

THE AMERICAN LEGION DEPARTMENT OF WISCONSIN

FINANCE COMMITTEE

Regular Meeting in Person, via Zoom
Thursday, February 24, 2022 at 1 PM

VISION STATEMENT

The vision of The American Legion, Department of Wisconsin is for every member to focus on service to the veteran, to their families and to their communities built upon the foundation of the Four Pillars of service.

MISSION STATEMENT

The mission of The American Legion, Department of Wisconsin is to provide service to veterans, their families and their communities.

MINUTES

Vice Chair Robert Gammon called the meeting to order at 1 PM with a Salute to the Colors, Invocation, and Pledge of Allegiance.

Roll was taken with the following in attendance:

Jim Chapin, Chair
Robert Gammon, Vice Chair
Jennifer Rumbold, Member
Wayne Jensen, Member
Ken Rynes, Member
Donald Stone, Member
Jim Johnson, DEC Liaison
Greg Eirich, Department Commander, Ex Officio
Nathan Gear, Department Adjutant, Consultant

Excused:

Barbara Belmont, Fundraising Committee Chair, Consultant

Motion by Robert Gammon, second by Donald Stone to approve the February 24, 2022 Agenda. Motion carried.

Motion by Wayne Jensen, second by Ken Rynes to approve the January 14, 2022 Meeting Minutes. Motion carried.

Finance Director Lee J. Roundy presented the January 2022 Financial Services Office Activities and Statements, Q3 Asset Management Investment Reports, V360 Fundraising LLC Report, Camp American Legion Capital Improvement Projects (CIP) Update, FY2022-2023 Budget Online Request Process, Timeline, Guidance, and Statements of Financial Position, Income and Expenses.

Finance Committee received draft, revised “*Compensation Plan*” for its January Midwinter Conference meeting. Committee took no action at this meeting.

With no further business, the Vice Chair adjourned the Finance Committee at 2:19 PM with Closing Ritual, subject to the call of the Commander.

The next regular meeting of the Finance Committee will be Thursday, March 24, 2022 at 1 PM.

Respectfully Submitted,

Robert Gammon
Finance Committee Vice Chair

THE AMERICAN LEGION DEPARTMENT OF WISCONSIN

FINANCE COMMITTEE

Regular Meeting

2930 American Legion Drive, Portage WI 53901, Concurrently Via Zoom

Thursday, March 24, 2022 at 1 PM

VISION STATEMENT

The vision of The American Legion, Department of Wisconsin is for every member to focus on service to the veteran, to their families and to their communities built upon the foundation of the Four Pillars of Service.

MISSION STATEMENT

The mission of The American Legion, Department of Wisconsin is to provide service to veterans, their families and their communities.

MINUTES

Chair Chapin called the meeting to order at 1:05 PM with a Salute to the Colors, Invocation, and Pledge of Allegiance.

Roll was taken with the following in attendance:

Jim Chapin, Chair

Robert Gammon, Vice Chair

Jennifer Rumbold, Member

Wayne Jensen, Member

Ken Rynes, Member

Jim Johnson, DEC Liaison

Greg Eirich, Department Commander, Ex Officio

Nathan Gear, Department Adjutant, Consultant

Special Guests:

Larry Larson, Tenth District Commander, for Membership Committee

Roger Mathison, Past Department Commander, Wisconsin American Legion Baseball Association
Commissioner

Excused:

Donald Stone, Member

Barbara Belmont, Fundraising Committee Chair, Consultant

Motion by Robert Gammon, second by Ken Rynes to approve the March 24, 2022 Agenda. Motion carried.

Motion by Robert Gammon, second by Ken Rynes to approve the February 24, 2022 Meeting Minutes. Motion carried.

Finance Director Lee J. Roundy presented the February 2022 Financial Activities and Statements, Q3 Asset Management Investment Reports, V360 Fundraising LLC Report, Camp American Legion Capital Improvement Projects (CIP) Update, and Statements of Financial Position, Income and Expenses.

District Commander Larson provided FY2022-2023 Membership Committee outreach events plan. Baseball Commissioner Mathison provided FY2022-2023 softball pilot plan. Finance Director provided individual budget requests for Committee discussion.

Department Adjutant presented the FY2022-2023 labor allocation options for committee review.

Motion by Robert Gammon, second by Wayne Jensen to approve the revised “*Compensation Plan*” that incorporates Department Adjutant Performance Evaluation and Department Evaluation Process Timeline. Motion carried.

Finance Chair Jim Chapin recessed the Finance Committee at 3:35 PM with Closing Ritual, until the call of the Commander.

The next scheduled meeting of the Finance Committee will be Thursday, April 28, 2022 at 1 PM.

Respectfully Submitted,

James Chapin
Finance Committee Chair

THE AMERICAN LEGION DEPARTMENT OF WISCONSIN

FINANCE COMMITTEE

Regular Meeting

2930 American Legion Drive, Portage WI 53901, Concurrently Via Zoom

Thursday, April 28, 2022 at 1 PM

VISION STATEMENT

The vision of The American Legion, Department of Wisconsin is for every member to focus on service to the veteran, to their families and to their communities built upon the foundation of the Four Pillars of Service.

MISSION STATEMENT

The mission of The American Legion, Department of Wisconsin is to provide service to veterans, their families and their communities.

MINUTES

Chair Chapin called the meeting to order at 1:03 PM with a Salute to the Colors, Invocation, and Pledge of Allegiance.

Roll was taken with the following in attendance:

Jim Chapin, Chair

Robert Gammon, Vice Chair

Jennifer Rumbold, Member

Ken Rynes, Member

Donald Stone, Member

Jim Johnson, DEC Liaison

Greg Eirich, Department Commander, Ex Officio

Nathan Gear, Department Adjutant, Consultant

Excused:

Wayne Jensen, Member

Barbara Belmont, Fundraising Committee Chair, Consultant

Motion by Robert Gammon, second by Ken Rynes to approve the amended April 28, 2022 Agenda, to remove the review of the March 2022 Statements of Financial Position, Income and Expenses. Motion carried.

Motion by Robert Gammon, second by Ken Rynes to approve the March 24, 2022 Meeting Minutes. Motion carried.

Finance Director Lee J. Roundy presented the March 2022 Financial Services Office Summary, Q3 Asset Management Investment Reports, V360 Fundraising LLC Report, and Camp American Legion Capital Improvement Projects (CIP) Update for Committee discussion.

Department Adjutant presented the FY2022-2023 Department Priorities for Committee discussion. Committee discussed the FY2022-2023 Budget Draft requests from the March 2022 meeting.

The Finance Committee approved and recommended to the Department Executive Committee to adopt the FY2022-2023 Budget, incorporating the following motions into the Budget:

1. **Motion by Robert Gammon, second by Jennifer Rumbold to approve and incorporate the Proposed Wage Increase Option 3, merit-based increases based on 2022 Staff Performance Evaluations, cost of \$24,288 (wages, taxes, benefits) to be offset by Unrestricted Investments. Motion carried.**
2. **Motion by Ken Rynes, second by Robert Gammon, to approve and incorporate the \$500 increase in the Baseball Scholarship, \$1,000 total, to be offset by Baseball Investment Account. Motion carried.**
3. **Motion by Robert Gammon, second by Jennifer Rumbold to approve and incorporate the \$10,000 increase in the Camp insurance expense budget to cover Camp Lot 3 (Main Camp) cabins and to maintain proper controls to assure sufficient coverage is maintained if sponsor declines reimbursing Department for insurance premiums, to be offset by Camp Temp Restricted (general donations) Investments. Motion carried.**
4. **Motion by Robert Gammon, second by Greg Eirich to approve and incorporate up to \$6,000 for the Marketing & Communications Committee planning, printing, and distribution of lawn signs following the Request For Proposal process, to be offset by Unrestricted Investments. Motion carried.**

Finance Chair Jim Chapin recessed the Finance Committee at 3:04 PM with Closing Ritual, until the call of the Commander.

The next scheduled meeting of the Finance Committee will be at Spring Meetings, Friday, May 6, 2022 at 3:30 – 5:30 PM.

Respectfully Submitted,

James Chapin
Finance Committee Chair

THE AMERICAN LEGION DEPARTMENT OF WISCONSIN

FINANCE COMMITTEE

Spring Meeting

2930 American Legion Drive, Portage WI 53901, Concurrently Via Zoom

Friday, May 6, 2022 at 3:30 PM

VISION STATEMENT

The vision of The American Legion, Department of Wisconsin is for every member to focus on service to the veteran, to their families and to their communities built upon the foundation of the Four Pillars of Service.

MISSION STATEMENT

The mission of The American Legion, Department of Wisconsin is to provide service to veterans, their families and their communities.

MINUTES

Chair Chapin called the meeting to order at 3:33 PM with a Salute to the Colors, Invocation, and Pledge of Allegiance.

Roll was taken with the following in attendance:

Jim Chapin, Chair

Robert Gammon, Vice Chair

Wayne Jensen, Member

Jennifer Rumbold, Member

Ken Rynes, Member

Donald Stone, Member

Jim Johnson, DEC Liaison

Greg Eirich, Department Commander, Ex Officio

Nathan Gear, Department Adjutant, Consultant

Barbara Belmont, Fundraising Committee Chair, Consultant

Motion by Robert Gammon, second by Ken Rynes to approve the May 6, 2022 Agenda, as amended, to add “For the Good of the Finance Committee” to the bottom of the Agenda. Motion carried.

Motion by Robert Gammon, second by Ken Rynes to approve the April 28, 2022 Meeting Minutes. Motion carried.

