 

**VFW POST 3440**

**STRATEGIC PLAN**

**04/09/2024**

**THE VFW MISSION, VISION, PURPOSE & CORE VALUES:**

* Our mission:
	+ To foster camaraderie among United States veterans of overseas conflicts
	+ To serve our veterans, the military and our communities
	+ To advocate on behalf of all veterans
* Our Vision:
	+ Ensure that veterans are respected for their service
	+ Ensure veterans receive their earned entitlements
	+ Ensure veterans are recognized for the sacrifices they and their loved ones have made on behalf of this great country
* Our Purpose is fraternal, patriotic, historical, charitable, and educational and must:
	+ Preserve and strengthen comradeship among its members
	+ Assist comrades in need
	+ Perpetuate the memory and history of our dead, and assist their surviving spouses and orphans
	+ Maintain true allegiance to the Government of the United States of America, and fidelity to its Constitution and laws
	+ Foster patriotism
	+ Maintain and extend the institutions of American freedom
	+ Preserve and defend the United States from all her enemies
* Our Core Values:
	+ Put the interest of our members first
	+ Treat donors as partners in our cause
	+ Promote patriotism (Americanism)
	+ Honor military service
	+ Ensure the care of veterans and their families
	+ Serve our communities
	+ Promote a positive image of the VFW
	+ Respect the diversity of veteran inputs and opinions

**Post Goals**

* A: Position Post 3440 as the gathering place for the Bandon veteran community
	+ Mobilize our membership and Auxiliary to become an effective team of veterans helping veterans
	+ Create more value-added opportunities for our members and Auxiliary to improve retention and satisfaction
	+ Provide opportunities for members and Auxiliary to participate in community service events which highlight the mission and purpose of the VFW organization
	+ Work hand in hand with American Legion Post 26 to ensure all area veterans have access to the programs available to and for them
	+ Improve Veteran Support Programs
* B: Retain & recruit members to raise our membership above 200 members
	+ Review our member database and ensure all VFW & Auxiliary members listed are alive. Verify contact information for each member
	+ Implement a membership drive two times per year to connect with the newest generation of veterans including Gulf War and post 9/11 veterans
	+ Establish/maintain a new member orientation program & welcome packet
	+ Provide member discounts and communicate available discounts from local businesses
* C: Improve member communication through periodic newsletters, implementation of a website, and use of social media such as Facebook, texts or Twitter
	+ Implement a periodic newsletter
	+ Improve the use of our Facebook page
	+ Improve the use of our Website
	+ Create and publish annual, quarterly, and monthly calendars
* D: Enhance Post facilities through a periodic maintenance and capital improvement campaign
	+ Maintain established preventive maintenance schedule
	+ Establish a capital Improvement program for the Post facilities to purchase new equipment and replace equipment beyond repair
	+ Enhance the visual aspects of the Post buildings and meeting areas
	+ Improve cemetery landscape
	+ Build/maintain a storage shed to house all flags including Cemetery Flags, Post Flags used for Flags across Bandon & Friday Hwy 101 display as well as service flags, honor guard flags and Auxiliary flags along with spare bricks and supplies for the Bandon Veterans Memorial.
	+ Create plan for backyard activities
* E: Establish activities that promote community awareness of Veterans of Foreign Wars & Auxiliary and participate in local community activities.
	+ Hold Annual Flag retirement ceremony
	+ Community volunteerism
	+ Youth activities
	+ Educational outreach
	+ Honor Guard activities
	+ Veteran & military ceremonies
	+ Maintain Veterans Memorial bricks & flags
	+ Maintain VFW cemetery records
	+ Establish and continue “Vets in the Classroom” program
* F: Ensure the Post remains on a sound financial footing to be able to support items included in this strategic planning document
	+ Improve IT systems
	+ Create annual operating & capital budget
	+ Explore & apply for all available financial grants
* G: What we’ve accomplished to date (**see Appendix G**)
* H: 1, 3, and 5-year Plans (**see Appendix H**)

**Strategies**

The strategies below are designed to support the Post Goals:

