

**REPORT TO THE  
NATIONAL EXECUTIVE COMMITTEE  
OCTOBER 15-16, 1997  
by the  
AD HOC COMMITTEE  
21ST CENTURY OF THE AMERICAN LEGION**

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National Staff members who have assisted are:

Jack Querfeld (IL)  
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Tracy Underwood (MD)

**Impressions from Active Duty Military Focus Group**  
**(Washington, D.C., March 2-3, 1997)**

Young veterans know The American Legion through family members, or because someone they work with told them about The American Legion. Outside impression is The American Legion is too white, too male, and too old. One military participant stated although she was a member of The American Legion, she still felt it was not catering enough to diverse cultures in The American Legion Magazine. When looking through the Magazine, she only saw articles and pictures that dealt with white males. She mentioned that she had been invited to join an all-black post located a considerable distance from her home. She felt that she should not have to travel miles away, just to fit in because of

race, gender or creed. A veteran is a veteran. The Legion should start looking at issues of this nature when recruiting for membership. Young veterans don't want to be pressured into programs but want to belong because they want to give back to community, or the Legion has a service they can use.

## **An American Legion Post in the 21st Century**

### **Every post should have a mission statement.**

Every post needs to know who they are and what they need to do.

Posts should be reminded of the Legion bonds; and be reminded of the Legion purpose (basics), and refocus mission accordingly.

That statement should include an attitude statement--the members of a post should have a positive mental attitude, be flexible, willing to make needed changes.

Retain reasons we are a veterans organization--our preamble is a marvelous mission statement in itself.

All post officers should be familiar with and have available manuals including the *Officers' Guide*, and be graduates of *The American Legion Extension Institute*. As part of local leadership, post officers should appreciate knowledge and execute the mission in a competent fashion. Post officers should get to the point where they look for answers rather than excuses.

A local post can achieve its mission without necessarily having a permanent post home facility.

Specialty posts should focus on The American Legion programs rather than on their particular specialty.

### **Every American Legion post should be visionary.**

Have a five-year planning committee consisting of good, informed Legion members as well as civic leaders, business people, and minorities from the community. This group should look at post activities, profit projections, budgets, membership, and should meet quarterly, at a minimum.

Each event/program should be the best organized and executed in the community. If a post has only one community activity a year, be sure it is done well. Be there for the veterans and their families. Create an environment in which Legionnaires can be their best. Don't be afraid of change.

**Every post should be legal.**

1. Retain a good CPA -- be sure taxes are properly and currently filed, a good check and balance system is in place to monitor finances, conduct audits.
2. Have current, viable constitution and by-laws.
3. Be incorporated and have papers current.
4. Charters (including Supplemental Charter) in order.
5. Have proper insurance (liability, property and event).
6. Have tax exempt status and paperwork in order.
7. Post/Club, and gambling activities properly conducted and documented.
8. Have Compliance Officer.
9. Employees and officers who handle funds should be bonded, and the post leaders should have a clear knowledge of conditions for reimbursement under that policy. Usually charges must be pressed before a company will pay a claim.
10. File all reports including Consolidated Post Report to National.

**Make every effort to fill all post officers with emphasis on having an active, aggressive Service Officer.**

**The American Legion, American Legion Auxiliary, and the Sons of The American Legion need to be partners.**

Sometimes these entities are at odds with each other.

**Every post should have some effective method of Public Relations/ Communications.**

At a minimum, a post should have a Public Relations Chairman and ideally a Public Relations Committee, and those representatives should develop a rapport with local newspapers, television and radio stations.

**Every post should be conscious of image.**

The image of The American Legion is a community based veterans organization. It is one of veterans helping veterans, families and children. Focus remains at the local post level. The pride and service of the organization should always be first,

membership second. Provide a reason for members to come (e.g. have the Boys State representative give a report rather than presenting the gambling report).

The bar activity should not supersede the organization. Image should not be the club but rather programs. Use the word “post” instead of “club.”

What goes on in the local post affects its perception in the community, be it positive or negative. Every post finds its niche in the community.

Avoid the “good ol’ boy” concept.

**American Legion posts should join the computer world.**

The National organization has developed a Home Page and posts should position themselves to readily tap into this resource and be prepared to meet future technological advances in communications.