Finance Director Lee J. Roundy presented the March 2022 Statements of Financial Position and Income and Expenses, April 2022 Financial Services Office Summary, Q3 Asset Management Investment Reports, V360 Fundraising LLC Report, Camp American Legion Capital Improvement Projects (CIP) Update, FY2020-2021 Audit Update, FY2022-2023 Year-End Wrap-Up, and FY2022-2023 Budget Highlights for Committee discussion.

Motion by Ken Rynes, second by Robert Gammon to increase the FY2022-2023 budget for Membership Program expense account 520-6207, Stipend for Travel, up to \$4,000 for the National Membership Workshop. This cost to be offset by unrestricted investments, if necessary. Motion carried.

Motion by Ken Rynes, second by Robert Gammon to increase the FY2022-2023 budget for Administrative expense account 300-6210, Other Professional Fees, up to \$5,000 to secure cleaning services at Headquarters. This cost to be offset by unrestricted investments, if necessary. Motion carried.

Finance Chair Jim Chapin recessed the Finance Committee to the Call of the Commander at 5:26 PM with Closing Ritual.

The next scheduled meeting of the Finance Committee will be June 23, 2022 at 1 PM.

Respectfully Submitted,

James Chapin
Finance Committee Chair

Temporarily Restricted Account

Account List

721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

As of 04/30/2022

Account Name	Account	Account Type	Assets	Cash	Total Value
THE AMERICAN LEGION DEPT OF WISCONSIN	721360	Exempt Other	\$ 1,020,894.17	\$ 15,407.14	\$ 1,036,301.31

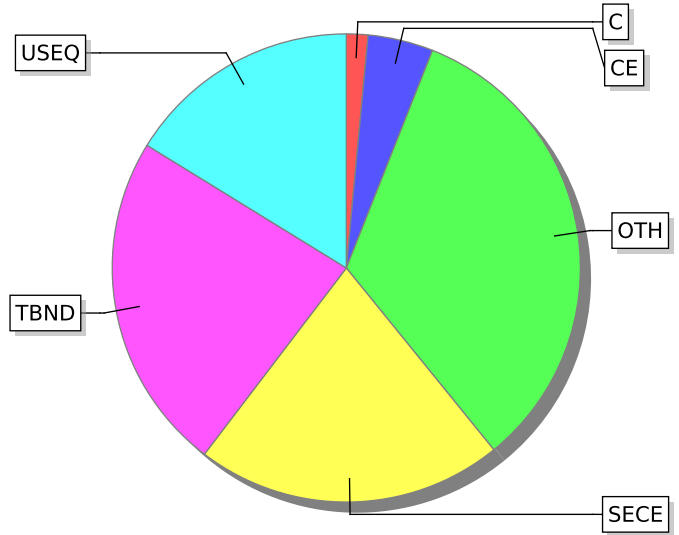
Total Value of all accounts: \$ 1,036,301.31

Dashboard

721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

As of 04/30/2022 By Asset Class Including All Models

Assets:	\$ 1,020,894.17
Cash:	\$ 15,407.14
<hr style="border-top: 1px dotted black;"/>	
Total Value:	\$ 1,036,301.31
Pending Dividends:	\$ 0.00
<hr style="border-top: 1px dotted black;"/>	
Total Value plus Dividends:	\$ 1,036,301.31
Pending Cash:	\$ 0.00
Unrealized Gain/Loss: **	N/A
Short-term:	N/A
Long-term	N/A
Cost Basis: *	\$ 1,051,756.40



Percent	Value	Abbreviation	Asset Class
1.49 %	\$ 15,407.14	C	Cash
4.51 %	\$ 46,773.88	CE	Cash Equivalents
33.15 %	\$ 343,509.26	OTH	Other
21.22 %	\$ 219,905.18	SECE	Sector Equity
23.41 %	\$ 242,630.63	TBND	Taxable Bond
16.22 %	\$ 168,075.22	USEQ	U.S. Equity

Dashboard

721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

As of 04/30/2022 By Asset Class Including All Models

Percent	Value	Abbreviation	Asset Class
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*Cost Basis excludes Cash. Cost basis information for mutual funds reflects average cost, unless your Investment Advisor has elected to report actual cost for all securities. Cost basis information for all other securities is based on actual cost. Both average and actual costs may reflect adjustments for events such as wash sales and corporate actions.

**Unrealized Gains/Losses do not include positions with a zero cost basis (N/A).

Note: Trades pending settlement may contain estimated values which cause the Market Value and Unrealized Gain/Loss amounts for a given position to fluctuate until settlement. Gain/Loss estimates for pending trades use the previous day's closing price.

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Positions

721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

As of 04/30/2022 By Asset Class Including All Models

Total Market Value:	\$ 1,036,301.31
Cash:	\$ 15,407.14
Market Value Excluding Cash:	\$ 1,020,894.17
Cost Basis: *	\$ 1,051,756.40
Unrealized Gain/Loss: **	N/A

Cash

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
CASH	CASH	15407.1400	N/A	N/A	N/A	\$ 15,407.14

Cash Equivalents

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
FDRXX	FIDELITY GOVERNMENT CASH RESERVES RETAIL CLASS (GOVT)	46773.8800	\$ 46,773.88	\$ 1.00	N/A	\$ 46,773.88

Other

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
EIXIX	CATALYST ENHANCED INCOME STRATEGY FUND CLASS I	4569.0180	\$ 50,695.65	\$ 10.69	N/A	\$ 48,842.80
LIFIX	LORD ABBETT INFLATION FOCUSED FUND CLASS I	2113.3350	\$ 26,331.99	\$ 12.36	N/A	\$ 26,120.82
OIH	VANECK VECTORS OIL SERVICES ETF	247.5340	\$ 60,425.30	\$ 263.76	N/A	\$ 65,289.57
OOSYX	INVESCO SENIOR FLOATING RATE FUND CLASS Y	3519.8470	\$ 24,744.42	\$ 7.02	N/A	\$ 24,709.33
PMJIX	PIMCO RAE FUNDAMENTAL US SMALL FUND INST'L CLASS	3280.0040	\$ 30,899.84	\$ 9.23	N/A	\$ 30,274.44
QAITX	Q3 ALL WEATHER TACTICAL FUND INST'L CLASS	15428.9590	\$ 175,506.95	\$ 9.61	N/A	\$ 148,272.30

Sector Equity

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
FENY	FIDELITY COVINGTON TR MSCI ENERGY INDEX ETF	3224.6290	\$ 60,100.63	\$ 20.56	N/A	\$ 66,298.37
FHLC	FIDELITY COVINGTON TR MSCI HEALTH CARE INDEX ETF	1055.8440	\$ 68,750.65	\$ 61.65	N/A	\$ 65,092.78
GASFX	HENNESSY GAS UTILITY INDEX FUND INVESTOR CLASS	1574.2660	\$ 45,606.50	\$ 27.71	N/A	\$ 43,622.91
IENYX	INVESCO ENERGY FUND CLASS Y	1788.4910	\$ 40,912.50	\$ 25.10	N/A	\$ 44,891.12

Taxable Bond

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
GBIL	GOLDMAM SACHS TREAS ACC 0-1 YR ETF	1951.1540	\$ 195,069.95	\$ 99.91	N/A	\$ 194,939.80
PHYZX	PRUDENTIAL HIGH YIELD FUND CLASS Z	0.0100	\$ 0.05	\$ 4.97	N/A	\$ 0.05

Positions

721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

As of 04/30/2022 By Asset Class Including All Models

PMZIX	PIMCO MORTGAGE OPPORTUNITIES FUND INST'L CLASS	6.1420	\$ 63.01	\$ 10.26	N/A	\$ 63.02
PTSHX	PIMCO SHORT TERM FUND INST'L CLASS	4940.6040	\$ 48,169.81	\$ 9.64	N/A	\$ 47,627.42
TGBAX	TEMPLETON GLOBAL BOND FUND ADVISOR CLASS	0.0400	\$ 0.34	\$ 8.44	N/A	\$ 0.34

U.S. Equity

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
FSCAX	NUVEEN SMALL CAP VALUE FUND CLASS A	1114.9390	\$ 32,700.64	\$ 26.50	N/A	\$ 29,545.88
LCEYX	INVESCO DIVERSIFIED DIVIDEND FUND CLASS Y	1393.0180	\$ 28,310.53	\$ 19.49	N/A	\$ 27,149.92
VASVX	VANGUARD SELECTED VALUE FUND INVESTOR CLASS	2009.7400	\$ 61,397.55	\$ 28.88	N/A	\$ 58,041.29
VSIAX	VANGUARD SMALL CAP VALUE INDEX FUND ADMIRAL CLASS	753.2570	\$ 55,296.21	\$ 70.81	N/A	\$ 53,338.13

*Cost Basis excludes Cash. Cost basis information for mutual funds reflects average cost, unless your Investment Advisor has elected to report actual cost for all securities. Cost basis information for all other securities is based on actual cost. Both average and actual costs may reflect adjustments for events such as wash sales and corporate actions.

**Unrealized Gains/Losses do not include positions with a zero cost basis (N/A).

Note: Trades pending settlement may contain estimated values which cause the Market Value and Unrealized Gain/Loss amounts for a given position to fluctuate until settlement. Gain/Loss estimates for pending trades use the previous day's closing price.