* A - Position Post 3440 as the gathering place for the Bandon veteran community
	+ Mobilize our membership and Auxiliary to become an effective team of veterans helping veterans
		- Establish committees designed to encourage members to participate in activities that help veterans
		- Identify veterans in need of assistance and determine the most effective way to assist
		- Create programs designed to provide the needed assistance
	+ Create more value-added opportunities for our members and Auxiliary to improve retention and member satisfaction
		- Establish an **activities committee** that schedules and promotes activities during the year
		- Establish activities that provide members the opportunity to meet other members and community leaders **(see Appendix A1)**
	+ Provide opportunities for members and Auxiliary to participate in community service events which highlight the mission and purpose of the VFW organization
		- Participate in area events including local parades, Honor Guard events, local school veteran awareness events, and post flags at businesses & cemeteries
		- Participate in local events surrounding military and veteran holidays
		- Visit schools and other organizations to promote community awareness of VFW mission and purpose
	+ Work hand in hand with American Legion Post 26 to ensure all area veterans have access to the programs available to and for them
		- Hold working sessions to brainstorm ideas to assist area veterans in receiving information about all programs available to them.
	+ Improve Veteran Support Programs
		- Establish Service Officer position and communicate its purpose to the membership
		- Provide communication to VFW members about programs available to support them
		- Establish committee to monitor VFW members in at risk position such as sickness, disability, poverty or homelessness
* B - Retain and recruit members to raise our membership above 200 members
	+ Review and ensure all VFW and Auxiliary members listed in our member database are alive and we have valid contact information for each member
		- Members of the membership committee will contact each member annually to ensure the member is physically and mentally ok
		- The Membership Committee chairman or Adjutant will ensure that we have up-to-date contact information on all members
	+ Implement a membership drive twice per year to connect with the newest generation of veterans including Gulf War and Post 9/11 veterans
		- The membership committee will conduct a membership drive in the spring around Memorial Day and in the fall around Veterans Day
		- Ideas associated with membership drive **(See Appendix B1)**
	+ Establish/maintain a new member orientation program and welcome packet
		- The sponsor of each new member will ensure the new member is made aware of VFW Post 3440 opportunities for participation and comradery activities
		- Announce new members in newsletter, on website & Facebook page
		- Consider providing a free meal to new members
	+ Implement Canteen discounts for members
	+ Communicate available discounts from local businesses to our members
	+ Provide free meal for volunteers of activities in the community or at the post
	+ Consider creating a playground area for members with young families
* C - Improve member communication through periodic newsletters, implementation of a website, and use of social media such as Facebook, texts or twitter
	+ Implement a periodic Newsletter
		- Establish a committee to publish a quarterly newsletter and publish quarterly
		- Establish a format for the newsletter to provide current information about committees, activities, post officer articles and other articles supporting the Post
			* Spotlight member in each newsletter
		- Establish and continually update email list of members and “**Friends of the VFW**” to ensure the newsletter is provided to all interested parties
	+ Improve Post VFW website
		- Establish a committee to manage the post website
		- Ensure website is current and relevant and contains information useful to our membership and community
			* Communicate discounts available from local businesses
		- Communicate to our members and the local community that we have established a website
		- Establish sponsorships from local businesses to offset cost of running the website
	+ Improve the use of our Facebook page
		- Establish a committee to manage and update the Facebook page with relevant and current information