**Mentoring --**

The younger, computer oriented member should mentor the older member in technological areas and the older member should teach the younger the organization.

**Every post should have a copy of the official history titled, The American Legion written by Thomas A. Rumer.**

**Every post should have a color guard/funeral detail.**

Color guards should be available to honor deceased veterans at funerals and memorial services at no cost.

**Posts in small communities should make it a point to get together at least once a month for a meeting/social activity.**

**Every post should be active and have active committees.**

At a minimum, a post should have a Children and Youth, Americanism, Legislative (to include National Security/Foreign Relations), Public Relations, VA&R, and Membership Committees.

Someone in every post should be knowledgeable in resolutions--how to write them and content of resolve clauses resolutions currently in effect. Resolutions should be initiated from the post level. Their needs and concerns should be reflected in a resolution.

**A post should form a Community Service Committee.**

The Community Service Committee is to attend town council and school board meetings, maintain contact with fire/police/churches, and be an outreach to veterans.

Involve someone in city politics, the local businessman and/or woman, someone from the school system and the fire and police departments. Have a chaplain in touch with the churches in town.

**A post should form a Welcome Committee.**

Consider a Welcome Committee. Make it a family effort by using members of the Legion, Auxiliary and S.A.L. Utilize “You Have a Friend in The American Legion” by adding local resources to welcome each new member/transfer and establish a relationship with the Welcome Wagon to greet new residents into the community. The Welcome Committee’s purpose is to explain post programs/activities.

**Additional observations for Post consideration:**

Seek all eligible veterans without regard to war/conflict, age, race, sex and creed. A veteran is a veteran.

Establish contact with active military, national guard, or reserve units in immediate area of the post. Focus on recruiting more in-service personnel. Structure programs to draw this focus group to the post.

Do not overload one individual with too many responsibilities, but rather, encourage that person to focus on one specific area of service.

Strive to get each member involved in some way. Why a member keeps coming and why he or she becomes involved is probably more important than why he or she joined. Treat others the way you want to be treated.

Cater to the younger crowd on some nights and on others to the older. Be family oriented.

Attend District and Department Conventions and charge convention delegates to make reports on resolutions to own post and others (all levels).

Put more of our purpose in our activities instead of competing with other social establishments.

Be more focused--don't be all things to all people.

Have a meeting/program chairman who will consider entertainment/information, family, and a concise business meeting. Survey posts for meeting program ideas; provide list to all members.

Have a bulletin board, information area in each post.

Put together a list of best practices of posts, but not all things will work in every place. One answer will not work for everyone.

Do not be dependent on someone else coming up with the answer.

Smoking vs. non-smoking is a "real" issue.

Get out and spend time with veterans, listen to their concerns and do something for them and about their concerns.

**Post officers should be properly trained.**

New post officers should be provided proper manuals and instructions early on concerning post responsibilities and procedures. Prospective post officers are encouraged to attend one of eight annual regional National Information Conferences where a variety of basic subjects are taught for post officers. On-going training/review should be practiced at the post/district/county levels.

**Post officers must recognize Legionnaires who are doing a good job.**

**Provide assistance to all members in need.**

**The American Legion District/County  
of the 21st Century**

How the district should support the post varies from department to department; however, this level is where the opportunity is greatest for leadership to interact with the post--the blue cap Legionnaire.

**Legion Departments should be in partnership with the Auxiliary, Sons of The American Legion, and Juniors.**

**District/county officers are expected to visit their posts.**

Districts/counties vary in size, geography, and number of posts/membership.

The district/county officers should be the cheerleaders and communicators for organizational programs, reports, goals, policies, and dues structure. They should have the attitude they will be successful only if the posts in their districts are successful. District/county officers are privileged to be in this place of service and have a responsibility to provide guidance, inspiration, share expectations, department and national goals (including membership), make sure the posts understand what is expected of them, and generally know their posts.

Goal expectations need to be transmitted to posts.

District/county officers need to be knowledgeable about their posts and should always say something good about that specific post, develop a team spirit, give information and encouragement. At times they must serve as a coach and policeman; they should impact the reporting process and be a positive residual. These officers need to be more than a greeter at post meetings.

These officers need to be quality Legionnaires, backed by knowledge, interest, and professional demeanor.

**Every district/county should have a post development committee where revitalizing posts and developing new posts are handled.**

Posts should be reviewed on an on-going and annual basis, and district/county officers are expected to visit their posts.

