

# ***The American Legion***

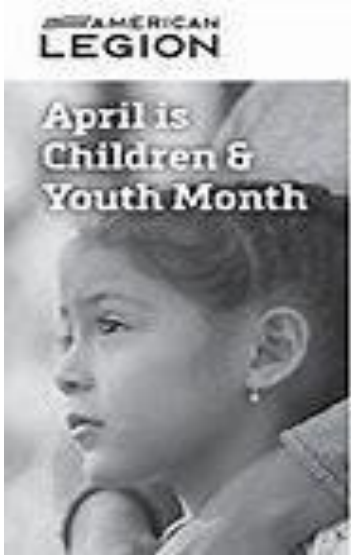
## ***Dept of Massachusetts***

### ***Strategic Membership Plan***

**2026**



**2027**



# Index

<b><u>Items</u></b>	<b><u>Page(s)</u></b>
<b>Purpose</b>	<b>3</b>
<b>Desired Outcome, Mission, Vision, Priorities, Core Values</b>	<b>3 - 4</b>
<b>Goals</b>	<b>5</b>
<b>Lines of Effort (LOE – Includes Means &amp; Objectives)</b>	<b>5 - 7</b>
<b>Additional Objectives to Consider for Support of LOEs</b>	<b>7</b>
<b>Measurable Data Questions</b>	<b>8 - 9</b>
<b>Measurable Data Report (Template)</b>	<b>10</b>
<b>Definitions/Acronyms</b>	<b>11</b>
<b>Improvement Submission Form (Template)</b>	<b>13 - 14</b>
<b>The American Legion of Massachusetts Membership Plan 2026 - 2027</b>	<b>Enclosure A</b>

## *Purpose*

Service to our veterans, their families and their communities is as solid a plan today, in a period of epoch-making change, as it was in 1919 when the founding fathers of The American Legion met in Paris.

They were true visionaries. Much of The American Legion's success rests on its understanding that the fight for veteran's rights - past, present or future - is never-ending. While our purposes may remain unchanged, our capabilities must not. The environment is changing; we must stay in front of that change to be the nation's advocate for veterans.

For success we must continue to provide a first-rate service to our veterans in the 21<sup>st</sup> century. The basis for this blueprint is the Preamble to the Constitution of The American Legion which was finalized at the St. Louis caucus in 1919 and reaffirmed at Minneapolis in 1994. This declaration reaffirmed the principles on which our great organization was developed.

And the method for applying this blueprint for success to American Legion activities has not changed either. Personal contact at every level of leadership within The American Legion is the catalyst that has made us successful in the past and will make us successful in the future.

Since our founding fathers gave us a sound, clear focus, we need to build on this direction as we seek every opportunity to excel in growth and membership in the next century.

The purpose of this plan is to provide the appropriate guidelines for a continuity of effort throughout the Department of Massachusetts, at every level, to ensure that meaningful objectives are established, tracked, analyzed, and met, regardless of the inevitable changes in the leadership hierarchy.

This plan will articulate the Department's Desired Outcome that includes the Department Mission, Vision, Priorities, Core Values, and Goals. It will not replace the Constitution & By-Laws at any level, but is intended to fully complement any existing, or future, documents that are directive in nature.

## *Desired Outcome*

Provide first rate service to The American Legion members and families with support that serves their needs; promoting a better understanding of the principles of democracy; inculcating among all people a higher appreciation of the benefits of American citizenship; fulfilling our commitment to community, state and Nation; and providing appropriate guidelines for a continuum of effort throughout the Department of Massachusetts to ensure meaningful objectives are established and met.

- Every level of the Department will adopt and follow the mission and vision statement.
- Every level of the Department will exemplify the ideals of The American Legion as set forth in the preamble.
- Every level of the Department will be a value-based organization, through annual or periodic self-evaluation techniques used as described in the Post Officers Guide.

- District Commanders will take an active role in assisting Posts to maintain a current certification of Post Officers.

- District Commanders will ensure all Massachusetts Posts complete and submit annual reports as described in the Post Officers Guide.

### **Mission Statement**

The American Legion’s mission statement, as adopted by the National Executive Committee in October 2020, is “To enhance the well-being of America’s veterans, their families, our military, and our communities by our devotion to mutual helpfulness.”

### **Vision Statement**

The American Legion’s vision statement is “The American Legion: Veterans Strengthening America.”

### **Priorities**

Focus on service to Veterans, Families, and to the community. Legion officers at every level will lead the way in reinforcing the Vision.