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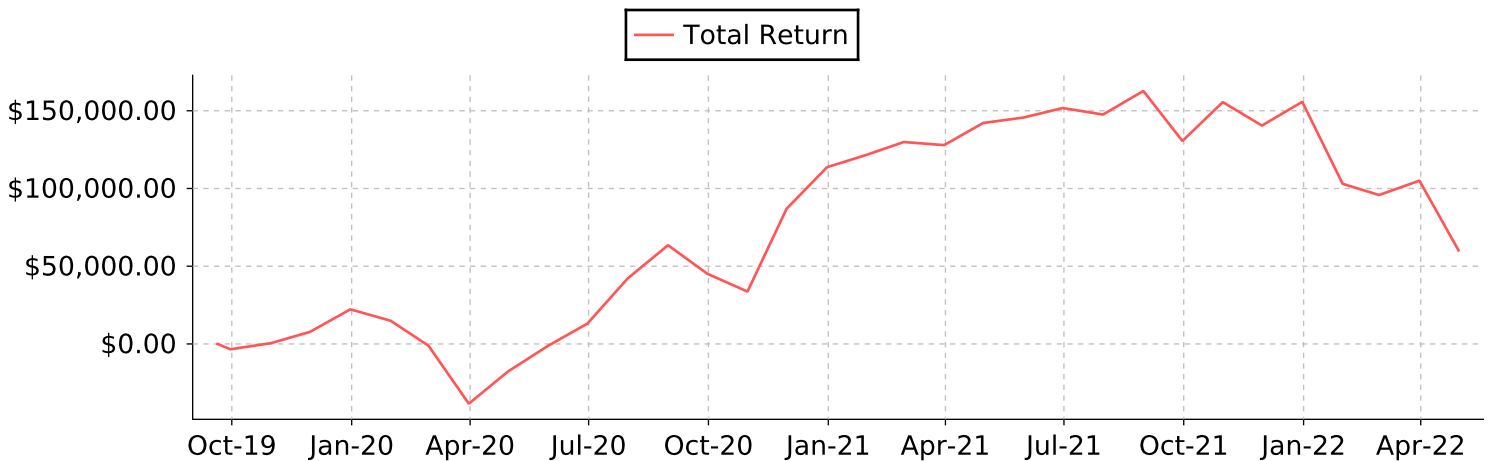
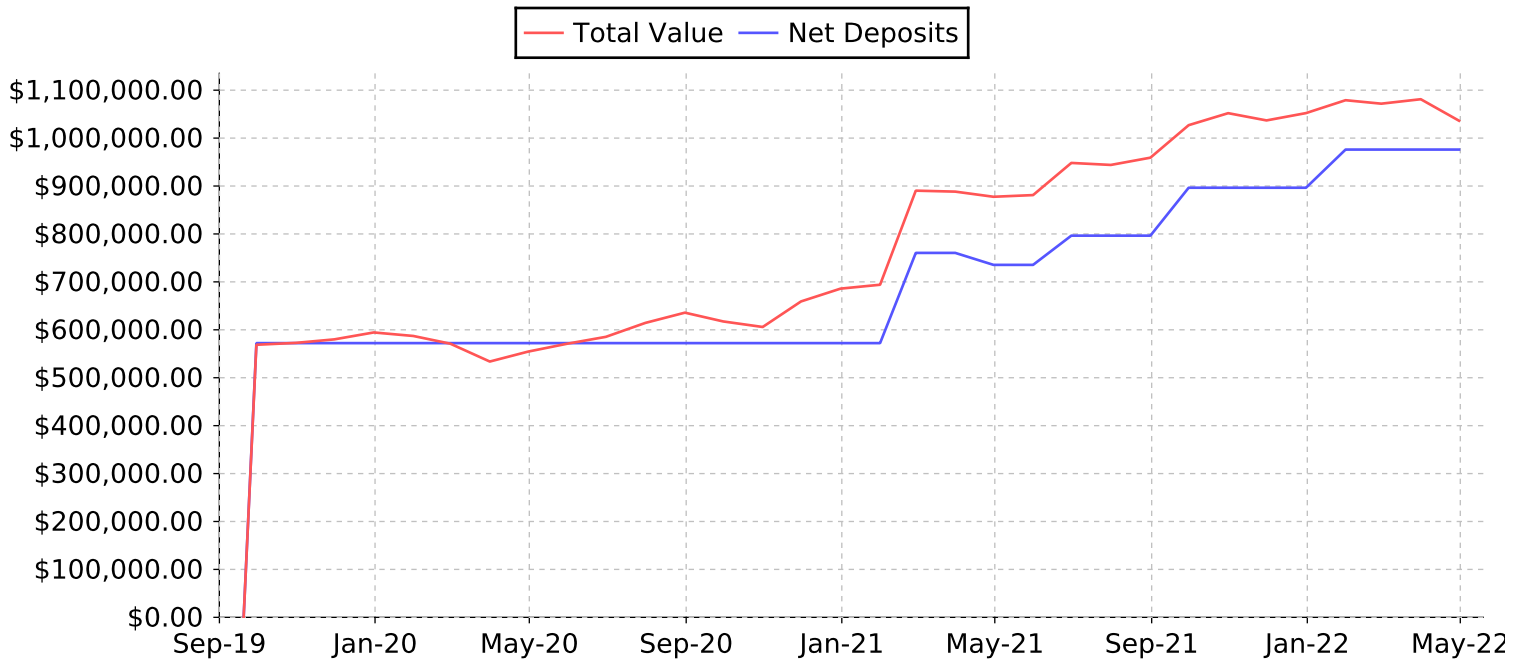
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Total Return
721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other
 Account returns from 09/01/2019 thru 04/30/2022

Portfolio Value

Begin Date: 09/20/2019	\$ 0	Cumulative Time Weighted Return:	15.36 %
.....		Annualized Time Weighted Return:	5.62 %
Contributions:	\$ 1,001,079		
Withdrawals:	(\$ 25,000)		
Income & Gains:	\$ 94,848		
Net Change in Value:	(\$ 34,625)		
.....			
End Date: 04/30/2022	\$ 1,036,301		



Total Return
721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other
Account returns from 09/01/2019 thru 04/30/2022

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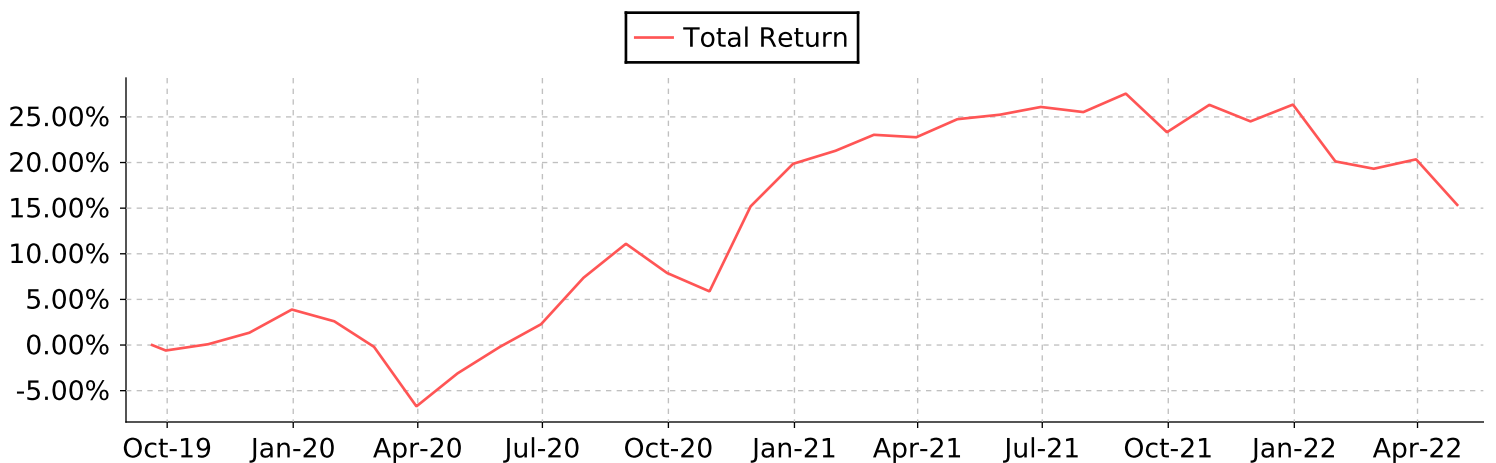
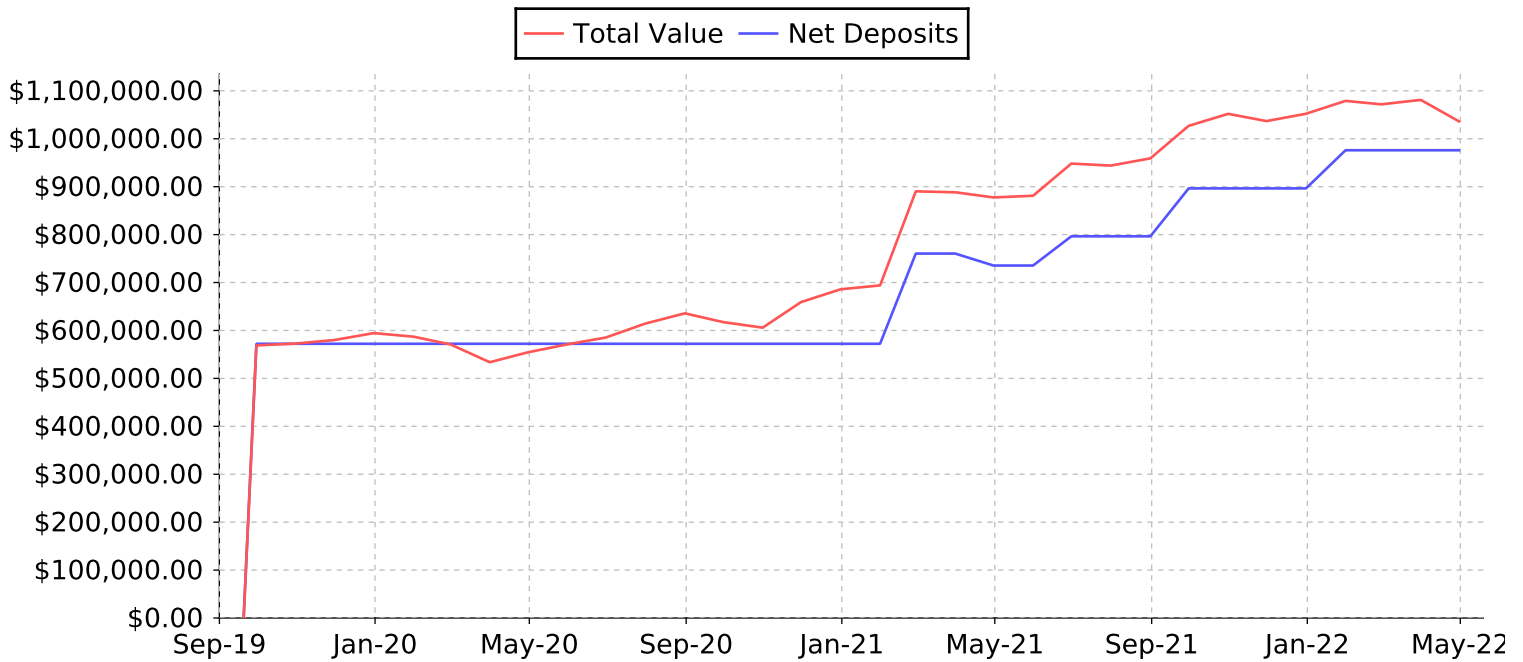
Total Return

