) Mayor & County Officials
   b) Chamber of Commerce
   c) Police & Fire Department Chiefs
   d) Prominent Businessmen, Bankers, School Officials, Clergy, etc.
4) Prioritize information collected during fact-finding.
   a) Define necessary tasks to be completed.
   b) Assign team members specific tasks.
   c) Establish a timeline for task completion.
   d) Schedule future meetings to update teams’ progress.

5) Schedule follow-up meeting(s) with key community leaders to brief them on plans and progress. Convey excitement and build interest during these appointments. Ask for recommendations in selecting a meeting location and how this Post can best serve its community.

6) Marketing & Promotional.
   a) Solicit local newspapers to announce the formation of the new Post. Use this opportunity to set the date, time and location of a meeting to inform the community. Also, incorporate membership and recruiting information in this announcement. Note: Donated space may not be available, so you should be prepared to purchase this space to ensure the information is distributed to all the veterans in the surrounding area.
   b) Contact local radio and television stations. Provide them with Public Service Announcements (PSAs). Cable TV community bulletin boards will usually carry your message free of charge.
   c) Create and distribute flyers announcing your plans. Malls and shopping centers, during peak times, are ideal locations to distribute this type of information. Local merchants will usually display flyers in the windows of their establishment. Use this opportunity to get acquainted with them and to promote the programs of The American Legion. Be enthusiastic, honest, and sincere.

7) Initial Meeting.
   a) Be professional, excited and informative. Emphasize Children & Youth Programs. Flag Education, Boys State, etc. Most of all highlight the benefits of membership.
   b) Have sufficient quantities of literature and handouts available for distribution (See recommended list of brochures & literature on pages 72 and 73).
   c) Be prepared to respond to questions. Show the attendees how their involvement can benefit the community.
d) Determine a plan to conduct follow-up appointments.

e) Provide a manned information table in the rear of the meeting room. A sign-up list should be available for those who would like additional information or prefer to have one-on-one discussions.

f) Announce the date, time and location of the next meeting (approximately 2 weeks). Encourage them to bring their families and other veterans to the next meeting.

8) Continue to build interest in and around the targeted area. Distribute information pertaining to the next scheduled meeting.

9) Conduct a second meeting.

a) Create a need and build a sense of urgency in revitalizing the Post. Restate purpose and potential benefits.

b) Invite eligible veterans to join and be a part of the history of this revitalized Post.

c) Announce a date and time for an organizational meeting.

10) Repeat any of the above steps and/or add others, as necessary.
With You And The Help Of Others A 100% Membership Goal Can Be Achieved!

(SAMPLE FLYER)

PEARCE-KELLER POST No. 17
DEPARTMENT OF KANSAS
114 McCall Road
MANHATTAN, KANSAS 66502

(913) 776-4556

THE AMERICAN LEGION FAMILY WHICH CONSISTS OF THE AMERICAN LEGION, THE AMERICAN LEGION AUXILIARY AND THE SONS OF THE AMERICAN LEGION HAS BEEN AN ESTABLISHED PART OF THE MANHATTAN COMMUNITY SINCE 1919. IN OUR EFFORTS TO CONTINUE TO CONTRIBUTE TO ALL VETERANS AND THE COMMUNITY IN GENERAL WE SUPPORT THE FOLLOWING PROJECTS:

Avenue of Flags and Burial Flag Storage
Baseball:
  Biscuit League – City
  T-Ball – Optimist
  Pro Copy – Legion & Auxiliary
  McCall’s – Legion & Auxiliary
  17’ers – Legion & Auxiliary
  Split’s – Legion & Auxiliary
  Girls Softball – City
Baseball Scholarships
Basketball – City
Bowling – Kids League – Provide trophies
Bowling – Men’s League
Boy Scout Camp Fund
Cadet Lawmen Academy
Member, Chamber of Commerce
Member, Eastside Business Association
Canteen Books for Veterans Hospital
Members donate time for selecting & wrapping
  Christmas gifts for VA Hospital patients
Members purchase and select Christmas gifts for
  family members of VA Hospital patients
Post 17 Family Assistance Program
Flag Etiquette Program for schools
Poppy Appreciation Day
Sponsor – Girls and Boys State
Flint Hill’s Breadbasket
Cookies for VA Hospital
Memorial Day Activities
Veterans Day Activities
Chapel of Four Chaplains
K.S.U. Basic Cancer Research
Mayor’s Holiday Fund
Flag Day Observance
Sponsor of state American Legion golf tournament
Youth Banquet
Boys and Girls State Banquet
Political Forum’s “Get Out The Vote”
“YES” Fund
Annual Ham and Bean Feed
4th District Convention Parade
Annual Library Book Sale
R.O.T.C. Awards
Bingo three (3) times weekly
Saturday night dance for members and guests
Motorcycle Run to the Wall
Lobby for Veterans benefits
American Legion Child Welfare Program
In our efforts to continue the established programs and to add new ones we invite those who qualify to join The American Legion Family. At this time, there are an estimated 2,000 veterans in the immediate area who qualify for our organization.

The American Legion meets on the first Monday of the month at 7:30 P.M. and the American Legion Auxiliary meets on the third Monday of the month at 7:30 P.M. You are invited to attend our meetings and if you have any questions, please call 776-4556.

NOTES