Someone closeby needs to go back, visit, and mentor the struggling post on a reoccurring basis.

Must know where new posts are needed. There is no validity to the concept of hurting an existing post by building a post next door.

Franchising and attitude problems should be put aside for the betterment of The American Legion.

Determine areas where there are high schools but no Legion posts. Goal is to have a post for every high school. Attached is a market penetration report with posts versus high schools in a state (*Appendix 1*).

Eliminate barriers to building new posts and new individual members. Live up to the words in our preamble, "justice and freedom" for everyone. Everyone eligible for membership should be invited and welcome.

**District/County Commanders need to know all programs and promote them.**

**District/County Commanders should provide leadership training at the District/County level.**

Training should include legal aspects to posts including the need to be incorporated, completing Consolidated Post Reports, key officer responsibilities, protocol, etc.

Officers should know where every cent of dues go and be informed of policies.

**Membership goals should be set on market penetration as well as previous year's performance.**

Review of goal setting should be reviewed to ensure post and districts are penetrating their fair-share of the veteran market in their area.

District/County commanders maintain liaison with active military, national guard, and reserves posts/bases/facilities within area of responsibility. Check on posts to ensure they are targeting this population for membership.

**District/County officers must take the time to let the person know who is doing a good job.**

**Districts/Counties should be conscious of image.**

**Provide assistance to all members in need.**

**A Department of The American Legion  
in the 21st Century**

**Department officers and appointees must be of the highest professional quality.**

Departments should make extended effort to appoint qualified, interested, trained, energetic, knowledgeable chairmen for all committees and programs. Appointments should be based on merit, trust, and ability, approved by the Department Executive Committee, so the department can be run in a professional manner.

All Department officers and employees should be encouraged and/or required to complete *The American Legion Extension Institute*.

**Departments, as well as districts, should have a viable post development committee.**

Departments should review established New Post Formation Policies, remove barriers which prevent post formation to meet the needs of the veterans/communities.

**Legion Departments should be in partnership with the Auxiliary, Sons of The American Legion, and Juniors.**

**Departments should be up-to-date electronically.**

**Departments should conduct a Legion College.**

Departments should establish training requirements for department/district/county officers.

**Departments should be involved in public relations.**

Public relations is less important at higher levels where mainly news issues are handled. Training and guidelines should be provided to district/county/post levels.

Departments should develop ongoing relationships with politicals.

**Department officers must recognize Legionnaires who are doing a good job.**

Praise is worthwhile. Establish relationships with and thank police departments, Congressmen, and other organizations who do something good to help the organization.

**Departments should encourage focus groups/discussions at the department and post/community levels with segments of veterans populations.**

All eras of war veterans should be covered in focus groups. Represent all veterans.

Departments establish working relationship with state adjutant general. Membership plans should include actions to recruit more active duty, national guard, and reservists into The American Legion.

**Departments should be conscious of image.**

This is the age of leadership. Bring along the youth in sufficient quantity; the young leadership will take care of itself.

**Provide assistance to all members in need.**

## **The National Level of The American Legion in the 21st Century**

**The American Legion, American Legion Auxiliary, and the Sons of The American Legion must work together as a team.**

**The national level must address minority barriers.**

VA Minority representatives should be considered. Address female veterans', non-veteran spouse (nonentities).

**National must continually explore all avenues of computer technology/communications.**

National should provide the greatest possible technological access to Departments, Districts, Counties, and Posts.

Enhance technology in Washington office so that they can keep pace with VA and the Legion.

The Internet should be used to the fullest extent with all programs, sales, information on-line. A catalog of available materials and brochures should be on the Internet.

Teleconferencing, satellite and cable television, etc., should be utilized where cost effective.

National Information Conferences should offer a module on computer operations.

**Emblem Sales needs to provide the best products for the best prices.**

Emblem Sales should provide more quality jewelry and items for women Legionnaires.

**Review the entire convention process --** What should a convention look like in the 21st Century?

Provide activities/events appropriate to the interests, concerns, and needs of delegates and their families.

The National organization should change the timing of National Conventions earlier in August. Even though moving convention to an earlier timeframe would raise prices considerably and only second tier cities could be considered, this

change is essential to survival in the 21st Century. Younger veterans with families and school teachers need to be considered and accommodated.