721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

Account returns from 09/01/2019 thru 04/30/2022

Portfolio Value

Begin Date: 09/20/2019	\$ 0	Cumulative Time Weighted Return:	15.36 %
.....		Annualized Time Weighted Return:	5.62 %
Contributions:	\$ 1,001,079		
Withdrawals:	(\$ 25,000)		
Income & Gains:	\$ 94,848		
Net Change in Value:	(\$ 34,625)		
.....			
End Date: 04/30/2022	\$ 1,036,301		



Total Return
721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other
Account returns from 09/01/2019 thru 04/30/2022

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Total Return
721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other
Account returns from 09/01/2019 thru 04/30/2022

Portfolio Value

Begin Date: 09/20/2019	\$ 0	Cumulative Time Weighted Return:	15.36 %
.....		Annualized Time Weighted Return:	5.62 %
Contributions:	\$ 1,001,079		
Withdrawals:	(\$ 25,000)		
Income & Gains:	\$ 94,848		
Net Change in Value:	(\$ 34,625)		
.....			
End Date: 04/30/2022	\$ 1,036,301		

Month	Total Value	Net Deposits	Change in Deposits	Total Return Dollars	Total Return Percent
04/30/2022	\$ 1,036,301.31	\$ 976,078.72	\$ 0.00	\$ 60,222.59	15.36 %
03/31/2022	\$ 1,081,119.56	\$ 976,078.72	\$ 0.00	\$ 105,040.84	20.35 %
02/28/2022	\$ 1,071,857.86	\$ 976,078.72	\$ 0.00	\$ 95,779.14	19.32 %
01/31/2022	\$ 1,079,064.05	\$ 976,078.72	\$ 79,625.00	\$ 102,985.33	20.12 %
12/31/2021	\$ 1,052,202.20	\$ 896,453.72	\$ 0.00	\$ 155,748.48	26.35 %
11/30/2021	\$ 1,036,917.74	\$ 896,453.72	\$ 0.00	\$ 140,464.02	24.51 %
10/31/2021	\$ 1,052,013.55	\$ 896,453.72	\$ 0.00	\$ 155,559.83	26.32 %
09/30/2021	\$ 1,026,997.74	\$ 896,453.72	\$ 100,000.00	\$ 130,544.02	23.32 %
08/31/2021	\$ 959,185.36	\$ 796,453.72	\$ 0.00	\$ 162,731.64	27.55 %
07/31/2021	\$ 944,013.88	\$ 796,453.72	\$ 0.00	\$ 147,560.16	25.53 %
06/30/2021	\$ 948,219.61	\$ 796,453.72	\$ 61,000.00	\$ 151,765.89	26.09 %
05/31/2021	\$ 881,087.70	\$ 735,453.72	\$ 0.00	\$ 145,633.98	25.24 %
04/30/2021	\$ 877,595.44	\$ 735,453.72	(\$ 25,000.00)	\$ 142,141.72	24.75 %
03/31/2021	\$ 888,352.42	\$ 760,453.72	\$ 0.00	\$ 127,898.70	22.77 %
02/28/2021	\$ 890,333.19	\$ 760,453.72	\$ 188,228.70	\$ 129,879.47	23.04 %
01/31/2021	\$ 694,024.89	\$ 572,225.02	\$ 0.00	\$ 121,799.87	21.29 %
12/31/2020	\$ 685,890.69	\$ 572,225.02	\$ 0.00	\$ 113,665.67	19.86 %
11/30/2020	\$ 659,183.64	\$ 572,225.02	\$ 0.00	\$ 86,958.62	15.20 %
10/31/2020	\$ 605,884.36	\$ 572,225.02	\$ 0.00	\$ 33,659.34	5.88 %
09/30/2020	\$ 617,446.39	\$ 572,225.02	\$ 0.00	\$ 45,221.37	7.90 %
08/31/2020	\$ 635,730.97	\$ 572,225.02	\$ 0.00	\$ 63,505.95	11.10 %
07/31/2020	\$ 614,372.25	\$ 572,225.02	\$ 0.00	\$ 42,147.23	7.37 %
06/30/2020	\$ 585,259.56	\$ 572,225.02	\$ 0.00	\$ 13,034.54	2.28 %

Total Return
721360 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

Account returns from 09/01/2019 thru 04/30/2022

Month	Total Value	Net Deposits	Change in Deposits	Total Return Dollars	Total Return Percent
05/31/2020	\$ 571,089.51	\$ 572,225.02	\$ 0.00	(\$ 1,135.51)	(0.20 %)
04/30/2020	\$ 554,446.10	\$ 572,225.02	\$ 0.00	(\$ 17,778.92)	(3.11 %)
03/31/2020	\$ 533,781.11	\$ 572,225.02	\$ 0.00	(\$ 38,443.91)	(6.72 %)
02/29/2020	\$ 571,060.22	\$ 572,225.02	\$ 0.00	(\$ 1,164.80)	(0.20 %)
01/31/2020	\$ 587,114.84	\$ 572,225.02	\$ 0.00	\$ 14,889.82	2.60 %
12/31/2019	\$ 594,480.69	\$ 572,225.02	\$ 0.00	\$ 22,255.67	3.89 %
11/30/2019	\$ 579,976.43	\$ 572,225.02	\$ 0.00	\$ 7,751.41	1.35 %
10/31/2019	\$ 572,717.97	\$ 572,225.02	\$ 0.00	\$ 492.95	0.09 %
09/30/2019	\$ 568,784.00	\$ 572,225.02	\$ 572,225.02	(\$ 3,441.02)	(0.60 %)
09/20/2019	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0.00 %

Disclaimer: The returns displayed on this page are estimates based on the prices and transactions that have been posted to date. The actual returns reported on your statements may vary from these figures.

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Unrestricted Account

Account List

721361 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

As of 04/30/2022

Account Name	Account	Account Type	Assets	Cash	Total Value
THE AMERICAN LEGION DEPT OF WISCONSIN	721361	Exempt Other	\$ 1,190,350.20	\$ 15,718.15	\$ 1,206,068.35

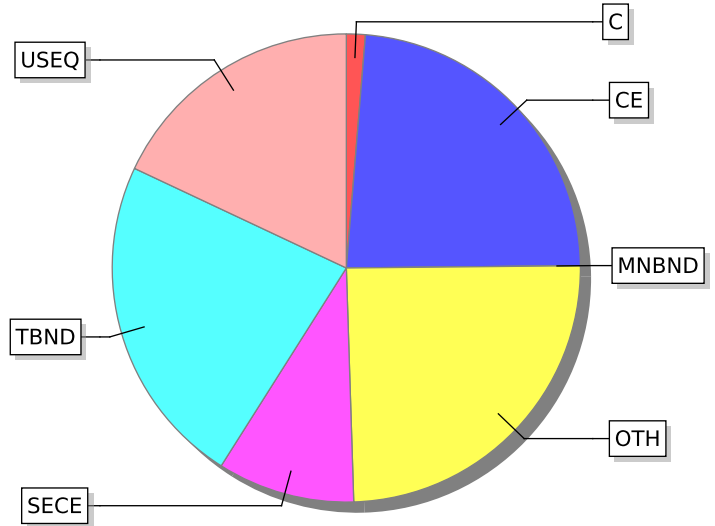
Total Value of all accounts: \$ 1,206,068.35

Dashboard

721361 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

As of 04/30/2022 By Asset Class Including All Models

Assets:	\$ 1,190,350.20
Cash:	\$ 15,718.15
<hr style="border-top: 1px dotted black;"/>	
Total Value:	\$ 1,206,068.35
Pending Dividends:	\$ 0.00
<hr style="border-top: 1px dotted black;"/>	
Total Value plus Dividends:	\$ 1,206,068.35
Pending Cash:	\$ 0.00
Unrealized Gain/Loss: **	N/A
Short-term:	N/A
Long-term	N/A
Cost Basis: *	\$ 1,238,882.95



Percent	Value	Abbreviation	Asset Class
1.30 %	\$ 15,718.15	C	Cash
23.54 %	\$ 283,926.31	CE	Cash Equivalents
0.00 %	\$ 0.09	MNBND	Municipal Bond
24.65 %	\$ 297,313.83	OTH	Other
9.48 %	\$ 114,355.48	SECE	Sector Equity
23.02 %	\$ 277,610.17	TBND	Taxable Bond
18.00 %	\$ 217,144.32	USEQ	U.S. Equity

Dashboard

721361 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

As of 04/30/2022 By Asset Class Including All Models

Percent	Value	Abbreviation	Asset Class
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*Cost Basis excludes Cash. Cost basis information for mutual funds reflects average cost, unless your Investment Advisor has elected to report actual cost for all securities. Cost basis information for all other securities is based on actual cost. Both average and actual costs may reflect adjustments for events such as wash sales and corporate actions.

