



*A Content Strategy Plan for
The California Legionnaire*

By Jared Morgan, Editor
editor@caLegion.org

Comrades,

I'm requesting your support on several matters of importance regarding The California Legionnaire, the Department of California's official newsletter, and aligning it more with the goals of the organization. I would like to implement these changes in January 2022, which gives us the October and December print issues to offer notice to our approximately 1,043 recipients.

1. Reduce the number of times per year we publish

I propose we reduce the number of printed issues from six to four per year and transition the newsletter into a quarterly printed publication. This will allow us to shift the extra costs (see page 2) associated with printing and mailing the newsletter to our digital marketing and outreach efforts. While I see value in the printed word, I feel it is much easier to track return on investment through the digital space and will be much easier to tie any metrics directly to the goals of membership.

2. Transition recipients into subscribers

I would like to begin requesting a donation of \$1.50 per copy (or \$6 per year). The cost of The California Legionnaire was once included in a member's dues. That is no longer the case. Adding a modest donation request can help offset the cost of production and increase the newsletter's perceived value to our subscribers. I also propose sending out a survey to find out what our members want to read in The Legionnaire. I believe we can move the California Legionnaire from being a financial liability on the Department to a self-sustaining publication but in the meantime, we should focus our financial resources on digital.

3. Shift focus to digital content production

We should be investing in freelance writers (see page 7 - Dept. Budget #5045). We've tracked the Department website analytics for the past few years now and can show a significant increase year over year in web visitors. Having well-written, purposeful content not only increases the organization's perceived authority among website visitors, potential donors and corporate sponsors, but it puts the website higher in the search results of people looking online for anything pertaining to the programs this organization supports (for more on this, see page 15-21). This is making the job of the blue cap member easier when recruiting new members and seeking potential donors.

California Legionnaire costs

Approx. per-issue cost	Annual	Quarterly	Difference
Printing			
\$1,400.00	\$8,400.00	\$5,600.00	-\$2,800.00
Mailing			
\$420.00	\$2,520.00	\$1,680.00	-\$840.00
<u>Total</u>			
\$1,820.00	\$10,920.00	\$7,280.00	-\$3,640.00
Approx. per-copy cost	\$1.75		

See also May production invoice page 3 and postage invoice page 4-6

Invoice

MID VALLEY PUBLISHING

The Reedley Exponent * The Sanger Herald * Parlier Post
Orange Cove and Mt. Times * The Fowler Ensign* Dinuba Sentinel

1130 G STREET * P.O. BOX 432 * (559)638-2244
REEDLEY, CA 93654

Invoice Number: 0323085-IN

Invoice Date: 5/20/2021

Salesperson: Debra Leak

The American Legion
Department of CA
1601 7th Street
Attn: Cheryl Ing
SANGER, CA 93657

Customer Number: 0135370

Description	Size	Quantity	Price	Amount
5/20/21 1,700/16 pgs/Color		1.000	1,043.000	1,043.00
processing		1.000	230.000	230.00
office mailings		1.000	150.000	150.00
Printing				

All services are net 15 days from date of invoice. Customer agrees to pay 18 percent per annum (minimum finance charges of \$1) or the maximum rate allowable by law, whichever is less, on the declining balance of any past due invoice. The payment or accrual of interest does not extend terms or defer payment of any past due bill, and the customer is subject to collection and/or legal action if any

Net Invoice: 1,423.00
Freight: 0.00
Sales Tax: 0.00
Invoice Total: 1,423.00



USPS Generated

Note to Mailer: Your electronic postage statement has been submitted to the USPS *PostalOne!* system on Mar 29, 2021 10:32 AM

The labels and electronic mailing information associated to this form, **must** match the physical mailing being presented to the USPS® with this form.

Postage Statement ID: 422450708
Post Office of Permit: Post Office Sanger CA 93657-9998
Mailing Group ID: 304592593
Account Holder: CALIFORNIA LEGIONNAIRE
Account Number: 2808672
Permit Holder: CALIFORNIA LEGIONNAIRE
Permit Type and Publication Number: PE 20420
Mail Agent: MID VALLEY PUBLISHING - SANGER
Mail Owner Name: THE AMERICAN LEGION OF CA. CALIFORNIA LEGIONNAIRE
Mail Owner's Permit Type and Number:
CRID: 23611054
Customer Reference ID: 3830938
Mail Class and Price Eligibility: Periodical Mail - Nonprofit
Processing Category: Flats
Weight per Copy Declared By Mailer: 0.1000 lbs.
Total Copies Declared by Mailer: 1,043 pcs.
Total Weight Declared by Mailer: 105.0000 lbs.
Single Piece Weight Determined by USPS: 0.1000 lbs.
Total Copies Determined by USPS: 1,043 pcs.
Total Weight Determined by USPS: 104.3000 lbs.

Total In-County Postage	\$ 0.0000
Subtotal From Outside-County Pound Prices	\$ 16.3280
Subtotal From Outside-County Piece Prices	\$ 333.1680
Subtotal From Outside-County Bundle Prices	\$ 32.4680
Subtotal From Outside-County Sacks, Trays and Pallets Prices	\$ 64.6270
5% Nonprofit/Classroom Discount	- \$ 22.3296
Total Outside-County Postage	\$ 424.26
Total Postage	\$ 424.26
Total Postage Amount:	\$ 424.26
Total Postage Due:	\$ 424.26

*NOTE: The balance displayed may change prior to Postal acceptance of the mailing due to the timing of deposits, additional mailings, or other adjustments to the account.

Opening Balance:	\$ 251.39
Estimated Closing Balance:	- \$ 172.87

Handling Unit:	1' MM Trays:	2' MM Trays:	2' EMM Trays:	Flat Trays:	Sacks:	Pallets:	Other:
					21		

Important: Please bring your mailing by April 12, 2021 .

Note:

*This mailing may be subject to additional verification at the time of acceptance.



USPS Generated

Note to Mailer: Your electronic postage statement has been submitted to the USPS *PostalOne!* system on May 20, 2021 10:31 AM

The labels and electronic mailing information associated to this form, **must** match the physical mailing being presented to the USPS® with this form.

Postage Statement ID: 429714571
Post Office of Permit: Post Office Sanger CA 93657-9998
Mailing Group ID: 310697917
Account Holder: CALIFORNIA LEGIONNAIRE
Account Number: 2808672
Permit Holder: CALIFORNIA LEGIONNAIRE
Permit Type and Publication Number: PE 20420
Mail Agent: MID VALLEY PUBLISHING - SANGER
Mail Owner Name: THE AMERICAN LEGION OF CA. CALIFORNIA LEGIONNAIRE
Mail Owner's Permit Type and Number:
CRID: 23611054
Customer Reference ID: 3879646
Mail Class and Price Eligibility: Periodical Mail - Nonprofit
Processing Category: Flats
Weight per Copy Declared By Mailer: 0.1000 lbs.
Total Copies Declared by Mailer: 1,043 pcs.
Total Weight Declared by Mailer: 105.0000 lbs.
Single Piece Weight Determined by USPS: 0.1000 lbs.
Total Copies Determined by USPS: 1,043 pcs.
Total Weight Determined by USPS: 104.3000 lbs.

Total In-County Postage	\$ 0.0000
Subtotal From Outside-County Pound Prices	\$ 16.3280
Subtotal From Outside-County Piece Prices	\$ 333.3720
Subtotal From Outside-County Bundle Prices	\$ 28.3270
Subtotal From Outside-County Sacks, Trays and Pallets Prices	\$ 64.6270
5% Nonprofit/Classroom Discount	- \$ 22.1327
Total Outside-County Postage	\$ 420.52
Total Postage	\$ 420.52
Total Postage Amount:	\$ 420.52
Total Postage Due:	\$ 420.52

*NOTE: The balance displayed may change prior to Postal acceptance of the mailing due to the timing of deposits, additional mailings, or other adjustments to the account.