		- Information on the Facebook page should include: future activities and events, pictures and information on past events, monthly canteen menus and the calendar
	+ Coordinate information in the newsletter, website, and Facebook to ensure a consistent relevant message to VFW members and the community
	+ Install TV in Canteen for events and menus display
* D - Enhance Post facilities through periodic maintenance and capital improvement campaign
	+ Establish a periodic maintenance schedule for ALL Post capital equipment to ensure it is properly maintained.
		- Create and maintain an Inventory of all post capital equipment to include HVAC units, canteen kitchen and bar equipment, lawn maintenance and other equipment valued over $100 **(See Appendix D1)**
		- Review manufacturers recommended preventive maintenance and establish a schedule for its completion with logs in support of required maintenance
		- Create procedures that ensure proper periodic cleaning of all Post areas including: canteen, kitchen, offices, meeting hall, storage areas, garage, outdoor areas and bathrooms
	+ Establish a capital improvement program for the Post facilities to replace equipment beyond repair state and purchase new equipment
		- Identify equipment and areas of the Post facility which may need major repairs or replacement in the next 5 years **(See Appendix D2)**
		- Establish estimated costs to replace or purchase new capital equipment and potential time frame for that purchase
		- Establish a funding source for purchase, replacement or major repair of capital equipment
	+ Enhance the visual aspects of the Post buildings and meeting areas
		- Assign a committee to perform a facility tour to identify areas of the Post in need of attention or enhancement
		- Create a prioritized task list of facility areas that need improvement **(See Appendix D2)**
		- Schedule activities using volunteers or paid professionals to accomplish tasks on the prioritized list of facility areas updates
	+ Improve cemetery landscape
	+ Build/maintain storage shed to house all flags including Cemetery Flags, Post Flags used for Flags across Bandon & Friday Hwy 101 display as well as service flags, honor guard flags and Auxiliary flags along with spare bricks and supplies for the Bandon Veterans Memorial
		- Work with the Cemetery Flag Project group and Memorial group to raise funds and provide a building to house all flags and flag supplies on the VFW grounds
* E – Establish activities that promote community awareness of VFW and Auxiliary and participate in local community activities
	+ Hold annual flag retirement ceremony
	+ Community Volunteerism
		- Continue flag placement in cemeteries & at businesses on holidays
		- Participate with the Auxiliary and American Legion Post 26 in bi-annual Poppy Distribution and share funds received accordingly
		- Participate in local community activities
	+ Youth Activities:
		- Visit schools (Vets in Classroom)
		- Participate with Auxiliary in Voice of Democracy and Patriot Pen Scholarship programs, provide funding for local scholarships and forward appropriate local winning students’ presentations to District 4 in a timely manner
		- Involve students in cemetery plot map projects and cleanup & reward them
	+ Educational Outreach
		- Determine best approach to educate community about VFW
	+ Honor Guard Activities
		- Support the Bandon Veterans Honor Guard with volunteers and space to store equipment and weapons
		- Continue to participate in Honor Guard ceremonies for fallen comrades
		- Provide ceremonies for appropriate holidays
		- Communicate to community Honor Guard activities
	+ Veteran & Military ceremonies
	+ Maintain Veterans Memorial bricks & flags
	+ Maintain VFW cemetery records & landscape **(Appendix E)**
		- Review and update cemetery records in digital format
		- Maintain landscape with periodic mowing and weeding
		- Arrange for repair and / or replacement of monuments
* F - Ensure the Post remains on a sound financial footing to be able to support items included in this strategic plan
	+ Improve IT Systems
		- Maintain/improve new point of sale (POS) system
		- Setup shared server for forms, reports & housing pictures
	+ Create annual operating and capital budget
	+ Explore & apply for all available financial grants
		- Continue to seek possible grants and maintain their filing dates
		- Prepare boilerplate responses to most grant app questions
		- Track volunteer hours to include in grant request