**Unrealized Gains/Losses do not include positions with a zero cost basis (N/A).

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Positions

721361 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

As of 04/30/2022 By Asset Class Including All Models

Total Market Value:	\$ 1,206,068.35
Cash:	\$ 15,718.15
Market Value Excluding Cash:	\$ 1,190,350.20
Cost Basis: *	\$ 1,238,882.95
Unrealized Gain/Loss: **	N/A

Cash

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
CASH	CASH	15718.1500	N/A	N/A	N/A	\$ 15,718.15

Cash Equivalents

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
FDRXX	FIDELITY GOVERNMENT CASH RESERVES RETAIL CLASS (GOVT)	283926.3100	\$ 283,926.31	\$ 1.00	N/A	\$ 283,926.31

Municipal Bond

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
FHIGX	FIDELITY MUNICIPAL INCOME FUND RETAIL CLASS	0.0070	\$ 0.09	\$ 12.17	N/A	\$ 0.09

Other

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
LIFIX	LORD ABBETT INFLATION FOCUSED FUND CLASS I	2730.2010	\$ 34,018.10	\$ 12.36	N/A	\$ 33,745.28
OOSYX	INVESCO SENIOR FLOATING RATE FUND CLASS Y	4544.7260	\$ 31,949.29	\$ 7.02	N/A	\$ 31,903.98
PMJIX	PIMCO RAE FUNDAMENTAL US SMALL FUND INST'L CLASS	4237.5930	\$ 39,920.98	\$ 9.23	N/A	\$ 39,112.98
QAITX	Q3 ALL WEATHER TACTICAL FUND INST'L CLASS	20036.5860	\$ 217,924.49	\$ 9.61	N/A	\$ 192,551.59

Sector Equity

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
GASFX	HENNESSY GAS UTILITY INDEX FUND INVESTOR CLASS	2033.8700	\$ 58,921.20	\$ 27.71	N/A	\$ 56,358.54
IENYX	INVESCO ENERGY FUND CLASS Y	2310.6350	\$ 52,856.77	\$ 25.10	N/A	\$ 57,996.94

Taxable Bond

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
FADMX	FIDELITY ADVISOR STRATEGIC INCOME FUND RETAIL CLASS	0.0100	\$ 0.12	\$ 11.57	N/A	\$ 0.12
FGOVX	FIDELITY GOVERNMENT INCOME FUND RETAIL CLASS	14536.3390	\$ 150,119.96	\$ 9.68	N/A	\$ 140,711.76
FSHBX	FIDELITY SHORT-TERM BOND FUND RETAIL CLASS	16454.0630	\$ 139,527.88	\$ 8.32	N/A	\$ 136,897.80

Positions

721361 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

As of 04/30/2022 By Asset Class Including All Models

PHYZX	PRUDENTIAL HIGH YIELD FUND CLASS Z	0.0100	\$ 0.05	\$ 4.97	N/A	\$ 0.05
TGBAX	TEMPLETON GLOBAL BOND FUND ADVISOR CLASS	0.0520	\$ 0.44	\$ 8.44	N/A	\$ 0.44

U.S. Equity

Symbol	Security	Quantity	Cost Basis	Price	Unrealized G/L	Market Value
FSCAX	NUVEEN SMALL CAP VALUE FUND CLASS A	1440.4430	\$ 42,379.46	\$ 26.50	N/A	\$ 38,171.74
LCEYX	INVESCO DIVERSIFIED DIVIDEND FUND CLASS Y	1799.7060	\$ 36,575.68	\$ 19.49	N/A	\$ 35,076.27
VASVX	VANGUARD SELECTED VALUE FUND INVESTOR CLASS	2596.4780	\$ 79,322.41	\$ 28.88	N/A	\$ 74,986.28
VSIAX	VANGUARD SMALL CAP VALUE INDEX FUND ADMIRAL CLASS	973.1680	\$ 71,439.72	\$ 70.81	N/A	\$ 68,910.03

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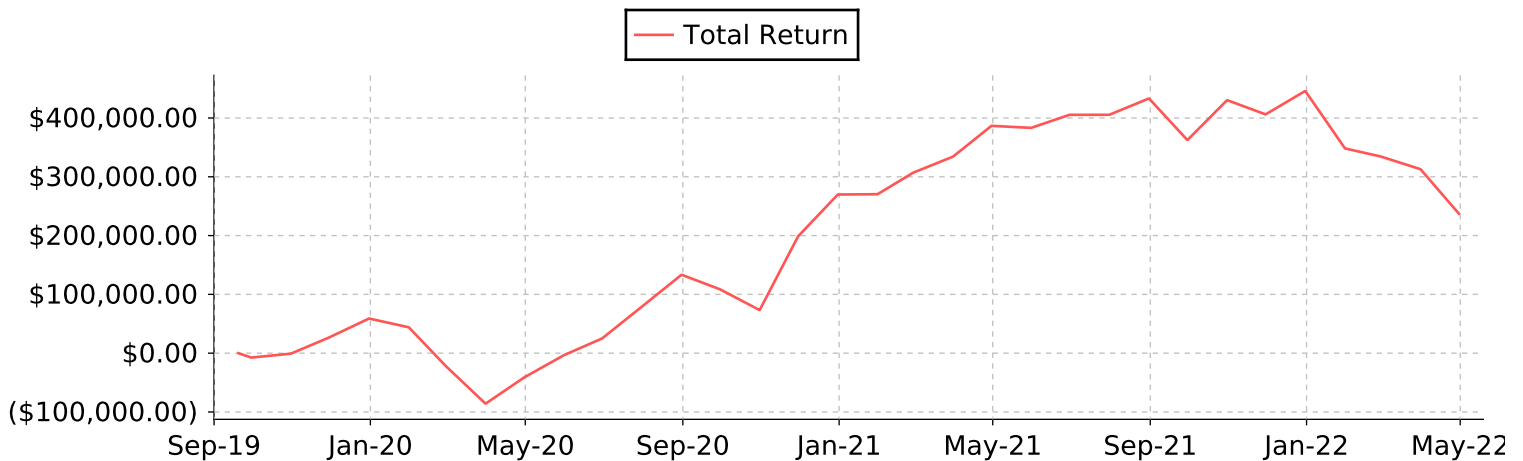
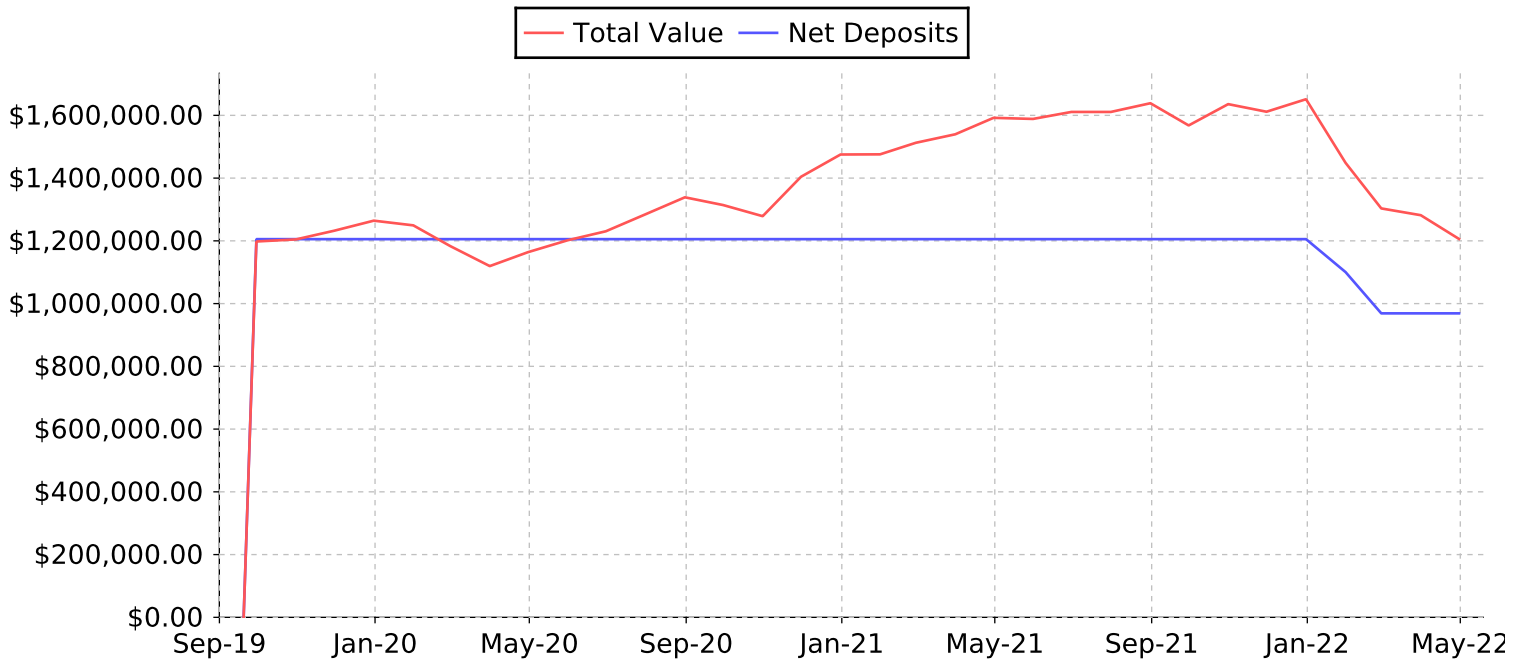
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Total Return
721361 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other
 Account returns from 09/01/2019 thru 04/30/2022