Opening Balance:	\$ 251.39
Estimated Closing Balance:	- \$ 169.13

Handling Unit:	1' MM Trays:	2' MM Trays:	2' EMM Trays:	Flat Trays:	Sacks:	Pallets:	Other:
					21		

Important: Please bring your mailing by June 2, 2021 .

Note:

*This mailing may be subject to additional verification at the time of acceptance.



USPS Generated

Note to Mailer: Your electronic postage statement has been submitted to the USPS *PostalOne!* system on Jan 25, 2021 11:40 AM

The labels and electronic mailing information associated to this form, must match the physical mailing being presented to the USPS® with this form.

Postage Statement ID: 414152667
 Post Office of Permit: Post Office Sanger CA 93657-9998
 Mailing Group ID: 297774634
 Account Holder: CALIFORNIA LEGIONNAIRE
 Account Number: 2808672
 Permit Holder: CALIFORNIA LEGIONNAIRE
 Permit Type and Publication Number: PE 20420
 Mail Agent: MID VALLEY PUBLISHING - SANGER
 Mail Owner Name: THE AMERICAN LEGION OF CA. CALIFORNIA LEGIONNAIRE
 Mail Owner's Permit Type and Number:
 CRID: 23611054
 Customer Reference ID: 3773115
 Mail Class and Price Eligibility: Periodical Mail - Nonprofit
 Processing Category: Flats
 Weight per Copy Declared By Mailer: 0.1000 lbs.
 Total Copies Declared by Mailer: 1,090 pcs.
 Total Weight Declared by Mailer: 110.0000 lbs.
 Single Piece Weight Determined by USPS: 0.1000 lbs.
 Total Copies Determined by USPS: 1,090 pcs.
 Total Weight Determined by USPS: 109.0000 lbs.

Total In-County Postage	\$ 4.6400
Subtotal From Outside-County Pound Prices	\$ 16.6420
Subtotal From Outside-County Piece Prices	\$ 337.7680
Subtotal From Outside-County Bundle Prices	\$ 32.0730
Subtotal From Outside-County Sacks, Trays and Pallets Prices	\$ 71.1930
5% Nonprofit/Classroom Discount	- \$ 22.8838
Total Outside-County Postage	\$ 434.79
Total Postage	\$ 439.43
Total Postage Amount:	\$ 439.43
Total Postage Due:	\$ 439.43

*NOTE: The balance displayed may change prior to Postal acceptance of the mailing due to the timing of deposits, additional mailings, or other adjustments to the account.

Opening Balance:	\$ 251.39
Estimated Closing Balance:	- \$ 188.04

Handling Unit:	1' MM Trays:	2' MM Trays:	2' EMM Trays:	Flat Trays:	Sacks:	Pallets:	Other:
					24		

Important: Please bring your mailing by February 8, 2021 .

Note:

*This mailing may be subject to additional verification at the time of acceptance.

Proposed Budget Fiscal Year 2021 - 2022

Ordinary Income/Expense

Income

DUES REVENUE - Gross

	Budget 2019-2020	Actual 2019-2020	Budget 2020-2021	Actual 7/20-5/21	Proposed Budget 2021-2022
					Finance Projection Projected Net
4110 · Online Traditional Dues (N)	-	576,898.50	600,000.00	605,725.50	625,000.00
4115 · Online Post Dues (N)	-	500,379.00	500,000.00	496,864.50	550,000.00
4111 · Mailed Post Dues (P)	960,225.00	319,729.53	100,500.00	216,848.85	245,000.00
4116 · Mailed Administrative Dues (M)	-	12,405.00	141,000.00	186,741.50	225,000.00
4112 · Online Administrative Dues (N)	102,000.00	120,789.00	82,500.00	21,366.50	30,000.00
4113 · Traditional PUFL Dues (N)	256,500.00	114,881.54	115,000.00	134,493.00	175,000.00
4114 · Administrative PUFL Dues (N)	14,250.00	19,208.81	19,200.00	11,476.20	20,000.00
Dues · National Transfer Incentive (N)	-	12,030.00	30,000.00	-	-
Total DUES REVENUE - Gross	1,332,975.00	1,676,321.38	1,588,200.00	1,673,516.05	1,870,000.00

DUES TO NATIONAL EXPENSE

5010 · National Payment	-	(216,468.32)	(111,000.00)	(196,821.00)	(200,000.00)
5015 · National Direct Due Fee	-	-	-	(166.92)	-
Total DUES TO NATIONAL EXPENSE	-	(216,468.32)	(111,000.00)	(196,987.92)	(200,000.00)

ONLINE RENEWAL POST REIMB

8055 · OLR - Post Credit	-	(227,360.85)	(200,000.00)	(304,245.25)	(304,000.00)
Total ONLINE RENEWAL POST REIMB	-	(227,360.85)	(200,000.00)	(304,245.25)	(304,000.00)

Total DUES REVENUES

1,332,975.00	1,232,492.21	1,277,200.00	1,172,282.88	1,366,000.00
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WAYS AND MEANS FUNDRAISING

					Projected Net
**** - W&M - V360 9/11 Anniversary	-	-	-	-	25,280.00
**** - W&M - V360 Last Chance	-	-	-	-	20,500.00
**** - W&M - V360 * Post Calendar Raffle	-	-	-	-	118,750.00
**** - W&M - V360 At-Risk Veteran Appeal	-	-	-	-	23,000.00
**** - W&M - V360 Matching Gift Appeal	-	-	-	-	26,750.00
4327 · W&M - V360 Direct Mail Program	5,000.00	-	-	1,183.33	-
4311 · W&M - Department Coin Campaign	40,000.00	14,090.21	3,000.00	1,875.00	2,000.00
4314 · W&M - Helmets 4 Heroes Campaign	2,000.00	44,582.67	20,000.00	34,739.07	50,000.00
4329 · W&M - V360 2020 Ornament	-	-	-	21,814.44	23,170.00
4320 · W&M - V360 Calendar Campaign	55,000.00	13,917.01	-	-	-
4313 · W&M - V360 Cards/Labels Campaign	90,000.00	84,101.18	65,000.00	119,647.57	122,914.00
4325 · W&M - V360 Greatest Generation Campaign	-	4,458.83	5,000.00	-	-
4326 · W&M - V360 Rise and Shine Campaign	-	-	-	1,816.76	-
4328 · W&M - V360 - Emergency Appeal Campaign	-	-	-	27,043.66	-
4318 · W&M - V360 Sweepstakes Campaign	50,000.00	49,428.70	95,000.00	73,684.64	104,200.00
4003 · W&M - Smile Amazon Fundraising	-	-	-	604.13	500.00
4310 · W&M - VA & R - Charitable Donation	-	-	-	1,026.76	2,000.00
Total WAYS AND MEANS FUNDRAISING	242,000.00	210,578.60	188,000.00	283,435.36	519,064.00

WAYS AND MEANS FUNDRAISING EXPENSE

5879 · W&M - V360 Postage/Shipping	-	-	-	(46.80)	(1,000.00)
5801 · Department P.O. Box	-	(356.00)	(360.00)	(364.00)	(364.00)
8048 · W&M - CC Merchant Fees	(10,000.00)	(758.08)	(800.00)	(2,021.26)	(2,000.00)
8090 · W&M - V360 Sweepstakes Campaign	(30,000.00)	(13,850.00)	(30,000.00)	(13,550.00)	(14,000.00)
8091 · W&M - V360 Youth & Art Program	-	-	-	(1,250.00)	(2,000.00)
Total WAYS AND MEANS FUNDRAISING EXPENSE	(40,000.00)	(14,964.08)	(31,160.00)	(17,232.06)	(19,364.00)