**Appendix A1 - Member Activities**

* Recreate outside summer activities such as horseshoes, lawn darts, badminton, bocci ball
* Establish schedule for pot-luck meals, dances & parties
* Consider resurrecting bingo or other games
* Implement book clubs, card clubs (bridge, cribbage, gin)

**Appendix B1 - Membership Drive**

* Post posters about VFW Membership at local businesses, city offices, hotels & chamber of commerce
* Hold a competition and provide prizes for most members signed up
* Setup membership tables at multiple locations around town that receive a great deal of traffic
	+ Post office
	+ Grocery stores
	+ Banks
* VFW continues to pay part of any new lifetime memberships

**Appendix D1 - Capital Equipment List**

* Canteen HVAC Unit
* Walk-in cooler – rebuild, repair, or replace refrigeration units
* Kitchen equipment
	+ Hood
	+ Stove
	+ Deep fryer
	+ Dishwasher
* Post building roof
* Patio cover
* Acquire porta bar for meeting hall Events

**Appendix D2 - Facility Updates**

* Install electric lighted reader board at corner of 42S & Bates Road
* Kitchen updates
	+ Review current floorplan and equipment layout
		- Redesign if necessary
	+ Update kitchen cabinets ~~& countertops~~
	+ Review equipment storage areas, organize and label cabinets
	+ Perform a complete cleaning of the kitchen area quarterly
* Restroom Updates
	+ Improve lighting
* Garage Updates
	+ Clean-up & organize garage
	+ Install updated shelving to assist in organization
* Paint meeting hall walls & ceiling
* Cleanup & organize bar walls
	+ Review & inventory current signage
	+ Recommend removal and / or replacement of wall signs
	+ Remove potentially inappropriate signs
	+ Install signs promoting and supporting the VFW mission and purpose
* Organize liquor storage room & bar files
* Create dining atmosphere in Meeting Hall
* Redesign front entry for WOW factor
	+ Create communication board to house calendar, menus, newsletter and announcements
	+ Install pictures of VFW & American Legion Post Officers and Auxiliary Officers
	+ Consider long term project of moving front entrance out 10 ft with entrance to Canteen & Meeting Hall segregated from Restroom entrances
* Paint VFW Post 3440 sign on South facing roof
* Install new open & hours sign in canteen window
* Improve West canteen hallway entry
	+ Upgrade lighting
	+ Mount announcement boards
	+ Paint
* Consider creating playground area for members with young families

**Appendix E - Cemetery**

* Establish cemetery maintenance schedule to include
	+ Mowing & weeding within cemetery
	+ Remove most bushes in cemetery area
	+ Perimeter brush maintenance
	+ Plan to repair sunken areas & broken cement borders & headstones
* Establish committee to reconcile cemetery records
	+ Review current records & maps
	+ Inventory current plots & organize
	+ Create accurate map and spreadsheet of plots & burial sites, digitize and post on VFW website