Portfolio Value

Begin Date: 09/20/2019	\$ 0	Cumulative Time Weighted Return:	17.74 %
.....		Annualized Time Weighted Return:	6.45 %
Contributions:	\$ 1,205,421		
Withdrawals:	(\$ 236,550)		
Income & Gains:	\$ 206,217		
Net Change in Value:	\$ 30,980		
.....			
End Date: 04/30/2022	\$ 1,206,068		



Total Return
721361 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other
Account returns from 09/01/2019 thru 04/30/2022

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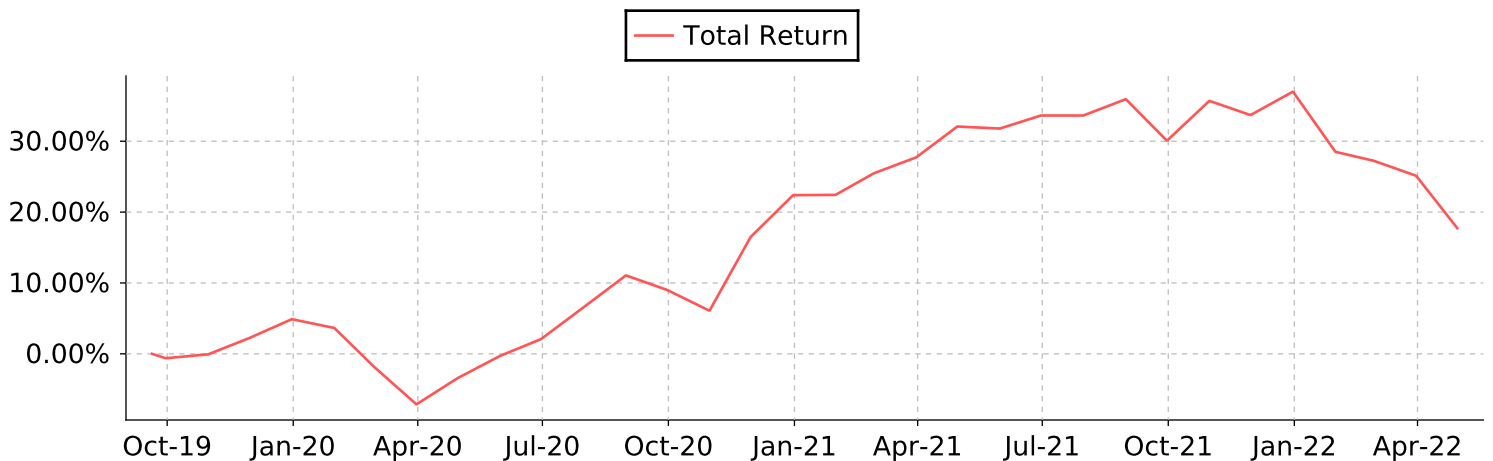
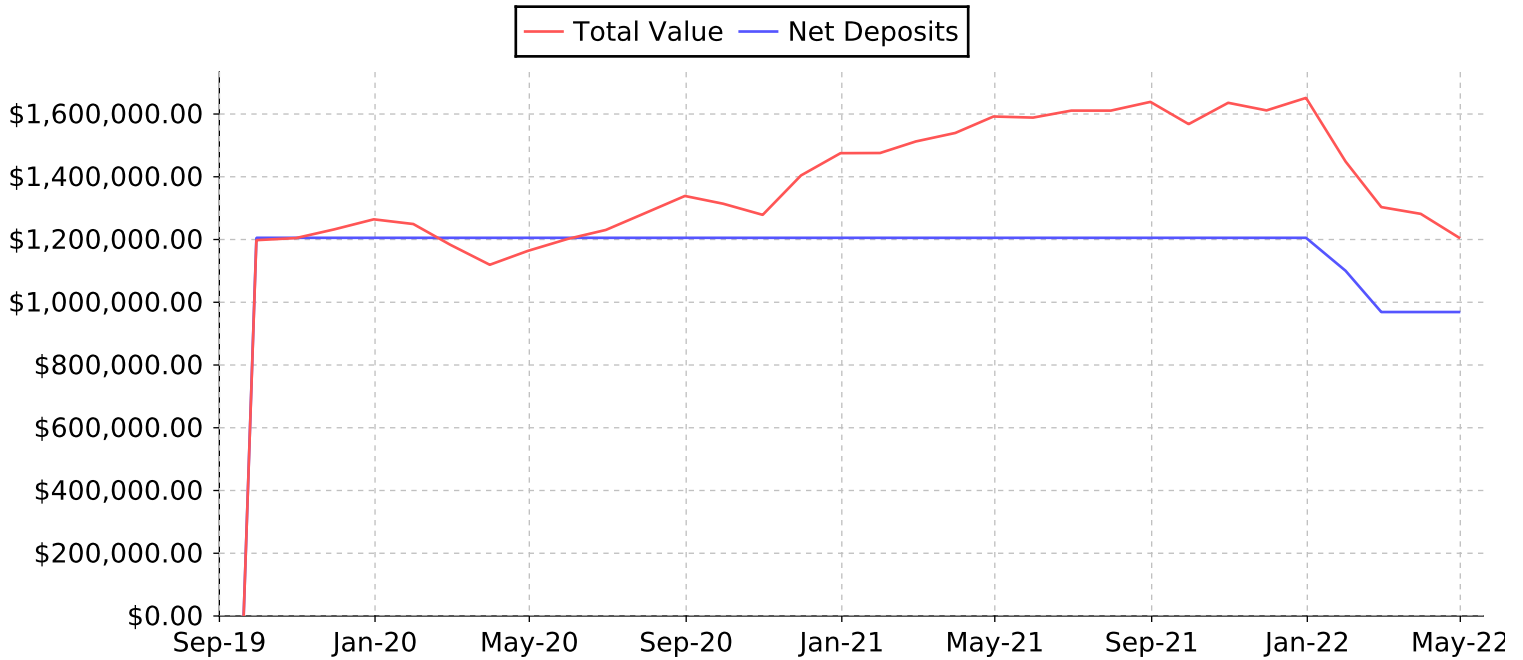
Total Return

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Account returns from 09/01/2019 thru 04/30/2022

Portfolio Value

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Total Return
721361 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other
Account returns from 09/01/2019 thru 04/30/2022

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Total Return

721361 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

Account returns from 09/01/2019 thru 04/30/2022

Portfolio Value

Begin Date: 09/20/2019	\$ 0	Cumulative Time Weighted Return:	17.74 %
.....		Annualized Time Weighted Return:	6.45 %
Contributions:	\$ 1,205,421		
Withdrawals:	(\$ 236,550)		
Income & Gains:	\$ 206,217		
Net Change in Value:	\$ 30,980		
.....			
End Date: 04/30/2022	\$ 1,206,068		

Month	Total Value	Net Deposits	Change in Deposits	Total Return Dollars	Total Return Percent
04/30/2022	\$ 1,206,068.35	\$ 968,870.91	\$ 0.00	\$ 237,197.44	17.74 %
03/31/2022	\$ 1,281,786.62	\$ 968,870.91	\$ 0.00	\$ 312,915.71	25.13 %
02/28/2022	\$ 1,303,329.18	\$ 968,870.91	(\$ 131,550.00)	\$ 334,458.27	27.24 %
01/31/2022	\$ 1,448,646.16	\$ 1,100,420.91	(\$ 105,000.00)	\$ 348,225.25	28.51 %
12/31/2021	\$ 1,651,395.39	\$ 1,205,420.91	\$ 0.00	\$ 445,974.48	37.00 %
11/30/2021	\$ 1,611,559.48	\$ 1,205,420.91	\$ 0.00	\$ 406,138.57	33.69 %
10/31/2021	\$ 1,635,807.54	\$ 1,205,420.91	\$ 0.00	\$ 430,386.63	35.70 %
09/30/2021	\$ 1,567,836.55	\$ 1,205,420.91	\$ 0.00	\$ 362,415.64	30.07 %
08/31/2021	\$ 1,638,649.68	\$ 1,205,420.91	\$ 0.00	\$ 433,228.77	35.94 %
07/31/2021	\$ 1,610,847.56	\$ 1,205,420.91	\$ 0.00	\$ 405,426.65	33.63 %
06/30/2021	\$ 1,610,862.75	\$ 1,205,420.91	\$ 0.00	\$ 405,441.84	33.63 %
05/31/2021	\$ 1,588,620.50	\$ 1,205,420.91	\$ 0.00	\$ 383,199.59	31.79 %
04/30/2021	\$ 1,592,099.17	\$ 1,205,420.91	\$ 0.00	\$ 386,678.26	32.08 %
03/31/2021	\$ 1,539,690.06	\$ 1,205,420.91	\$ 0.00	\$ 334,269.15	27.73 %
02/28/2021	\$ 1,512,510.29	\$ 1,205,420.91	\$ 0.00	\$ 307,089.38	25.48 %
01/31/2021	\$ 1,475,775.21	\$ 1,205,420.91	\$ 0.00	\$ 270,354.30	22.43 %
12/31/2020	\$ 1,475,257.87	\$ 1,205,420.91	\$ 0.00	\$ 269,836.96	22.39 %
11/30/2020	\$ 1,404,223.63	\$ 1,205,420.91	\$ 0.00	\$ 198,802.72	16.49 %
10/31/2020	\$ 1,278,662.50	\$ 1,205,420.91	\$ 0.00	\$ 73,241.59	6.08 %
09/30/2020	\$ 1,314,089.71	\$ 1,205,420.91	\$ 0.00	\$ 108,668.80	9.02 %
08/31/2020	\$ 1,338,826.46	\$ 1,205,420.91	\$ 0.00	\$ 133,405.55	11.07 %
07/31/2020	\$ 1,284,493.54	\$ 1,205,420.91	\$ 0.00	\$ 79,072.63	6.56 %
06/30/2020	\$ 1,230,482.60	\$ 1,205,420.91	\$ 0.00	\$ 25,061.69	2.08 %