Add to the national convention value to compensate for higher prices. Perhaps conduct some type of training normally done at workshops and conferences.

**The *Dispatch* is a good means of communication and should be circulated to a greater number of people.**

Have bulletin board inserts in *Dispatch*.

The Magazine, an important symbol of our history and organization, has old news and cannot be used as a tool to get the latest information to the greatest number of members.

Put the *Dispatch* on the Internet.

Make histories available from time to time.

**National should be involved in public relations even though most important at lower levels of the organization.**

Be mindful of the image of the organization.

Develop direct lines of communication to local PR chairmen on an on-going basis.

National should review the billboard program which was successful a few years ago.

The Legion song should be made available and promoted.

National should provide training to improve PR/communications at the post level (e.g. billboards, PSA's, PR Handbook). Much of this information does not currently reach post level.

**The Legion Internet address should be included in all publications.**

We need to find a way to get schools to read our Internet home page, where "Need a Lift" information is available.

**The National Information Conferences should reach those who do not know the information.**

Training of our volunteers should be on-going.

Training at convention might take the place of attending a National Information Conference; however, audiences at this time are probably different.

**Timely surveys/polls of former and current members to determine what they want and need.**

**Provide assistance to all members in need.**

**Continue to explore healthcare needs of veterans and provide for same, as feasible.**

**Process of organizational review should be done on a regular basis.**

Ad hoc committee be appointed to review direction of The American Legion.

**Continue focus on all aspects of membership.**

Membership goals should be based on market penetration and prior performance.

Examine and evaluate the organization on a regular basis.

Review conditions where National Guard and Reserves are eligible for membership.

Review information processing procedures with view of reducing timelines and saving resources.

**National officers must take the time to let the person know who is doing a good job.**

**The national level must be conscious of image.**

Appendix 1: 1997 Membership Eligibility Statistics

Distribution: National Officers  
National Executive Committee  
National Commander's Advisory Committee  
21st Century Committee

**NATIONAL EXECUTIVE COMMITTEE  
OF  
THE AMERICAN LEGION  
INDIANAPOLIS, INDIANA  
October 18-19, 2006**

**Resolution No. 27: Diversity And A Veteran Is A Veteran (21<sup>st</sup> Century)**

Submitted by: Internal Affairs Commission

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

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

WHEREAS, That Resolution No. 27, dated May 6, 1998, subject as above, be reaffirmed by the National Executive Committee; and

WHEREAS, The American Legion, founded in 1919, as a fraternal veterans' organization based upon firm comradeship, born out of war service, and dedication to equitable treatment for all veterans, particularly the disabled, their widows, and their orphans; and

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

WHEREAS, A veteran is a veteran, regardless of race, religion, gender, creed or age and is eligible to belong to The American Legion as long as he or she meet the prescribed eligibility requirement; and

WHEREAS, American Legion Posts are made up of war time veterans from all walks of life, who gave of themselves, sacrificed so much and asked for so little in return to become eligible to be a member of The American Legion; and

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

WHEREAS, By virtue of membership in The American Legion, members are entitled to certain benefits including access to any American Legion Post; now, therefore, be it

**RESOLVED, By the National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 18-19, 2006, That Resolution No. 27, dated May 6, 1998, Subject: Diversity and a Veteran is a Veteran be reaffirmed; and, be it further**

**RESOLVED, That The American Legion strongly recommends that every level of The American Legion, (Departments, Districts and Posts) review its Constitution and By Laws and those of superior bodies within the organization to**

**ensure it is in compliance with the rules that govern this organization; and, be it further**

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

**RESOLVED, Departments, Districts and Posts dedicated to the programs of The American Legion should not take unwarranted actions that may lead to barriers that hamper the growth, support of programs and active community involvement, that may adversely affect the growth of The American Legion; and, be it finally**

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

**NATIONAL EXECUTIVE COMMITTEE  
OF  
THE AMERICAN LEGION  
INDIANAPOLIS, INDIANA  
October 18-19, 2006**

**Resolution No. 28: Disenfranchising (21<sup>st</sup> Century)**

Submitted by: Internal Affairs Commission

WHEREAS, The American Legion 21st Century Ad Hoc Committee met and reported to the National Executive Committee, October 15-16, 1997, its findings and recommendations of where The American Legion focus should be in the 21st Century; and