**Appendix F – Committees and Objectives**

* Post Activities Committee
	+ Determine and implement Post meetings for guest speakers or veteran education
	+ Establish Monthly events such as pot luck meals, Mother's Day Breakfasts
	+ Determine and plan for post activities such as dances, classes, cards, shuffleboard, darts, horse shoes, cornhole, etc
	+ Organize the Cranberry Festival Float and other associated activities
	+ Plan annual VFW Day of Service activities
* Budget/Finance Committee
	+ Prepare the annual budget for the Post
	+ Perform monthly & quarterly audit of financial statements
		- Ensure trustees understand depth of responsibilities
		- Create audit methods so audits are always completed in the same manner
* Membership Committee
	+ Update the Post membership roster and their contact information
	+ Schedule and hold membership drives
	+ Create a new member orientation process
	+ Order recruitment supplies for placement at the Post and in appropriate city-wide locations
	+ Consider meeting with a few younger Vets to focus on needs/desires for younger Vets membership
* Publicity Committee
	+ Update information on the Post Facebook page to include future activities, past activities with videos and pictures
	+ Create a Post website and establish content update plan
	+ Prepare and submit relevant articles and information to newspapers & other media outlets
	+ Prepare quarterly newsletter
	+ Send Post information for the Department newsletter
* House Committee
	+ Be responsible for and manage the canteen operations per Post Resolution #16
	+ Manage the Canteen Manager
	+ Propose a plan for improved hours of operation to better fit Post needs
	+ Evaluate current menu items & recommend needed changes
	+ Establish new promotions
	+ Perform initial and quarterly inventory of all items in the canteen including alcohol, kitchen equipment & supplies
	+ Maintain House Committee Rules of Resolution #16
* Facilities Committee
	+ Create a capital improvement plan
	+ Create/maintain Post work order program
	+ Create a preventive maintenance program for all building equipment & maintain the program
	+ Create a priority list of current and near-term maintenance requirements
	+ Inventory all Post equipment & assign asset tag
* Flag Committee
	+ Inventory all Flags and assign asset tag for Post, Cemetery, businesses, & Memorial flags
	+ Retain current business flag contract clients & ensure timely payment of contract
	+ Increase number of business Flag contract clients
	+ Continually review condition of Flags & arrange for repair / replacement
	+ Maintain an inventory of replacement flags
	+ Coordinate cadre of participants for Friday afternoon flag waving at Hwy’s 101 and 42S
	+ Manage the local Cemeteries family flag program
* Grant Committee
	+ Source all available grant opportunities and maintain grant schedule list
	+ Work with VFW leadership to identify post improvements priority list
	+ Submit grant requests to best grantors by submission deadlines
	+ Follow up on submitted grants and keep VFW leadership informed
* Cemetery Committee
	+ Review current documents and develop rules
	+ Review current records & maps and update
	+ Inventory current plots & organize
	+ Create accurate map and spreadsheet of plots & burial sites, digitize and post on VFW website
	+ Research and apply for licensing if needed and feasible
	+ Manage maintenance and landscaping of cemetery
* Youth Activities Committee
	+ Coordinate with schools for Veterans in the classroom to interact with the students
	+ Coordinate with schools for student letters to veterans for Veteran's Day
	+ Manage the VFW Scholarship Programs
		- Execute the VOD, PP, ToY, and local VFW/Auxiliary scholarships
		- Meet with local school administrators to kick off programs; ensure submission dates are known
		- Collect submissions and judge submissions; meet deadlines
		- Submit local winners to District by deadline
		- Assist Auxiliary with End of Year Scholarship program
			* Help establish program and rules
* Veterans Services Committee
	+ VFW, Lions, and Rotary collaborate to identify local veterans needing assistance (include local medical services)
	+ Create and execute a local Veteran's Standdown event
	+ Develop and initiate methods to identify local veterans needing help
	+ Coordinate with County VA Services office
	+ Develop a master list of services and support that can be provided to veterans needing assistance
* Membership Outreach Committee
	+ Develop methods to determine/identify sick members of the Post and report to the Post
	+ Deliver prepared meals from Canteen as needed
	+ Determine follow-on support needs
* Buddy Poppy Committee
	+ Determine events with VFW leadership for other days than Memorial and Veterans days
	+ Organize and set up 4 teams (2 Ray's, 1 McKay's, 1 Post Office)
	+ Ensure plenty of Poppies available (share with Auxiliary every other year)
	+ Ensure tables/chairs and donation jars available for teams
	+ Collect donations, count/collate donations to transfer to the Quartermaster
* Christmas Basket Committee
	+ Organize and execute the Christmas Basket program
* Bandon Veterans Memorial Committee
	+ Manage the memorial fund with assistance of Post QM
	+ Process veteran brick applications per resolution #18
	+ Maintain inventory of bricks
	+ Responsible for upkeep of the Memorial
	+ Responsible for the Memorial flags