Total Return
721361 THE AMERICAN LEGION DEPT OF WISCONSIN - Exempt Other

Account returns from 09/01/2019 thru 04/30/2022

Month	Total Value	Net Deposits	Change in Deposits	Total Return Dollars	Total Return Percent
05/31/2020	\$ 1,201,804.17	\$ 1,205,420.91	\$ 0.00	(\$ 3,616.74)	(0.30 %)
04/30/2020	\$ 1,163,943.52	\$ 1,205,420.91	\$ 0.00	(\$ 41,477.39)	(3.44 %)
03/31/2020	\$ 1,119,483.64	\$ 1,205,420.91	\$ 0.00	(\$ 85,937.27)	(7.13 %)
02/29/2020	\$ 1,183,302.24	\$ 1,205,420.91	\$ 0.00	(\$ 22,118.67)	(1.83 %)
01/31/2020	\$ 1,249,395.91	\$ 1,205,420.91	\$ 0.00	\$ 43,975.00	3.65 %
12/31/2019	\$ 1,264,377.52	\$ 1,205,420.91	\$ 0.00	\$ 58,956.61	4.89 %
11/30/2019	\$ 1,232,301.29	\$ 1,205,420.91	\$ 0.00	\$ 26,880.38	2.23 %
10/31/2019	\$ 1,204,622.93	\$ 1,205,420.91	\$ 0.00	(\$ 797.98)	(0.07 %)
09/30/2019	\$ 1,197,943.27	\$ 1,205,420.91	\$ 1,205,420.91	(\$ 7,477.64)	(0.62 %)
09/20/2019	\$ 0.00	\$ 0.00	\$ 0.00	\$ 0.00	0.00 %

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The American Legion, Department of Wisconsin

COMPENSATION PLAN

Revised: December 4, 2021

Replaces: July 1, 2020

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PHILOSOPHY

The purpose of The American Legion, Department of Wisconsin (“Department”) Compensation Plan is to ensure pay is established and administered according to fair and equitable principles. Established policies and procedures are intended to provide supervisors with guidelines for the day-to-day administration of employee compensation.

It is the Department Adjutant’s (“Adjutant”) responsibility to administer the policies consistently and impartially and to ensure equal employment opportunities are provided to each employee or candidate for employment regarding hiring, salary adjustments, performance evaluations, promotions, and termination actions.

The Department is required to comply with applicable federal and state laws and regulations regarding race, color, creed, religion, sex, sexual orientation, national origin, marital status, disability, age, veteran status, etc. In addition, each supervisor is responsible for taking affirmative action to assure that minorities, women, disabled individuals, and veterans receive fair and equal treatment.

These objectives serve as the framework for the Compensation Plan:

- To recognize the value each employee brings to the Department
- To attract and retain fully qualified employees
- To increase understanding of pay administration by employees
- To pay salaries that are equitable for work being performed
- To be equitable in pay across departmental lines

These objectives are regularly reviewed and evaluated by the Adjutant and the Finance Committee. Modifications will be made as necessary.

Questions concerning the policies and procedures contained in this Plan should be referred to the Adjutant.

The Department Executive Committee (“DEC”) has the ultimate responsibility and authority over all matters in the Department. This manual is a guide approved by the DEC and provides appointment of responsibilities to ensure the implementation of this Plan.

POSITION DOCUMENTATION

Definition

Position documentation refers to the collection and maintenance of job content information. Formal job descriptions are used to describe duties and responsibilities required for each position at the Department.

The description focuses on the position, **not** the employee assigned to the position. Evaluation of the employee's performance is a separate issue covered under the performance evaluation process.

Position descriptions reflect the organization level, as well as the type and scope of the work required.

Purpose

A position description is used to describe every job. It is intended to document the minimum requirements of the position as it exists.

Written position descriptions are used as the basis for assigning positions to a position group and pay range. Accurate and complete position descriptions must be prepared and maintained. The importance of position descriptions is stressed to all Department employees.

Salary adjustments for current employees, or hiring rates for new employees, are authorized only with a current position description through the annual budget process.

As a position changes, the position description will be updated to reflect such changes.

Responsibilities

Current position documentation for all subordinate positions is the responsibility of each Department supervisor. Usually in conjunction with the performance evaluation process (or annual budget process), individual position descriptions are reviewed with the employee(s) and updated. Revisions are forwarded promptly to the Adjutant. The Adjutant is responsible for ensuring the consistency and accuracy of the information, and to keep formal copies and background information on file for all positions.

A copy of each position description is available to employees through their supervisor.

Process

Position descriptions are kept current and up-to-date through periodic reviews by supervisors and employees.

- **New positions** – To hire for a new position, a position description questionnaire (refer to Exhibit 1) must be completed by the requesting manager or supervisor listing the minimum requirements and responsibilities for the position. A position description will then be developed and a salary range assigned to the position by the Adjutant.
- **Revised positions** – As a position changes, a revised position description may be required. Position descriptions will be reviewed on an annual basis, usually in conjunction with the performance evaluation and budget process.

If changes are minor, the supervisor will note the changes on the current job description and forward it to the Adjutant. The Adjutant will make the changes, then prepare and distribute an official revised description.

If there are major changes in the duties and responsibilities of a position, a new position description questionnaire must be completed. The questionnaire must be forwarded to the Adjutant who will develop a new job description and determine the appropriate job group and pay range. If there is a question on how the new position will be evaluated internally, the Adjutant may confer with the Finance Committee. The supervisor will be notified regarding the new position description and salary range change, if any, and who will in turn inform the affected employee(s).

- **Vacant positions** – If a position becomes vacant, a review of the current position description will be completed to determine if there should be any changes prior to filling the position. Revisions should be made before any action is taken to fill the position.

JOB PRICING AND SALARY RANGE STRUCTURE

Definition

Position pricing is the process of comparing compensation received at the Department to that of the external, nonprofit market. Position groups are determined through a process of evaluating positions based upon internal and external conditions and grouping similarly valued positions together. The nonprofit market value for positions within a position group is a primary (though not exclusive) factor when determining the pay ranges in the salary structure.

The salary range structure consists of a series of overlapping salary ranges. Each salary range has a minimum, midpoint, and maximum salary amount. These ranges are normally reviewed annually through the budget process.

Purpose

The Department is committed to providing a salary range structure that is responsive to the external, nonprofit market and is internally equitable. Data will be collected and analyzed on an annual basis to determine market movement of jobs and current salary trends by the Finance Director.

Responsibilities

The Finance Director is responsible for gathering, analyzing, and recommending changes to the salary range structure based on the nonprofit market data and salary trend information. This information will then be presented to the Adjutant and the Finance Committee for incorporation into the next fiscal operating budget.

Process

On an annual basis, the Finance Director gathers information regarding trends in general pay movement (i.e., estimates of cost-of-living adjustments, anticipated merit increases, local market conditions, etc.). The Adjutant recommends and discusses changes to the salary range structure with the Finance Committee, consistent with the overall salary budget.

A full review of nonprofit market data for the Department positions will be conducted at least once every three years. The Adjutant will review market data and develop a comparison to current midpoints and actual salaries. If warranted, changes in salary range structure will be recommended to the Finance Committee during the annual budget process.

The Adjutant will also conduct a salary range analysis on an annual basis. A salary range analysis identifies where each employee falls relative to his or her current salary range.

Salary Range Structure

The Salary Range Structure consists of a series of overlapping salary ranges. Each salary range is identified through a minimum, midpoint, and maximum salary amount.

- **Minimum** – Normally the lowest amount the Department will pay an individual for a position assigned to the salary range.
- **Minimum to midpoint area** - Intended for employees who:
 - Are continuing to learn job responsibilities while meeting performance standards; or
 - Are fully trained but perform at a level which is less than fully satisfactory, or
 - Have not acquired sufficient time in the job to warrant pay at the midpoint level.
- **Midpoint area (90 – 110% of midpoint)** – Normally represents the salary level for employees who are fully qualified and performing at a fully proficient level, over a period of time (represents approximate Market Rate).
- **Midpoint area to maximum** – Intended for employees whose performance is excellent or outstanding and consistently exceeds performance objectives over a period of time.
- **Maximum** – Normally, the highest amount that will be paid for a position assigned to that salary range.

PAY ADJUSTMENTS

Definition

Pay adjustment refers to policies and procedures that support the administration of compensation within an assigned salary range and result in the delivery of actual compensation dollars to employees. Pay adjustments change the actual compensation dollars paid to an employee within an assigned salary range. The various types of adjustments are included in this section.

Purpose

To ensure credibility and achievement of Department objectives, an effective pay adjustment system must be developed and maintained with guidelines and procedures communicated to users on a timely basis. The guidelines and procedures of the compensation system are intended to ensure that demonstrated employee performance is a primary (though not exclusive) consideration when recommending wage adjustments.