Total WAYS AND MEANS

202,000.00	195,614.52	156,840.00	266,203.30	499,700.00
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Proposed Budget Fiscal Year 2021 - 2022

Ordinary Income/Expense

	Budget 2019-2020	Actual 2019-2020	Budget 2020-2021	Actual 7/20-5/21	Proposed Budget 2021-2022
					Projected Gross
DONATIONS REVENUE					
4503 · CA Legion College	-	10,000.00	-	-	1,250.00
4319 · VA&R Donations	15,000.00	25,154.23	20,000.00	1,941.75	15,000.00
4501 · Four Chaplains	-	405.00	400.00	-	400.00
4502 · CA Disaster Relief	-	100.00	-	2,050.00	2,500.00
4507 · TAL - Gail Whitley	-	135.00	150.00	381.00	300.00
4509 · General Donations	25,000.00	3,990.95	3,000.00	8,058.96	10,000.00
Total DONATIONS REVENUE	162,000.00	39,785.18	23,550.00	12,431.71	29,450.00
					Projected Gross
OTHER REVENUES					
4504 · DSO - Veteran Assistances	-	-	-	500.00	1,000.00
4511 · Grants	-	10,000.00	30,000.00	-	-
4813 · Blue Cap Assistant's Program	-	-	45,000.00	7,540.00	51,540.00
4009 · Department Roster	-	185.00	100.00	185.00	200.00
4820 · Fidelity Bond	-	3,864.00	-	487.50	3,500.00
4010 · Department Emblems Royalty (N)	-	-	8,000.00	5,295.77	8,000.00
4007 · Emblems/Pins Revenue	4,500.00	8,947.45	-	371.61	1,050.00
6101 · Legionnaire Insurance Trust	80,000.00	99,704.42	100,000.00	77,309.82	100,000.00
4510 · Lockton Affinity Marketing	-	1,916.00	1,500.00	1,835.73	1,500.00
4008 · Membership Shirt Sales	4,000.00	3,890.00	4,000.00	125.00	8,000.00
4805 · National Fundraising Proceeds	120,000.00	51,300.00	120,000.00	103,876.00	100,000.00
4809 · Neptune Society	4,000.00	7,944.03	12,000.00	15,932.04	20,000.00
4803 · Trident Society Income	4,000.00	2,910.00	-	-	-
4804 · USAA Revenue	50,000.00	-	50,000.00	-	-
Total OTHER REVENUES	266,500.00	190,660.90	370,600.00	213,458.47	294,790.00
					Projected Net
DEPARTMENT CONVENTION REVENUE					
4551 · Convention Royalties	15,000.00	-	20,000.00	4,080.00	20,000.00
4802 · TAL Delegate/Alt Fees	24,000.00	718.00	24,000.00	12,596.00	24,000.00
Total DEPARTMENT CONVENTION REVENUE	39,000.00	718.00	44,000.00	16,676.00	44,000.00
					Projected Gross
NATIONAL CONVENTION					
4815 · National Alternate Delegate Fee	-	4,919.00	-	25.00	5,000.00
4817 · National Guest Fees	-	-	-	605.00	100.00
4816 · National Banquet Tickets	-	-	-	75.00	4,500.00
Total NATIONAL CONVENTION	-	4,919.00	-	705.00	9,600.00
Total Income	2,002,475.00	1,664,189.81	1,872,190.00	1,681,757.36	2,243,540.00
Gross Profit	2,002,475.00	1,664,189.81	1,872,190.00	1,681,757.36	2,243,540.00

Proposed Budget Fiscal Year 2021 - 2022

Ordinary Income/Expense

EXECUTIVE EXPENSES

DEPT EXEC COMMITTEE STIPEND

	Budget 2019-2020	Actual 2019-2020	Budget 2020-2021	Actual 7/20-5/21	Proposed Budget 2021-2022
8147 · Department Commander (MTh)	24,000.00	25,453.40	24,000.00	22,000.00	24,000.00
8149 · Area Commanders (Qtly)	4,500.00	4,353.00	4,500.00	3,937.50	4,500.00
8153 · District Commanders (Qtly)	15,000.00	18,000.40	15,000.00	10,750.00	15,000.00
8151 · Judge Advocate (Qtly)	1,200.00	1,500.00	1,200.00	900.00	-
6004 · NEC (Qtly)	1,500.00	1,875.00	1,500.00	1,125.00	1,500.00
Total DEPT EXEC COMMITTEE STIPEND	46,200.00	51,181.80	46,200.00	38,712.50	45,000.00

DEPARTMENT OFFICER FUND

8154 · Commander's Discretionary Fund	-	-	1,000.00	521.24	-
8158 · Sgt at Arms	-	-	1,500.00	-	1,500.00
8152 · Chaplain	-	-	100.00	-	500.00
8157 · Historian	-	217.96	500.00	524.18	500.00
Total DEPARTMENT OFFICER FUND	-	217.96	3,100.00	1,045.42	2,500.00

DEC MEETING

5502 · Mileage	-	14,331.43	9,000.00	1,369.40	20,000.00
5501 · Per Diem	-	15,550.00	5,300.00	900.00	16,000.00
5999 · Lodging	-	9,714.10	4,000.00	(1,189.84)	2,000.00
6126 · Emergency DEC Call-Ins	-	3,602.40	-	(188.80)	-
5005 · DEC Reporting & Documentation	20,000.00	16,040.15	10,000.00	2,462.70	16,000.00
Total DEC MEETING	20,000.00	59,238.08	28,300.00	3,353.46	54,000.00

Total EXECUTIVE EXPENSES

66,200.00 110,637.84 77,600.00 43,111.38 101,500.00

DEPARTMENT EXPENSES

DEPARTMENT CONVENTION

6630 · Facilities	45,000.00	8,396.45	16,450.00	-	1,000.00
6601 · Production	5,000.00	-	7,000.00	500.00	-
6602 · Equipment Rental	-	-	12,500.00	-	5,000.00
6031 · Dept Conv Reporting	-	-	14,000.00	-	10,000.00
6032 · Dept Conv Printing	-	-	-	-	4,000.00
6632 · Department Convention Supplies	-	114.21	-	1,006.05	700.00
Total DEPARTMENT CONVENTION	50,000.00	8,510.66	49,950.00	1,506.05	20,700.00

NATIONAL CONVENTION EXPENSES

4818 · National Convention Banquet	-	-	4,200.00	1,664.00	1,000.00
6202 · National Convention Caucus Room	3,000.00	7,691.26	-	-	8,000.00
6204 · National Convention Lodging	-	3,546.91	-	-	4,000.00
6200 · National Convention - Flight	-	-	-	-	2,000.00
6201 · National Convention - Travel	-	283.43	-	-	500.00
Total NATIONAL CONVENTION EXPENSES	3,000.00	11,521.60	4,200.00	1,664.00	15,500.00

NATIONAL COMMANDER VISIT

6258 · National Commander - Vehicle	-	2,218.13	-	-	2,000.00
6257 · National Commander - Lodging	-	1,848.23	-	-	2,000.00
6260 · National Commander - Admin	-	67.73	250.00	248.14	500.00
Total NATIONAL COMMANDER VISIT	-	4,134.09	250.00	248.14	4,500.00