### **Core Values**

The American Legion’s Core Values are as follows:

**A Veteran is a Veteran** – which means The American Legion embraces all current and former members of the military and endeavors to help them transition into their communities.

**Selfless Service** – which means The American Legion celebrates all who contribute to something larger than themselves and inspires others to serve and strengthen America.

**American Values and Patriotism** – which means The American Legion advocates for upholding and defending the United States Constitution; equal justice and opportunity for everyone; and discrimination against no one individual. These values are nested within youth education, responsible citizenship, and honoring military service by observing and participating in memorial events.

**Family and Community Engagement** – which means The American Legion meets the unique needs of local communities.

**Advancing the Vision** – which means The American Legion educates, mentors and leads new generations of Americans.

**Honor Those Who Came Before Us** – which means The American Legion pays perpetual respect for all past military sacrifices to ensure they are never forgotten by new generations.

## Goals

Goals – The Department, Districts and every Post take the initiative to be proactive, growth oriented with informed, trained and knowledgeable members who understand and communicate the programs and principles of The American Legion to all eligible veterans, military personnel, family members, community and Post members. These Goals can be accomplished following five synchronized Lines of Effort (LOE) that enables The American Legion to collectively strive towards the Department's desired Outcome:

**LOE #1: Veterans Affairs & Rehabilitation** - Respond to quality-of-life needs of all Veterans & their families

### ***Objectives for Veterans Affairs & Rehabilitation***

- OBJ. 1-1: Expand Department VSO capacity and coverage.
- OBJ. 1-2: Improve VA&R information sharing with community and members
- OBJ. 1-3: Expand or improve access to care for Veterans
- OBJ. 1-4: Improve education programs on PACT Act and other health issues
- OBJ. 1-5: Implement and/or coordinate for free lending closets for Veteran medical equipment

### ***Means for Veterans Affairs & Rehabilitation***

- VA Volunteer Services (VAVS);
- Buddy Check system; newsletters; mailings; VSO involvement; VA visits; Vets Helping Vets; holiday meals;
- VA Disability Education Services; VSO Annual Joint Review;
- VA Disability Reviews; mobile healthcare clinic service;
- Second hand equipment storage; community service Veteran support;

**LOE #2: National Security:** Maintain a strong National Defense

### ***Objectives for National Security***

- OBJ. 2-1: Increase disaster preparedness assistance and education to Post members and communities
- OBJ. 2-2: Support national patriotic and emergency responder events
- OBJ. 2-3: Establish positions on border security at state level and where applicable
- OBJ. 2-4: Partner/expand collaboration with AD, USAR, NGB members & families
- OBJ. 2-5: Establish a District-level Legislative Committee
- OBJ. 2-6: Institute a Community Relations Liaison/Director at all levels of the Legion

### ***Means for National Security***

- Increase membership and visibility of The Legion culture within the community
- Memorial Day flag ceremonies; 4th of July parades; Veterans Day events
- Awards program; Veteran & Military Family Sponsorship Program
- Become an extension of recruitment efforts for DoD and vice versa for the Legion
- Create a legislative writing program; institute legislative program management
- Veteran & Military Family Support; other national security programs

**LOE #3: Americanism:** Perpetuate the principles of government embodied in the U.S Constitution

***Objectives for Americanism***

- OBJ. 3-1: Improve marketing and branding of The American Legion
- OBJ. 3-2: Forge partnership with first responders and community educational institutions
- OBJ. 3-3: Showcase the American principle that interest of people is above special interests
- OBJ. 3-4: Increase Americanism Program participation
- OBJ. 3-5: Combat all anti-American tendencies, activities and propaganda
- OBJ. 3-6: Foster the teachings of Americanism in the community and schools

***Means for Americanism***

- Combat anti-American tendencies; institute "Writing 101" class for awards, articles, resolutions
- Oratorical, Boys State, Youth Cadet Law Enforcement, and other Americanism programs
- 4 Chaplains event; Veterans Day parades; enhance Vets in the Classroom Program
- Patriotism Education; update contact information via phone calls, text, emails
- Sunset Legacy Scholarship donations and replace with Veterans and Children's Foundation
- School visits/programs, ALR burials/escort support; PACT Act educ.; VA visits

