 

**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