DEPARTMENT TRAINING

8095 · Dept American Legion College	18,000.00	1,200.00	-	-	3,500.00
6830 · National American Legion College	1,500.00	1,600.00	600.00	-	2,400.00
6831 · Board of Directors Training	-	-	-	-	-
6832 · Membership Team Workshop	-	-	10,000.00	8,944.68	-
6833 · District/Area Training	5,500.00	-	5,000.00	-	5,000.00
Total DEPARTMENT TRAINING	25,000.00	2,800.00	15,600.00	8,944.68	10,900.00

Proposed Budget Fiscal Year 2021 - 2022

Ordinary Income/Expense

DEPARTMENT EVENTS

	Budget 2019-2020	Actual 2019-2020	Budget 2020-2021	Actual 7/20-5/21	Proposed Budget 2021-2022
5990 · Four Chaplains	-	1,069.11	500.00	-	500.00
6862 · Legion Legislative Day	2,000.00	-	1,000.00	-	1,000.00
**** · Law & Order	-	-	-	-	400.00
5376 · Oratorical - Natl' Chair Travel	-	125.00	150.00	-	1,000.00
Total DEPARTMENT EVENTS	2,000.00	1,194.11	1,650.00	-	2,900.00

COMMISSION & COMMITTEES

7204 · Mileage	10,500.00	24,779.98	10,000.00	3,018.84	3,000.00
7205 · Per Diem	-	-	-	-	2,000.00
7206 · Parking	-	-	-	-	500.00
Total COMMISSION & COMMITTEES	10,500.00	24,779.98	10,000.00	3,018.84	5,500.00

MEMBERSHIP COMMITTEE

**** · Video Production	-	-	-	-	5,000.00
6251 · Membership - Shipping & Postage	-	9.65	150.00	2,014.35	4,000.00
8053 · Membership Committee Travel	5,000.00	624.80	3,000.00	105.68	2,000.00
Total MEMBERSHIP COMMITTEE	5,000.00	634.45	3,150.00	2,120.03	11,000.00

DEPARTMENT ORATORICAL EVENT

**** · Oratorical - Dept Contestant Lodging	-	-	-	-	-
**** · Oratorical - Dept Area Lodging	-	-	-	-	1,000.00
5373 · Oratorical - Dept Area Mileage	400.00	-	-	965.36	1,500.00
5375 · Oratorical - Dept Area Per Diem	-	1,052.82	8,000.00	500.00	600.00
Total ORATORICAL PROGRAM	400.00	1,052.82	8,000.00	1,465.36	3,100.00

AWARDS AND PLAQUES

8044 · Leadership	-	-	300.00	-	400.00
5310 · Media & Communications	3,000.00	-	400.00	-	-
5311 · Community Service	600.00	-	1,000.00	-	-
6130 · Law & Order	3,000.00	-	600.00	587.99	600.00
6131 · Americanism Award	-	-	-	75.02	150.00
6867 · Legislative - Year Award	-	101.82	600.00	-	300.00
6052 · Membership Plaques / Ribbons	-	1,026.15	5,000.00	3,858.36	2,000.00
**** · Oratorical - Award (Dept.)	-	-	-	3,600.00	3,600.00
5372 · Oratorical - Award (Area)	5,000.00	9,700.00	5,400.00	3,900.00	7,200.00
6050 · Ritual - Award	-	202.13	300.00	-	300.00
6009 · Scouting - Eagle of the Year	-	500.00	-	-	1,000.00
Total AWARDS AND PLAQUES	11,600.00	11,530.10	13,600.00	12,021.37	15,550.00

EMBLEMS/SHIRTS/PINS EXPENSE

5601 · Emblems Sales	5,000.00	5,563.68	2,000.00	2,228.55	2,000.00
5602 · Membership Shirts	14,000.00	-	8,000.00	12,545.58	8,000.00
5603 · Dept/District Officers Pin	-	1,118.09	1,200.00	-	1,200.00
5604 · Past Commander Colors	-	362.51	1,100.00	-	1,100.00
5606 · Department Officer Caps	-	-	750.00	-	750.00
Total EMBLEMS/SHIRTS/PINS EXPENSE	19,000.00	7,044.28	13,050.00	14,774.13	13,050.00

CA LEGIONNAIRE EXPENSES

5045 · CA Legionnaire - Freelance Writers	-	-	-	-	1,200.00
5710 · CA Legionnaire - Printing	13,500.00	16,441.60	16,000.00	8,743.00	5,000.00
5711 · CA Legionnaire - Mailing	1,500.00	2,684.55	2,100.00	2,065.66	1,500.00
Total CA LEGIONNAIRE EXPENSES	15,000.00	19,126.15	18,100.00	10,808.66	7,700.00

Total DEPARTMENT EXPENSES

	141,500.00	92,328.24	137,550.00	56,571.26	110,400.00
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Proposed Budget Fiscal Year 2021 - 2022

Ordinary Income/Expense

VSO DIVISION EXPENSES
VSO PAYROLL EXPENSES

5401 · VSO - Wages and Salaries

	Budget 2019-2020	Actual 2019-2020	Budget 2020-2021	Actual 7/20-5/21	Proposed Budget 2021-2022
5410 · LOS - Wages	200,000.00	148,708.29	132,000.00	102,783.34	100,000.00
5411 · OAK - Wages	200,000.00	165,846.58	102,000.00	96,245.16	120,000.00
5414 · SAN - Wages	200,000.00	131,579.10	158,000.00	152,240.87	160,000.00
Total 5401 · VSO - Wages and Salaries	600,000.00	446,133.97	392,000.00	351,269.37	380,000.00

5430 · VSO - Group Insurance

8060 · LOS - Group Insurance	31,000.00	41,866.44	40,000.00	20,846.13	21,000.00
8062 · OAK - Group Insurance	31,000.00	21,049.97	20,000.00	25,473.60	26,000.00
8061 · SAN - Group Insurance	31,000.00	29,673.93	27,000.00	39,307.98	43,000.00
Total 5430 · VSO - Group Insurance	93,000.00	92,590.34	87,000.00	85,627.71	90,000.00

5431 · VSO Retirement Fund

8075 · LOS - Retirement Fund	8,333.33	39,731.06	30,000.00	29,647.64	20,000.00
8076 · OAK - Retirement Fund	8,333.33	17,267.80	19,000.00	3,562.16	5,000.00
8077 · SAN - Retirement Fund	8,333.34	4,571.04	4,000.00	11,155.10	12,000.00
Total 5431 · VSO Retirement Fund	25,000.00	61,569.90	53,000.00	44,364.90	37,000.00

VSO - PAYROLL TAXES

5402 · VSO - Payroll Taxes	43,000.00	164,091.15	149,000.00	108,426.07	100,000.00
8089 · VSO - Garnishments	-	6,955.34	-	2,867.68	-
Total VSO PAYROLL EXPENSES	43,000.00	171,046.49	149,000.00	111,293.75	100,000.00

5425 · VSO - OTHER EXPENSES

5416 · VSO - Per Diem	-	850.00	1,000.00	500.00	1,500.00
5445 · VSO - Mileage	-	545.93	1,000.00	1,900.70	2,000.00
8040 · VSO - Equipment lease	-	2,660.52	2,700.00	-	-
5406 · VSO - Insurance	4,000.00	-	-	-	-
5408 · VSO - Lodging	-	4,657.75	4,000.00	133.85	1,000.00
5409 · VSO - Postage	-	14.15	-	-	-
5407 · VSO - Printing and Copying	-	122.20	500.00	-	-
5404 · VSO - Supplies	-	674.99	1,000.00	81.00	-
5405 · VSO - Telephone	-	-	-	-	-
5304 · VSO - Training	7,000.00	1,170.00	-	125.00	2,000.00
5446 · VSO - Air Travel	-	807.36	-	-	1,000.00
Total VSO OTHER EXPENSES	11,000.00	11,502.90	10,200.00	2,740.55	7,500.00