**LOE #4: Children & Youth:** Prepare each generation to meet its citizenship obligation

***Objectives for Children & Youth***

- OBJ. 4-1: Expand scouting membership and participation
- OBJ. 4-2: Educate and embrace children and youth opportunities
- OBJ. 4-3: Educate and utilize Temporary Financial Assistance program
- OBJ. 4-4: Educate and increase involvement with child safety

***Means for Children & Youth***

- Expand community Outreach efforts with High Schools like improvements with Scouting
- Supporting VCF, CWF, and other children and youth programs
- Collaboration with VA and/or community businesses, to include Veteran donations
- VSO external training
- Youth/high school Shooting Programs
- Participate and support "Night Out" events

**LOE #5: Business Operations:** Be a value-based organization committed to serving God, Country, Community and every Veteran

***Objectives for Business Operations***

- OBJ. 5-1: **Accountability:** Institute fiscal responsibility and general accountability to maintain a viable Legion at all levels

- OBJ. 5-2: **Training:** Basic Training Course for new members, Train the Trainer program for other members and Department Legion College
- OBJ. 5-3: **Communication:** Improve/update strategic communication platforms at all levels
- OBJ. 5-4: **Growth:** Use Post Revitalizations to incorporate feasible 5-year Membership Plans and create strategic plan elements like mission, vision, goals, and priorities

***Means for Business Operations***

- Maintain/improve required reports on masslegion.org
- Department Fundraisers; Convention Management/Expectations
- Establish a training battle rhythm for all levels of the Department; Provide leadership opportunities
- Department Legion College; Communication Plans
  
- Make “mentorship” a hallmark program among Post members, community, and families
- Establish a 5-year membership plan and track progress; embrace the various elements of a strategic plan
- Account for all 990’s and other financial paperwork

***Additional Objectives to Consider in Support of LOEs***

- **Analysis of Measurable Data:** Educate Commanders on how to interpret measurable data that is tied to the Strategic Long-Range Plan in order to improve programs and processes. This will provide a means of creating and measuring short, intermediate, and long-range goals to ensure everyone is focused on the LOEs, Objectives, goals, and the overall outcome within the Massachusetts Strategic Plan.
  
- **Automated Lessons Learned:** Create a Post-level Lessons Learned database to capture great practices throughout Massachusetts.
  
- **Measures of Success:** Develop new or improved sets of metrics for all levels of The American Legion to emphasize those areas that have the greatest impact on the success of the Department. Categorize the areas as immediate, short range, or long range; conduct or create necessary internal training to ensure that the concepts of change are fully embraced.
  
- **Build the Bench:** Create a mentorship & training program to help generate more leaders among Post populations.
  
- **Continuity Files:** Aggressively push the concept of developing and distributing “Continuity Files” prior to annual Post, District, and Department-level Installations. Necessary guidelines for continuity from one administration to another are crucial to further success at every level within the Department of Massachusetts.
  
- **Fiscal Responsibility:** Ensure fiscal responsibility is exercised at all levels of The American Legion, and that assistance is made available in the areas of budgeting, accountability, internal review, expense control, reporting, fundraising, or any other area as requested.

- **Standardized Data Management:** Create a knowledge management program at the different levels of The American Legion and create measures for immediate, short and long-term actions/change. The following is meant to create a database for each district to maintain information to pass along to other posts that do not have the information or where to get the info.