WHEREAS, The National Executive Committee in May 1998 approved six resolutions to implement the recommendations; and

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

WHEREAS, That Resolution No. 28, dated May 6, 1998, subject as above, be reaffirmed by the National Executive Committee; and

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

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

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

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

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

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

WHEREAS, By resolution approved at the 1965 National Convention in Portland, Oregon and the 1971 National Convention in Houston, Texas, made new post development a priority project of Department Commanders; now, therefore, be it

**RESOLVED, By the National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 18 and 19, 2006, that Resolution No. 28, dated May 6, 1998, Subject: Disenfranchising (21<sup>st</sup> Century) be reaffirmed; and, be it further**

**RESOLVED, That the formation and revitalization of American Legion Posts be a priority which only the Department Commander or the Department Executive Committee controls in accordance with Article IX Section 1 of the National Constitution; and, be it further**

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

**RESOLVED, That no Post Charter will be cancelled without the Department attempting to revitalize the Post in question and the Department must start a new Post within the calendar membership year for every Post submitted for cancellation to the National Executive Committee; and, be it finally**

**RESOLVED, That there should be an American Legion Post for every high school where Department, District and Post leadership will work together to ensure the success of the Post in its support of programs and the local community.**

**NATIONAL EXECUTIVE COMMITTEE  
OF  
THE AMERICAN LEGION  
INDIANAPOLIS, INDIANA  
October 18-19, 2006**

**Resolution No. 29: Veteran Outreach Program**

Submitted by: Internal Affairs Commission

WHEREAS, The American Legion 21st Century Ad Hoc Committee met and reported to the National Executive Committee, October 15-16, 1997, its findings and recommendations of The American Legion in the 21st Century; and

WHEREAS, The National Executive Committee in May 1998 approved six resolutions to implement the recommendation; and

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

WHEREAS, That Resolution No. 29, dated May 6, 1998, subject as above, be reaffirmed by the National Executive Committee; and

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

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

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

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

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

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

WHEREAS, The American Legion is composed of an all volunteer membership; now, therefore, be it

**RESOLVED, By the National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 18 and 19, 2006, That Resolution No. 29, dated May 6, 1998, Subject: Veteran Outreach Program be reaffirmed; and, be it further**

**RESOLVED, That The American Legion initiate at all levels of the organization a comprehensive plan to educate and provide service to Active, Reserve Component and National Guard eligible military personnel currently in uniform, recently retired, and separated about the value and benefits derived from membership in The American Legion; and, be it finally**

**RESOLVED, That The American Legion initiate, at all levels of the organization, a recruiting campaign targeted at eligible military personnel currently serving on Active Duty, in the Reserve Components and The National Guard.**

**NATIONAL EXECUTIVE COMMITTEE**

**OF**

**THE AMERICAN LEGION  
INDIANAPOLIS, INDIANA**

**October 18-19, 2006**

**Resolution No. 30: Training and Education (21<sup>st</sup> Century)**

Submitted by Internal Affairs Commission

WHEREAS, The 21st Century Ad Hoc Committee made its report to the National Executive Committee, October 15-16, 1997; and

WHEREAS, The National Executive Committee in May 1998 approved six resolutions to implement the recommendations; and

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

WHEREAS, That Resolution No. 30, dated May 6, 1998, subject as above, be reaffirmed by the National Executive Committee; and

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

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

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

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

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

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

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

**RESOLVED, By the National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 18 and 19, 2006,**

**That Resolution No. 30, dated May 6, 1998, Subject: Training and Education (21<sup>st</sup> Century) be reaffirmed; and, be it further**

**RESOLVED, That The American Legion recommends a standard for its leadership to include a knowledge about programs, activities, goals and objectives of the organization in order to do their best and be more proactive towards the needs of those they serve; and, be it further**

**RESOLVED, That it is recommended that leadership at all levels (National through Post) recommend to all candidates for office that they consider taking and successfully completing The American Legion Extension Institute course; and, be it further**

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

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

**RESOLVED, All levels of the organization of The American Legion be strongly and resolutely encouraged to develop and execute a continuing education program, initiated by an inaugural five-year plan with a goal to implement this concept of practical and useful training and education of our Legion leadership, in order to maximize effectiveness in communities, states and our Nation.**