5931 · VSO - FACILITIES AND EQUIPMENT

8039 · VSO - OAK - Water Service	-	245.15	300.00	-	-
8038 · VSO - OAK - Equipment Lease	2,000.00	989.85	900.00	3,003.28	2,000.00
8046 · VSO - OAK - Supplies	5,666.66	1,127.31	1,200.00	366.06	1,200.00
8032 · VSO - OAK - Telephone	3,666.66	4,498.69	3,600.00	877.29	1,000.00
8045 · VSO - LOS - Equipment Lease	2,000.00	1,815.10	2,100.00	2,728.55	2,100.00
8030 · VSO - LOS - Postage	1,500.00	199.60	250.00	140.63	300.00
8004 · VSO - LOS - Supplies	5,666.67	4,743.81	5,500.00	671.62	1,200.00
8034 · VSO - LOS - Telephone	3,666.67	3,321.49	2,700.00	1,879.41	2,000.00
8006 · VSO - LOS - Water	-	669.55	750.00	116.71	350.00
8005 · VSO - SAN - Supplies	5,666.67	1,090.99	1,400.00	573.92	1,200.00
8023 · VSO - SAN - Equipment Lease	2,000.00	686.79	700.00	645.87	700.00
8003 · VSO - SAN - Telephone	3,666.67	722.95	500.00	191.27	200.00
5425 · VSO - Expenses - Admin	10,000.00	-	-	-	-
Total 5425 · VSO - OTHER EXPENSES	67,500.00	31,614.18	30,100.00	13,935.16	12,250.00

Total VSO DIVISION EXPENSES

	828,500.00	802,954.88	711,100.00	606,490.89	626,750.00
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Proposed Budget Fiscal Year 2021 - 2022

Ordinary Income/Expense

Budget 2019-2020	Actual 2019-2020	Budget 2020-2021	Actual 7/20-5/21	Proposed Budget 2021-2022
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COMBINED PAYROLL EXPENSE

5922 · HQ and VSO - Pension Proc Fees	4,000.00	3,125.00	800.00	3,294.58	2,000.00
5921 · HQ and VSO - Payroll Proc Fees	7,500.00	5,107.52	4,800.00	6,872.26	4,800.00
5924 · HQ and VSO - Workers Comp Ins	10,000.00	14,206.75	8,500.00	6,767.40	8,500.00
TOTAL COMBINED PAYROLL EXPENSE	21,500.00	22,439.27	14,100.00	16,934.24	15,300.00

5900 - HQ OFFICE EXPENSES

HQ PAYROLL

5910 · HQ - Wages	345,000.00	253,336.44	330,000.00	248,591.64	350,000.00
5923 · HQ - Payroll Taxes	23,000.00	99,087.57	105,000.00	98,141.42	100,000.00
5926 · HQ - Group Insurance	43,000.00	52,467.85	58,000.00	34,958.87	37,000.00
5925 · HQ - Retirement Fund	11,500.00	38,130.03	40,000.00	28,473.54	30,000.00
Total HQ PAYROLL	422,500.00	443,021.89	533,000.00	410,165.47	517,000.00

HQ STIPENDS

8079 · Website Team Consultant (Mo)	12,000.00	12,200.00	12,000.00	11,000.00	12,000.00
8148 · Editor - CA Legionnaire (Mo)	-	5,400.00	12,000.00	6,600.00	7,200.00
Total HQ STIPENDS	12,000.00	17,600.00	24,000.00	17,600.00	19,200.00

HQ - OTHER EXPENSES

5955 · HQ - Housing Allowance	-	-	-	13,437.23	-
5847 · HQ - Staff Training	-	5,815.16	2,000.00	1,495.00	2,500.00
5845 · HQ - Mileage	-	5,433.35	3,000.00	3,367.76	4,000.00
5844 · HQ - Air Travel	-	1,965.93	2,000.00	1,799.80	2,000.00
5843 · HQ - Per Diem	-	6,263.50	4,000.00	2,450.00	4,000.00
5843 · HQ - Travel	-	2,969.98	-	1,320.90	-
5842 · HQ - Lodging	-	9,241.61	5,000.00	1,989.62	4,000.00
5967 · HQ - Staff Appreciation	-	456.71	200.00	167.23	-
Total HQ - OTHER EXPENSES	-	31,689.53	16,000.00	26,027.54	16,500.00

HQ COMMUNICATIONS

5976 · HQ - Microsoft 365 Business	-	-	-	990.00	1,500.00
5977 · HQ - Adobe Creative Cloud	-	-	-	599.88	600.00
5998 · HQ - Email Services	-	4,206.29	3,900.00	3,601.50	3,900.00
5997 · HQ - Fax Services	-	140.00	120.00	100.00	120.00
8080 · HQ - Text Services	-	3,889.00	1,500.00	1,989.00	-
8085 · HQ - Video Conference Services	-	799.00	2,700.00	2,189.00	500.00
5961 · HQ - Online Form Services	-	639.88	550.00	1,830.00	2,000.00
5956 · HQ - Website Services	-	2,217.87	1,700.00	3,539.30	1,700.00
Total HQ COMMUNICATIONS	-	11,892.04	10,470.00	14,838.68	10,320.00

Proposed Budget Fiscal Year 2021 - 2022

Ordinary Income/Expense

5930 - FACILITIES AND EQUIPMENT

	Budget 2019-2020	Actual 2019-2020	Budget 2020-2021	Actual 7/20-5/21	Proposed Budget 2021-2022
5945 · HQ - Supplies	16,000.00	23,097.83	19,000.00	17,690.24	-
· HQ - Supplies - Furniture	-	-	-	-	4,000.00
· HQ - Supplies - Equipment - Phones	-	-	-	-	300.00
· HQ - Supplies - Computers	-	-	-	-	5,000.00
· HQ - Supplies - Office	-	-	-	-	10,000.00
· HQ - Supplies - Cleaning	-	-	-	-	500.00
5994 · HQ - Property Landscaping	9,000.00	3,997.50	2,800.00	1,865.00	2,800.00
5931 · HQ - Janitorial	9,000.00	2,850.00	3,120.00	2,540.00	4,800.00
5932 · HQ - Equipment Lease	10,000.00	31,895.90	8,200.00	10,757.23	7,000.00
5933 · HQ - Internet Access	2,000.00	3,051.82	3,000.00	3,573.48	3,900.00
5230 · HQ - Gas	2,000.00	1,603.10	1,700.00	3,526.45	3,000.00
5934 · HQ - Electric	13,000.00	13,477.16	10,000.00	11,476.40	6,000.00
5935 · HQ - Security Alarm	1,500.00	1,232.02	1,300.00	1,404.45	1,300.00
5936 · HQ - Garbage/Water/Waste	1,700.00	2,165.71	2,200.00	1,681.29	2,000.00
5963 · HQ - Building Improvements	-	-	-	1,750.00	-
5937 · HQ - Repairs and Maintenance	6,000.00	881.81	4,000.00	3,893.57	4,000.00
5938 · HQ - Insurance	6,500.00	9,557.94	10,000.00	2,952.60	10,000.00
5939 · HQ - Property Taxes	11,000.00	11,157.52	12,000.00	11,389.16	12,000.00
5940 · HQ - Telephone	3,000.00	4,136.63	4,500.00	3,468.91	3,500.00
5960 · HQ - Pest Control	-	870.00	900.00	825.00	900.00
5947 · HQ - Water Service	450.00	343.08	400.00	330.26	400.00
Total 5930 - FACILITIES AND EQUIPMENT	91,150.00	110,318.02	83,120.00	79,124.04	81,400.00