### *Measurable Data Questions*

Question	Target Audience	Questions	Answers	Answer Type
1	Post	What size Post are you? (SM, MED, LG): <100 - Small, <500 - Medium, 500+ - Large.		SM, MED, LG
2	All	What is your Post? (1 - 3 digit number only)		#
3	All	What is your District? (1 -digit number only)		#
4	Post	Does your Post have their own brick and mortar building?		y/n
6	Post	Does your Post have a VSO?		y/n
7	Post	Is your Post attending meetings of local elected officials or utilizing other means to share information with community and the Legion family?		y/n
8	Post	Does your Post VSO programs involve improvement to access to care (healthcare needs)?		y/n
9	Post	Is your Post actively involved in educating members and the community of the benefits of the PACT Act?		y/n
10	Post	Does your Post have an active Lending Closet for Veterans medical equipment or something similar to help Vets/family members? Mark N/A if you do not have your own brick and mortar Post.		y/n/N/A
11	Post	Do you have a current Disaster Preparedness Plan established? (more current than 2020)		y/n
12	Post	Do you have any programs supporting Emergency Responders besides the annual awards program?		y/n
13	Post	Have you appointed any legislative committee members?		y/n
14	Post	Did you partner with area AD, USAR, NGB members or families? Place N/A if none exist within 20 miles of Post.		y/n/N/A
15	Post	Did you appoint a community relations lead (Chairman, Director, etc.)?		y/n
16	Post	Did your Post increase, stay the same, or decrease involvement of Americanism programs last year?		Increase, Same, Decrease
17	Post	Do you have a newsletter?		y/n
18	Post	Have you made communication improvements in the past year?		y/n
19	Post	Do you have a Youth Cadet Law Enforcement Program?		y/n
20	Post	How often are Buddy Checks performed at the Post level per year?		#
21	Post	Did your Post or ALR Chapter advertise accomplishments and/or the intent of supporting Children and Youth programs?		y/n
22	Post	Does the Post participate in at least one info booth per year?		y/n
23	Post	Has the Post ALR coordinated with PGR and funeral homes in area to ensure awareness of services provided? Place N/A if no active ALR exists.		y/n/N/A
24	Post	Did the Post provide volunteers for school visits to support Veteran Day, Armed Forces Day, or other Veteran-centric services?		y/n
25	Post	Has the Post established a POC for TFA or vet support?		y/n
26	Post	Did your Post establish contacts with churches and local vet support organizations to help assist vets and children in need		y/n
27	Post	Did your ALR chapter or Post conduct activities that earn funds for VCF? Place N/A if no active ALR exists.		y/n/N/A
28	Post	Have you hosted or participated in Halloween safety briefs, trunk 'n' treat events, or something similar for the children?		y/n
29	Post	Have you hosted a police child safety event with drug discussions and or fingerprinting?		y/n
30	Post	Does the Post have Bylaws?		y/n
31	Post	Are the bylaws current?		y/n
32	Post	Did you conduct or offer Post-level training on the American Legion College?		y/n
33	Post	Did you participate in District or Department meetings		
34	Post	Did you participate in District or Department level training?		y/n
35	Post	Have you improved communication platforms or data management in the past year?		y/n
36	Post	Do you possess or are you working on a Post-level Mission and Vision statement?		y/n

**Measurable Data Questions**  
**(Continued)**

Question	Target Audience	Questions	Answers	Answer Type
37	District	What is the majority of the Post sizes in your District? (SM, MED, LG): <100 - Small, <500 -		SM, MED, LG
38	District	What percentage of your Posts have active VSOs?		%
39	District	Does your District have a VSO?		
40	District	Does your District VSO actively help improve Post VSO programs involving improvement to access		y/n
41	District	What percentage of the Posts in your District are marketing and educating the community		%
42	District	Have you appointed any legislative committee members?		y/n
43	District	How many Posts are represented on the committee?		#
44	District	Does the District participate in at least one info booth per year?		y/n
45	District	What percentage of your Posts have electronic or hard-copy Newsletters?		%
46	District	How many posts have been making significant improvements in the past year?		#
47	District	What percentage of your Posts are conducting Buddy Checks?		%
48	District	How many Posts in your District do not participate in any Americanism Programs?		#
49	District	Has the District established a POC for TFA or Vet support?		y/n
50	District	How many Posts in your District do not contributed to VCF?		#
51	District	What percentage of your Posts have current Bylaws?		%
52	District	How many Posts conducted one or more Post Revitalizations?		#
53	District	Does the District have an action plan in place to help Posts through Revitalization.		y/n
54	Department	Has a Department TFA POC been identified?		y/n
55	Department	What percentage of your Districts contributed to VCF?		%
56	Department	Has a Department-level VSO been appointed?		y/n
57	Department	Is there a mechanism in place to provide help to Districts with weak VSO support?		y/n
58	Department	Have you appointed any Department legislative committee members?		y/n
59	Department	How many Districts are represented on the Department legislative committee?		#
60	Department	What percent of your Districts are involved in a formal Buddy Check program?		%
61	Department	What percent of your Districts were involved in the Oratorical Scholarship Program last year?		%
62	Department	What percentage of your Districts have more than 80% of their Posts with current Bylaws?		%