**Appendix G – What We Have Accomplished to Date**

* Garage
* Cleaned up & organized
* Organized medical loaner equipment
* Redesigned business flag storage area
* Removed all old non-usable equipment
* Arranged grant & replaced siding & repaired roof
* Updated Patio
* Purchased and installed side panels to keep winter weather out
* Purchased and maintained propane heaters
* Front Entry
* Relocated book lending library into Meeting Hall corner
* Rearranged signs & communication board
* Replaced lights with LED lights in restrooms and hallway
* Bar
* Removed storage shelves and stored items from Dart Room
* Patched Dart Room & Bar walls and painted
* Repaired lights
* Repaired walk-in compressor
* Cemetery
* Held multiple volunteer work days to clean up brush along West & North areas
* Finance
* Implemented stricter control of Canteen income & expenses
* Improved tracking of all financial records & cash
* Implemented more in-depth auditing of financial information
* Revised filing system of vendors & payments
* Applied for and received several funding grants
* Maintenance
* Established maintenance tracking logs
* Established list of vendors
* Communication
* Setup VFW website
* Implemented newsletters
* Membership
* Attempted contact of all members
* Reorganized and filed all DD-214s
* Updated membership roster with known changes
* Started monthly VFW Post promotions @ the Farmers’ Market
* Acquired new commercial freezers and refrigerator (financed from a grant)
* Installed new bright LED lights in the kitchen
* Acquired a shuffleboard table
* Created a dart room
* Installed rock around side fence next to parking lot (rock donated)
* Painted east end of main building and 3 garage doors (donated supplies/paint)
* Installed screen door on west tunnel entrance
* Installed security camera system
* Installed brighter LED bulbs in the Canteen ceiling
* Installed new mailbox to eliminate USPS PO box fees
* Installed new bright LED lights in the kitchen
* Built safer stairs at the patio exit door
* Installed sidewalk from parking lot to the patio (concrete donated)
* Thoroughly cleaned kitchen, reorganized and labeled all cabinets
* Organized the back porch and office storeroom; labeled the cabinets
* Implemented a free Preventive Maintenance (PM) software; implemented PMs on many critical equipment and systems
* Installed an easy to read/use lighted dinner menu board
* Initiated local VFW Post 3440 Website
* Implemented Post work days to complete planned work
* Implemented a new Point of Sale software system
* Initiated Post committees that will concentrate efforts on key Post programs
* Created/implemented customer feedback cards for the Canteen
* Purchased new back-up ice machine (donated by a VFW member)
* Received grant monies for new flag storage shed
* Installed new kitchen sink grease trap, replaced old non-compliant code incoming water line with added filter, and new mop sink in the storage room (all funded by grant monies
* Painted the storeroom
* Painted kitchen doors and a shelf
* Installed shelves in the freezer room
* Purchased and installed an AED
* Rehab’d the Auxiliary storeroom/office
* Installed new gutters using Grant monies (06/13/2023)
* Several staff/members completed AED training provided by Southern Coos Hospital (08/21/2023)
* Upgraded kitchen countertops to quartz with donation of materials by Coast Granite Creations in Coquille (08/24/2023)
* Completed VFW New Member Welcome packet (08/25/2023)
* Constructed new flag storage shed (01/15/2024)
* Revitalized both restrooms- new commodes, new vanities, covered old wall tile and fresh paint, new cove base (Nov 2023- Jan 2024)
* Developed VFW Post business cards for local organizations to hand out to Veterans in need (Jan 2024)

**Appendix H – 1, 3, and 5-Year Plans**

1-Year Plan

* Replace roof on addition to the original building
* Garage Updates
	+ Clean-up & organize garage
	+ Install updated shelving to assist in organization
* Organize storeroom outside office
* Organize liquor storage room & bar files
* Improve the walk-in cooler
	+ Replace refrigeration equipment
	+ Repair inside walls/ceiling and install new beer cooler
* Replace ceiling tiles in Meeting Hall
* Improve restroom lighting
* Create dining atmosphere in Meeting Hall vs Canteen
* Create communication board to house calendar, menus, newsletter and announcements
* Install pictures of VFW & American Legion Post Officers and Auxiliary Officers
* Improve West canteen tunnel hallway entry
	+ Upgrade lighting
	+ Mount announcement boards
* Paint kitchen and cabinets

3-Year Plan

* Paint the Meeting Hall
* Cleanup & organize bar walls
	+ Review & inventory current signage
	+ Recommend removal and / or replacement of wall signs
	+ Remove potentially inappropriate signs
	+ Install signs promoting and supporting the VFW mission and purpose
* Replace dining tables and chairs
* Expand/upgrade building security/fire alarm systems
* Paint VFW Post 3440 sign on South facing roof
* Replace kitchen cabinets
* Review current floorplan and equipment layout; redesign as necessary
* Create playground area for members with young families

5-Year Plan

* Redesign front entry for WOW factor
	+ Consider long term project of moving front entrance out 10 ft with entrance to Canteen & Meeting Hall segregated from Restroom entrances
* Install electric lighted reader board at corner of 42S & Bates Road