5943 · HQ -Taxes and Licenses	250.00	405.74	300.00	185.00	300.00
5993 · HQ - Accounting Software	-	2,129.95	1,900.00	1,465.00	500.00
5959 · HQ - Photos	50.00	162.69	200.00	-	100.00
5992 · HQ - Office Paper	-	-	-	2,845.77	-
5946 · HQ - Dues and Subscription	-	2,204.00	2,200.00	3,092.20	2,000.00
5949 · HQ - Bank Charges	5,000.00	809.00	800.00	(16.10)	100.00
6805 · HQ - Contract Serv- Legislative	1,000.00	18,379.66	18,400.00	16,500.00	18,000.00
5950 · HQ - Contract Serv - Accounting	20,000.00	50,656.25	18,000.00	14,750.00	15,000.00
5952 · HQ - Contract Serv - Auditing	45,000.00	17,500.00	2,500.00	10,153.90	17,500.00
5951 · HQ - Contract Serv - IT	15,000.00	9,069.53	6,000.00	7,355.51	15,000.00
5953 · HQ - Contract Serv - Legal	3,000.00	(439.75)	22,000.00	19,598.00	10,000.00
6261 · Association Fees	-	150.00	150.00	350.00	250.00
5942 · HQ - Postage and Shipping	17,500.00	17,446.01	18,000.00	15,638.47	10,000.00
5942 · HQ - Postage and Shipping - P1000	-	-	-	-	7,000.00
5991 · HQ - Printing	17,500.00	18,005.13	8,000.00	9,473.18	5,000.00
5995 · Administrative Miscellaneous	-	1,028.36	-	-	-
Total HQ - Admin Expenses	124,300.00	137,506.57	98,450.00	101,390.93	100,750.00
Total 5900 - HQ OFFICE EXPENSES	649,950.00	752,028.05	765,040.00	649,146.66	745,170.00

Total Expense	1,707,650.00	1,780,388.28	1,705,390.00	1,372,254.43	2,243,540.00
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Net Ordinary Income	294,825.00	(116,198.47)	166,800.00	309,502.93	2,243,540.00
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Proposed Budget Fiscal Year 2021 - 2022

Ordinary Income/Expense

Budget 2019-2020	Actual 2019-2020	Budget 2020-2021	Actual 7/20-5/21	Proposed Budget 2021-2022
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Other Income/Expense

Other Income

6103 · Interest Income	-	920.75	12,000.00	387.12	900.00
Total Other Income	-	920.75	12,000.00	387.12	900.00

Other Expense

7102 · Depreciation	-	15,024.00	21,000.00	13,772.00	10,000.00
7103 · SBA Loan Pmts	-	-	-	-	25,000.00
7104 · LACC Loan Contract Pmts	60,000.00	60,000.00	60,000.00	60,000.00	60,000.00
7105 · LACC Calendar Contract Pmts	11,042.54	11,042.54	2,100.00	2,100.00	15,111.60
7106 · Building Mortgage	47,000.00	50,158.16	28,000.00	42,441.52	28,000.00
Total Other Expense	118,042.54	136,224.70	111,100.00	118,313.52	138,111.60

Net Other Income

(118,042.54)	(135,303.95)	(99,100.00)	(117,926.40)	(137,211.60)
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Net Income

176,782.46	(251,502.42)	67,700.00	191,576.53	2,106,328.40
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Net Ordinary Income-Net Other Income/Expense

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American Legion
Department of California
Media & Communications Commission
Convention Report

Submitted by Chairman Jared Morgan

This past year has been a challenging one for all of us, but I think as an organization we've persevered, despite the obstacles presented by the global COVID-19 pandemic. If I could highlight one area that I've seen major growth in the Department of California and its posts, it would be the use of technology. I've seen many an old-timer hop on a Zoom meeting, embarrass themselves by either saying something rude thinking no one can hear them or by speaking with a muted mic. But, after the next couple meetings, they're practically Zoom experts, telling the next person what's what and to "Unmute your mic". I've seen this trend of growth extend to Facebook and the use of the Department website, caLegion.org, which has become more important than ever in this digital age. As we move into my third and final year as chair of the Department of California Media & Communications Commission, I'd like to see us use caLegion.org more and work to make it even more useful and user friendly. I'll be leaning on our great Web Team and the Area commissioners to help spot opportunities for improvement.

MEDIA AWARDS

These are just some of the Legionnaires we'd like to recognize for the great work they do in media and communications every day. Submit nominations for next year's media awards here: caLegion.org/media-awards

Rick Pushies
Content Management
Department Website
caLegion.org

Lillian Moss
Social Media
Department Facebook
Facebook.com/caLegion

Fred Shacklett
Historian / Photography

Hollywood Post 43

Social Media

Facebook / Twitter / Instagram

District 22

District Website

<https://ald22.org/>

Nathan Johnson

TV Format

“Veterans’ Voices”

contracosta.ca.gov/5163/Veterans-Voices

Noel O'Brien

Media & PR

Rio Vista Post 178

Nestor Aliga

Media & PR

Vallejo Post 603

Monterey Park Post 397

Media & Community Outreach

Indo Post 739

John Ellis

Post Newsletter

Star Post 309

Ernie Bille

Post Newsletter

starpost309.com/newsletters

M&C - Tech Advisers of the Year

John Durkin

Jeff Daly

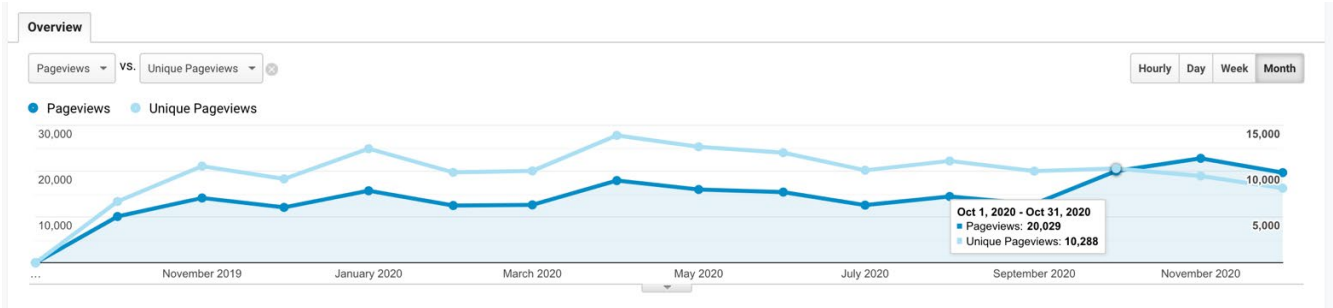
STRATEGIC PLAN

Website traffic

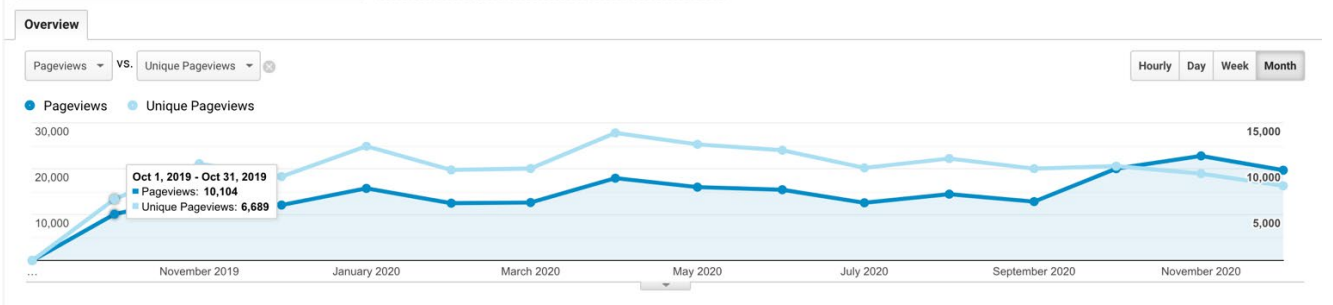
We started tracking web traffic in October 2019 with Google Analytics, which means we have several months we can look at traffic year-over-year. As you can see, we've been working hard to improve the website and grow its reach.