## Measurable Data Report

Objective #	Line of Effort (LOE)	Objective Description	Target Audience	District 3																
				25	28	52	81	123	124	130	148	168	172	175	185	207	224	236	239	241
Obj. 1-1	Veterans Affairs & Rehab	Expand Department VSO capacity.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 1-2	Veterans Affairs & Rehab	Improve information sharing with community and Legion members.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 1-3	Veterans Affairs & Rehab	Expand or improve access to care for Veterans.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 1-4	Veterans Affairs & Rehab	Implement PACT ACT and improve Education Programs.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 1-5	Veterans Affairs & Rehab	Implement free lending closets for Veteran medical equipment.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 2-1	National Security	Increase Disaster Preparedness Assistance to Posts, members and Communities affected by Disasters	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 2-2	National Security	Support National patriotic events;	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 2-3	National Security	Support our Emergency Responders	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 2-5	National Security	Establish a Post-level Legislative Committee;	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 2-6	National Security	Partner/expand collaboration with AD, USAR, NGB members & families	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 2-7	National Security	Institute a Community Relations Director at all levels of the Legion in Massachusetts.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 3-1	Americanism	Improve marketing & branding for the American Legion Americanism programs.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 3-2	Americanism	Improvement of newsletters.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 3-3	Americanism	Expand Involvement in Youth Cadet Enforcement Program.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 3-4	Americanism	Codify Buddy Check Programs.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 3-5	Americanism	Expanding involvement in the number of Americanism programs annually.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 4-1	Children & Youth	Align ALRs along Department, County, and/or District boundaries	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 4-2	Children & Youth	Educate and embrace entitlements for Veterans;	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 4-3	Children & Youth	Temporary Financial Assistance	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 4-4	Children & Youth	Children Welfare Fund	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 4-5	Children & Youth	Child safety	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 5-1	Business Operations &	<b>Accountability:</b> Institute a fiscally responsible and viable Legion Organization.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 5-2	Business Operations &	<b>Training:</b> Train the Trainer (T3) program for current and new members.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 5-3	Business Operations &	<b>Communication:</b> Improve/update strategic communication platforms.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
Obj. 5-4	Business Operations & Membership	<b>Growth:</b> Use Post Revitalizations & incorporate feasible 5-year Membership Plan; create Strategic Plan at all levels.	Post	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great	Great
			Poor																	
			Improving																	
			Great																	
			N/A																	

*Lines of Effort Objectives on the above slide have a few changes that are not captured on this measurement template.*

**Definitions/Acronyms**

Obj/OBJ	Objective(s)
AD	Active Duty
ALR	American Legion Riders
AUX	American Legion Auxiliary
BLUF	Bottom Line Up Front
Cdr/CDR	Commander
DEC	Dept. Executive Committee
Dept.	Department
DoD	Dep't of Defense
HQs	Headquarters
i.e.	For Example
LOE	Line of Effort
LRSP	Long Range Strategic Plan
MOPAC	Membership Org. Post Activities Committee
NEC	Nat'l Executive Committee
NGB	Nat'l Guard Bureau
PACT ACT	Promise to Address Comprehensive Toxics Act
POA&M	Plan of Action & Milestones
Pt.	Point
SAL	Sons of the American Legion
T3	Train the Trainer
TBD	To Be Determined
USAR	US Army Reserve
VAVS	VA Volunteer Service
VSO	Veterans Service Officer

**Definitions**

- LOE Definition** - Line of Effort towards a developed strategy that is a concentrated effort towards a desired outcome or outcome.
- Ends** - Objectives toward which one strives to meet
- Means** - Instruments or process/procedure by which some end can be achieved
- Measures** - A quantifiable marker to determine if efforts are effective or efficient
- Ways** - Courses of Action taken to meet objectives
- Stop Light Bubble Report** - Summary report that indicates progress of measures such as either RED (requires improvement), AMBER (status quo), or GREEN (Significant improvement made). Measures will help determine what parameters were set for each objective to meet a Red, Amber. Or Green status. This report is a snapshot in time and updated quarterly, semi-annually, or annually.

**LRSP Colors**

- Maroon:** Line of Effort
- Yellow:** Objectives or Vision
- Green:** Events/Actions/Items
- Blue:** Outcome



**Improvement Submission Form (Template)**

**POC Name** \_\_\_\_\_

**POC Post** \_\_\_\_\_ **Date** \_\_\_\_\_

**Area Effected** \_\_\_\_\_

**Recommended Change** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Rationale of Change** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**Tied to a Resolution**       **Yes**      **Res. #** \_\_\_\_\_  
    **No**

**POC Email** \_\_\_\_\_

**POC Cell Number** \_\_\_\_\_

*\* Submit to Membership Committee Chairman; [dwpajak@gmail.com](mailto:dwpajak@gmail.com)*

*Improvement Submission Form (Continuation)*