**NATIONAL EXECUTIVE COMMITTEE  
OF  
THE AMERICAN LEGION  
INDIANAPOLIS, INDIANA  
October 18-19, 2006**

**Resolution No. 31: The American Legion Post Operations (21<sup>st</sup> Century)**

Submitted by: Internal Affairs Commission

WHEREAS, The 21st Century Ad-Hoc Committee made its report to the National Executive Committee, October 15-16, 1997, and six resolutions were approved by the National Executive Committee in May 1998, outlining a blueprint for continued success for The American Legion; and

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

WHEREAS, That Resolution No. 31, dated May 6, 1998, subject as above, be reaffirmed by the National Executive Committee; and

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

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

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

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

1. ensure post operations are legal
2. provide continuous training
3. include hands-on instruction
4. utilize new technology i.e., Internet, email, office automation, public relations
5. make appropriate changes as necessary
6. current leaders should serve as mentors by teaching, guiding, counseling and tutoring those being passed the mantle of leadership; now, therefore, be it

**RESOLVED, By the National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 18 and 19, 2006, That Resolution No. 31, dated May 6, 1998, Subject: The American Legion Post Operations (21<sup>st</sup> Century) be reaffirmed; and, be it further**

**RESOLVED**, That the attention of all Department, District, County and local American Legion leaders be called to the need of mentoring and training of all post officials in such areas as:

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

**RESOLVED**, That it is recommended that Departments, Districts, and Counties develop an integrated coordinated assistance visit plan, or sometimes referred to, as Post Responsibility Audit to ensure every post is visited by one level of leadership at least once a year to review the aforementioned areas with the post leadership; and, be it further

**RESOLVED**, That it is recommended that every post have a copy or have access to the official history titled, *The American Legion*, written by Thomas A. Rumer and/or a reference set of *The American Legion Extension Institute*; and, be it further

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

**RESOLVED**, That every American Legion Post will use the word “Post” in all official documents, publications, signage, and advertising.

**NATIONAL EXECUTIVE COMMITTEE  
OF  
THE AMERICAN LEGION  
INDIANAPOLIS, INDIANA  
October 18-19, 2006**

**Resolution No. 32: Cooperation With The American Legion Auxiliary And Sons Of  
The American Legion (21<sup>st</sup> Century)**

Submitted by: Internal Affairs Commission

WHEREAS, A portion of the Preamble of the National Constitution of The American Legion states, “to consecrate and sanctify our comradeship by our devotion to mutual helpfulness”; and

WHEREAS, A portion of the Preamble of the National Constitution of the American Legion Auxiliary states “to consecrate and sanctify our association by our devotion to mutual helpfulness”; and

WHEREAS, A portion of the Preamble of the National Constitution of the Sons of The American Legion, a program of The American Legion, states, “to consecrate and sanctify our friendship by our devotion to mutual helpfulness; and

WHEREAS, The American Legion, the American Legion Auxiliary, and the Sons of The American Legion preambles state, “to inculcate a sense of individual obligation to the Community, State, and Nation”; and

WHEREAS, The vision of The American Legion, American Legion Auxiliary, and the Sons of The American Legion is to help and assist veterans and their families; therefore, in the spirit of rendering support and assistance, all must work together for the same principle; and

WHEREAS, The Report to the National Executive Committee of The American Legion by the AD HOC Committee, 21st Century of The American Legion, October 15-16, 1997 states, “The American Legion, American Legion Auxiliary, and the Sons of The American Legion need to cooperate” and six resolutions were approved by the National Executive Committee in May 1998; and

WHEREAS, The National Commander’s 2006 Ad-Hoc Committee on Membership Retention, which met July 5 and 6 and July 24 and 25, 2006 recommended that all six resolutions approved by the National Executive Committee in May 1998 be reaffirmed because of the importance they have in setting the direction for the membership program of The American Legion; now, therefore, be it

**RESOLVED, By the National Executive Committee of The American Legion in regular meeting assembled in Indianapolis, Indiana, on October 18 and 19, 2006, That the attention of all Department, District, County and local American Legion leaders be called to the need for a cooperative relationship with the American Legion Auxiliary, and Sons of The American Legion by reaffirming Resolution No. 32, dated May 6, 1998, subject as above, approved by the National Executive Committee.**