Watch this 27-minute video I recorded that goes over some of the numbers and supporting information: <https://youtu.be/SFgrWGRpCoc>

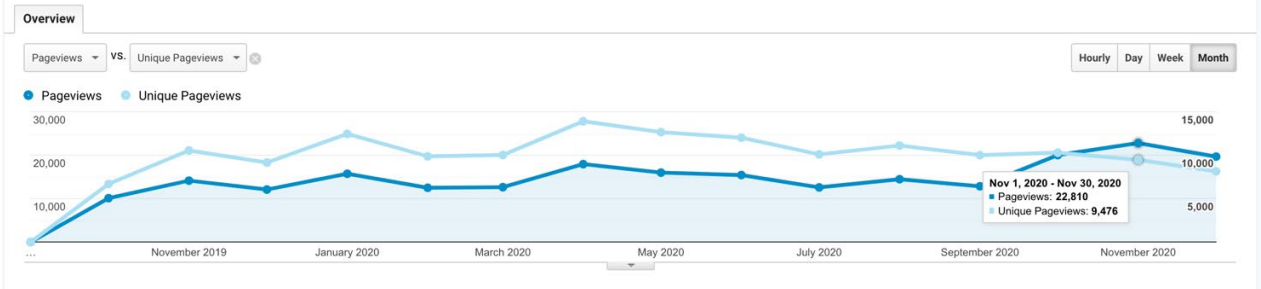
October 2020 — 20,029 pageviews



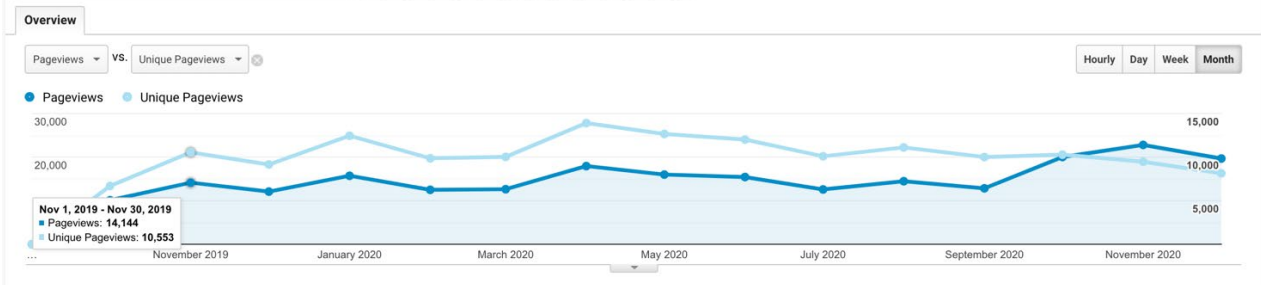
October 2019 — 10,104 pageviews



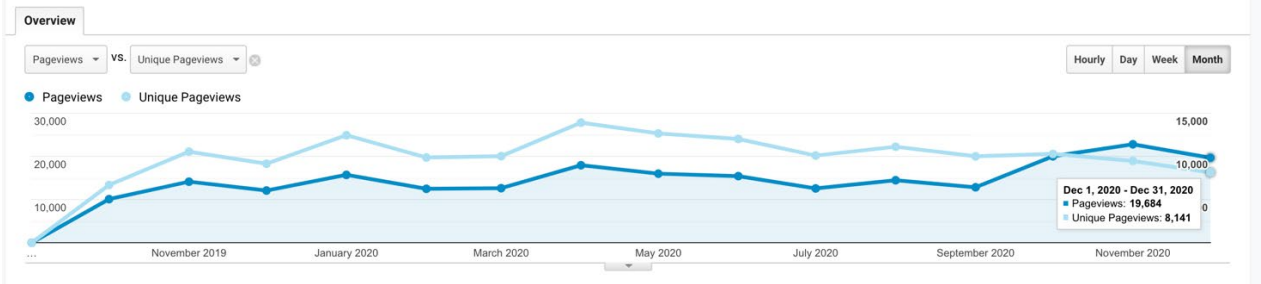
November 2020 — 22,810 pageviews



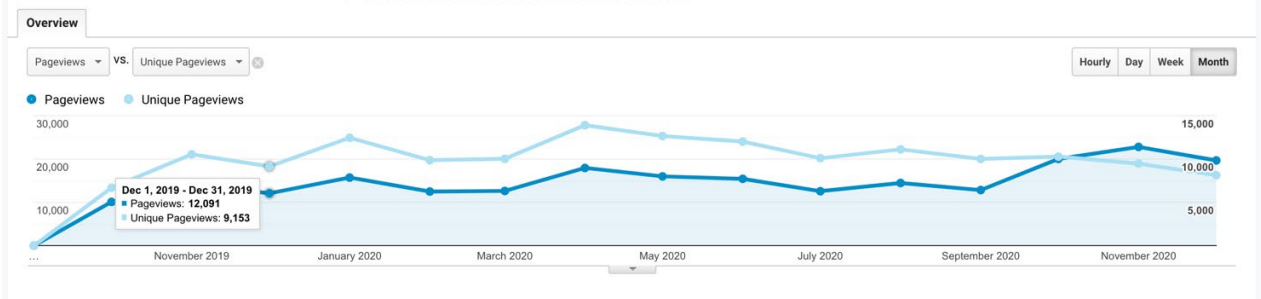
November 2019 — 14,144 pageviews



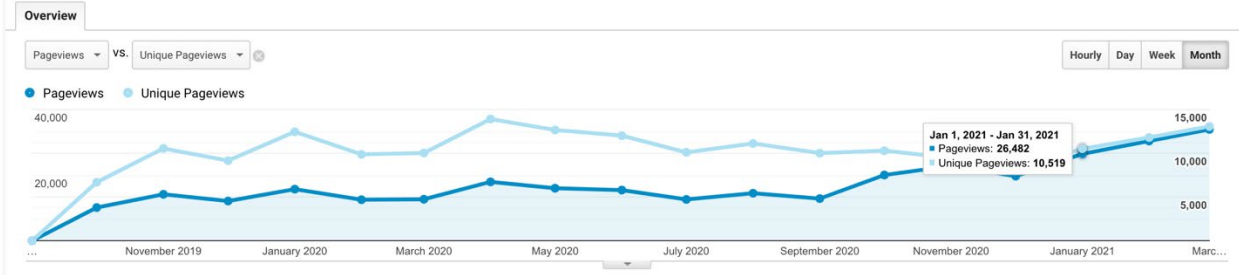
December 2020 — 19,684 pageviews



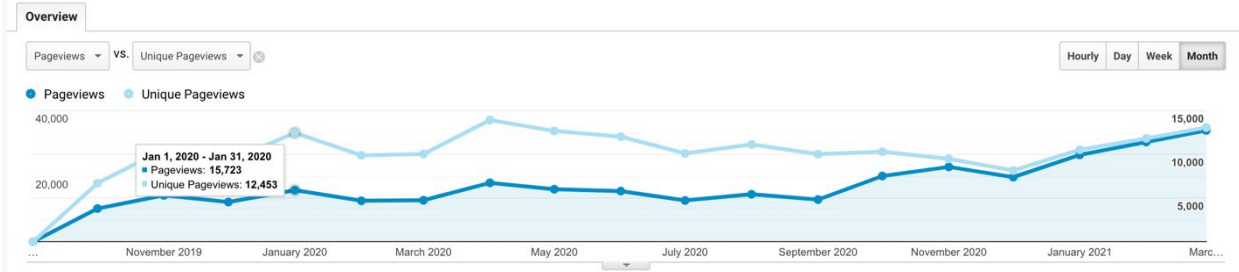
December 2019 — 12,091 pageviews



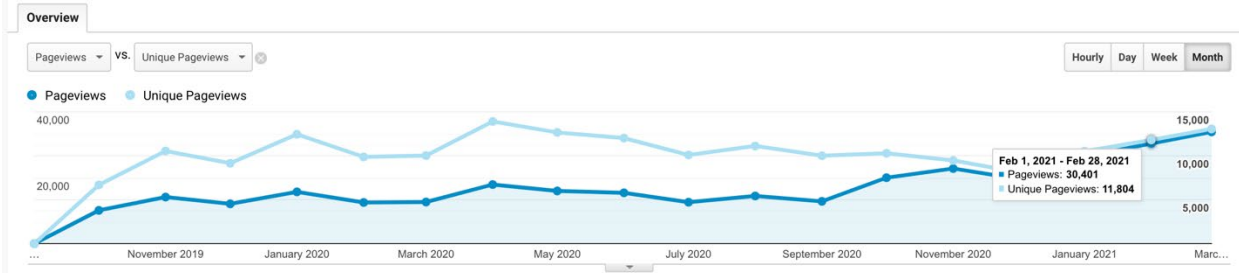
January 2021 — 26,482 pageviews



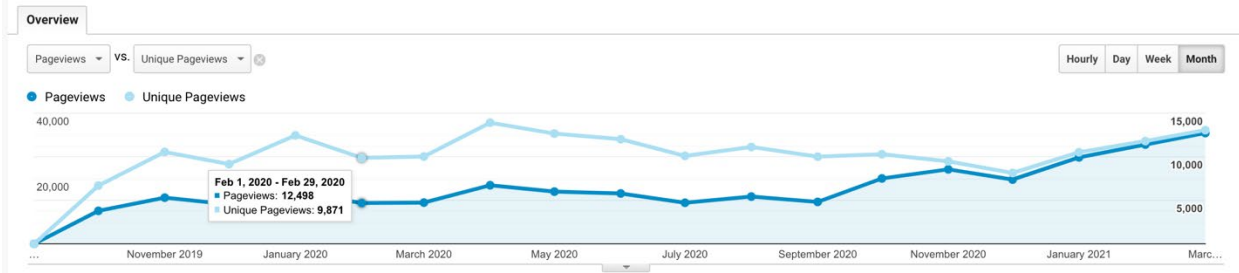
January 2020 — 15,723 pageviews



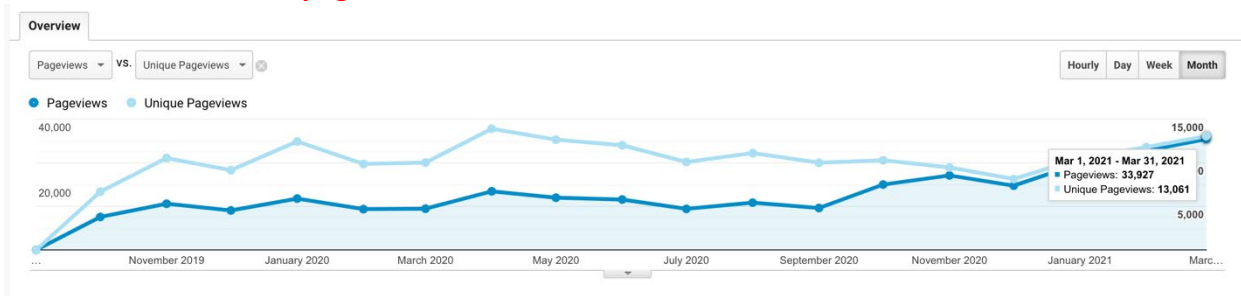
February 2021 — 30,401 pageviews



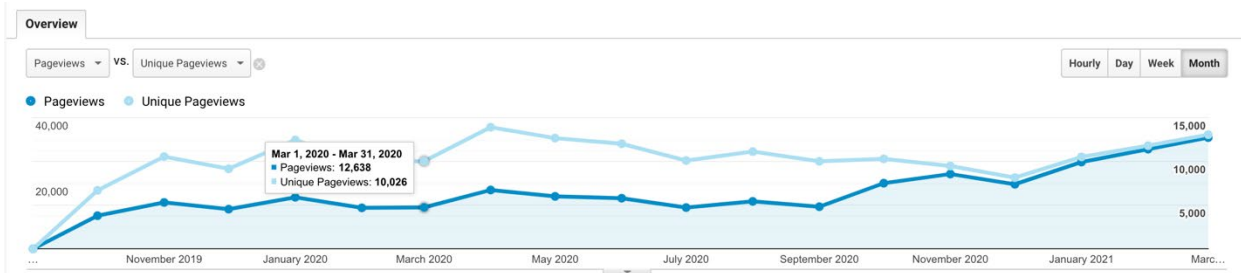
February 2020 — 12,498 pageviews



March 2021 — 33,927 pageviews



March 2020 — 12,638 pageviews



PURPOSE

To improve the Department of California's (DoC) **image** to legionnaires and posts

- In 2019, strategic communications agency Victory 360, who the Department contracts with, polled members and found that 48% of them believe the DoC is **ineffective**.

To increase the DoC's **visibility** through an aggressive content strategy and public relations campaign, utilizing current and future communications assets.

- As we've moved to reduce printing and mailing costs in favor of digital distribution at a cost-savings in excess of \$200,000, we should have shifted some of those cost-savings in-house to be able to produce even more quality content to tell our Legion story.

COMMUNICATIONS ASSETS

- California Legionnaire — mailed to 1,200 members, PDF emailed to approx. 56,000
 - Negotiated with newsletter printer MidValley Publishing to reduce the cost of printing (from \$2,400 to \$1,200 per issue) by leveraging bids from other print shops and bringing design of the newsletter in-house (an additional cost-savings of \$1,200 per issue)
- DoC website (caLegion.org)
 - Rebuilt website to contemporary Internet standards
- Member email lists
 - Created audience segments to send out varied email content

- Social Media (Facebook / Twitter)
 - Took back the Department Twitter account (@caLegion) by going through a rigorous certification process with Twitter. The login info for which was lost. Using Twitter and Facebook to drive traffic to website

GOALS

- Position DoC as the expert on all matters related to the programs its posts operate
- Affect an increase in membership through quality content management
- Affect an increase revenue from donations (in-house fundraisers, mailers, coins, etc. and big-dollar gives from individuals, organizations and businesses/corporate sponsors) through quality content management
- Begin selling advertising on the Department website

OBJECTIVES

- Use DoC assets to change the 48% of legionnaires' view that DoC is ineffective
 - STRATEGY: Seek out news and information about posts and their programs to tell the story of veterans in California, giving legionnaires ownership of the Department
 - STRATEGY: Give out awards to recognize those posts effectively using media & communications to build on their ownership of DoC
- Create proper workflow and continuity between newsletter, member emails, website, social media
 - STRATEGY: Utilizing the cost-savings for newsletter printing and design, allocate more funds for content production:
 - California Legionnaire editor: Manage writers, production of newsletter
- Increase traffic to website; increase open and click rates in emails
 - STRATEGY: By writing articles posted to the website for search engine optimization, we can increase the chances those articles will be found when a veteran searches the Internet for a given subject
- Drive traffic to website from newsletter, mailers, emails, social media
- Create a media resources section