Responsibilities

Each supervisor is responsible for initiating pay adjustments for the employees reporting to them for review by the Department Adjutant.

The Department Adjutant is responsible for:

- Recommending appropriate pay adjustments for all positions to the Finance Committee.
- Resolving and coordinating pay adjustment recommendations not consistent with Department guidelines.
- Preparing timely recommendations for merit increase guidelines.
- Ensuring that a formal performance evaluation precedes all compensation (merit, COLA, etc.) increases through the annual budget process.
- Monitoring the day-to-day administration of salaries and compensation decisions for consistency with the Compensation Plan's objectives.
- Maintaining the compensation manual and communicating all changes to employees as authorized by the Finance Committee.

The Department Executive Committee is responsible for:

- Approving pay adjustments for all employees.

General Guidelines

The specific process for each type of pay adjustment is detailed in the next section; however, the following are general guidelines for all types of adjustments:

- All employees will complete an annual *Employee Self-Assessment* and participate in the performance evaluation process by the Department Adjutant
- Supervisors will not provide any pay adjustment recommendations in connection with the employee performance evaluation.
- Pay adjustment recommendations by the Department Adjutant will consider the internal equity of the proposed salary compared to that of other employees assigned to that same job and in the same salary range. Pay adjustments should conform to the percentages outlined in this Plan.
- Pay adjustments of any kind will be communicated by the Department Adjutant to the employee. Supervisors will not be included in employee compensation communications.
- **Fiscal Year Performance Evaluation Timeline:**
 - (Mid-August)** All-Employee Fair, Inservice Training Day
 - (Mid-September)** Employee Self-Assessments Due to Supervisor for Comments
 - (End September)** Employee Self-Assessments Due to Adjutant from Supervisor
 - (October – December)** Adjutant to Review, Comment, and Score Evaluations
 - (January)** Adjutant to Review Evaluation with Each Employee, Employee Signs
 - (February)** Finance Director to Summarize the Evaluation Scoring, Draft Next FY Labor Allocation and Recommendations to Department Adjutant
 - (March)** Department Adjutant Recommends Labor Allocation with Pay Adjustment Options to Finance Committee
- The performance evaluation of the Department Adjutant will be evaluated by a committee consisting of the current Department Commander, the immediate Past Department Commander, and the Chair of the Department Finance Committee. Department Adjutant will complete and submit a performance evaluation packet to the Evaluation Committee by 30 November. The packet will consist of the *Employee Self-Assessment*, current compensation package (cost of salary, insurance, retirement, payroll taxes, and paid time off), and any other documentation Department Adjutant deems applicable to performance evaluation process. Evaluation Committee will review packet and provide written *Performance Review* to Department Adjutant by 31 December. Committee will review *Performance Review* with Department Adjutant by 31 January and provide signed *Performance Review* to Finance Director to incorporate into next FY Labor Allocation (February).

New Hires

The hiring rate is normally the minimum of the salary range for entry level individuals. If an

individual with prior experience is hired, the hiring rate will normally be between the minimum and 95% of the midpoint. The proposed rate should not create inequities within the Department. It is important to maintain a careful balance between the needs of the Department and the desires and expectations of the position applicant.

Steps in Hiring Process:

1. The position description is reviewed and updated as needed by the Adjutant. If the position is not in a salary range, a range is assigned by the Adjutant.
2. Individuals are interviewed and a candidate to hire is selected by the hiring supervisor with the Adjutant's approval.
3. Proposed rates greater than the minimum of the pay range are reviewed by the Adjutant to ensure internal equity. Any disagreements on hiring rates shall be forwarded to the Finance Committee.
4. After determination of the hiring rate, the Adjutant extends an offer to the candidate and proceeds with the hiring process.

Merit Increases

Merit increases are intended to ensure that performance that meets or exceeds expectations is recognized and rewarded, within the salary range established for each Position.

Steps:

1. The Finance Committee reviews merit increases guidelines annually through the budget process.
2. Merit pay adjustments are based on the *midpoints* of pay ranges, not on an employee's current rate of pay. For example, if the midpoint of the pay range for a group of jobs is \$11.00 per hour, and the "meet expectations" merit pay guideline is 4% this year, all employees in this job group who "meet expectations" would likely be eligible for a 44¢ per hour merit increase (4% of \$11.00).
3. Pay adjustments for employees are based primarily on performance evaluation results, but also consider position in the salary range, value of the job in the nonprofit market place, and merit increase guidelines established for the current fiscal year (see separate guidelines established annually). A merit increase should not move an employee past the maximum of the salary range.
4. The Finance Director prepares recommendations on merit pay increases and forwards them to the Adjutant for review as part of the annual budget process.
5. Pay adjustment recommendations are reviewed by the Adjutant for completeness, internal equity considerations, and appropriateness given individual performance.
6. Following annual budget approval, the Adjutant distributes pay adjustments to each employee individually on a timely basis.

Promotion

A promotion is the reassignment of an employee from one position to another that is at least one range higher than the former position. A promotion is generally accompanied by an increase in pay.

Promotional increases are provided to recognize an increase in the scope and responsibility of an individual employee's position and are usually given at the time the new responsibilities are assumed. Promotional increases generally are not given at the same time as a merit increase. The amount of the increase should:

- Be consistent with the objectives of the Compensation Plan
- Result in a pay level that is at or above the minimum of the new salary range and not to exceed 110% of the new midpoint,
- Take into consideration the degree of increase in scope and responsibility of the new job,
- Take into consideration the employee's pay level prior to the promotion,
- Meet the hiring rate that would be paid to a new hire of equivalent qualifications, and
- Consider internal equity issues.

Steps:

1. The hiring supervisor will recommend an individual for promotion and a recommended pay adjustment rate. The amount of the increase will be based on the following criteria:
 - In a one salary range change, the increase amount is generally two-thirds the difference of the old and new midpoints.

<u>Example:</u>	Pay Grade One Midpoint	\$15.00
	Pay Grade Two Midpoint	\$20.00
	<u>Difference</u>	<u>\$ 5.00</u>
	2/3 difference	\$ 3.35 hour

An employee being promoted from Pay Grade One to Grade Two would likely receive a pay adjustment of \$3.35 per hour.

- In a two or more-salary range change, the increase amount is generally one-half the difference of the old and new midpoints.

Example:

Pay Grade One Midpoint	\$15.00
Pay Grade Three Midpoint	\$27.50
<u>Difference</u>	<u>\$12.50</u>
1/2 difference	\$ 6.25 hour

An employee being promoted from Pay Grade One to Grade Three would likely receive a pay adjustment of \$6.25 per hour.

2. **Please note:** The Adjutant reviews the pay adjustment recommendation to ensure that no internal equities will result. However unlikely, it is possible that no increase would be given in a promotion situation, depending on internal equity considerations with other employees currently performing in the same position.
3. Following approval by the Finance Committee, the Adjutant will notify the employee of the promotion and promotional pay increase on a timely basis.

Equity and Administrative Adjustments

An equity adjustment is made to correct inequities due to internal or external conditions and may also be used to bring compensation to the minimum of the range or up to the level of other employees with the same experience, position, and performance.

An administrative adjustment is used to correct unique situations which require a change in pay which is outside the normal guidelines such as a significant increase in market pay rates.

Equity and administrative adjustments are considered exceptions and should be discussed with the Finance Committee prior to the preparation of any recommendation through the annual budget process.

Steps:

1. The Adjutant proposes an appropriate increase and forwards the recommendation to the Finance Committee.
2. The Adjutant will ensure that no internal equities will result before making adjustments.
3. The Adjutant will communicate any pay adjustments to the affected employee(s) on a timely basis.

Job Reclassification

As jobs change, there may be a need to classify them in a different salary range. In most circumstances, no change in the compensation of the incumbent(s) will occur.

Steps:

1. The supervisor completes a position description questionnaire indicating the new duties and responsibilities of the job.
2. After developing a new position description, the Adjutant determines if the new position should be placed in a different salary range. If questionable, the decision is referred to the Finance Committee.
3. If the position is placed in a different salary range, the following pay adjustments may occur:
 - If the position is classified into a higher salary range and the incumbent(s) current pay is less than the minimum of the new salary range, a pay adjustment to bring the incumbent(s) to the minimum of the new salary range may be made.
 - If the position is classified into a lower salary range, the incumbent's pay will usually not be changed. However, if the current pay is more than the maximum of the new salary range, the incumbent will be "red-circled" and further pay adjustments will be delayed at least until the pay range is adjusted.

Red-circled employees are not eligible for merit increases until their compensation is within the assigned salary range.

Lateral Transfer

A lateral transfer is the reassignment of an employee from one job to another job in the same salary range, and normally does not involve a change in pay.

Lateral transfers provide employees with the opportunity to acquire new work experience and generally be exposed to a different work environment.

Demotion

Demotion is the reassignment of an employee from one job to another job in a lower salary range with a resulting decrease in the scope and responsibility of an individual employee's position.

Demotions may occur for the following reasons:

- Unsatisfactory job performance,
- Employee initiated (e.g., an individual that wishes to move from a supervisory position to a nonsupervisory position),
- Department initiated (e.g., reorganization, reassignments, etc.). These demotions may or may not be accompanied by a decrease in pay.

The amount of the decrease will be based on the following criteria:

- In a one salary range change, the decrease amount is generally two-thirds the difference of the old and new midpoints.

<u>Example:</u>	Pay Grade Two Midpoint	\$20.00
	Pay Grade One Midpoint	\$15.00
	<u>Difference</u>	<u>\$ 5.00</u>
	2/3 difference	(\$ 3.35) hour

An employee being demoted from Pay Grade Two to Grade One would likely receive a pay decrease of (\$3.35) per hour.

- In a two or more-salary range change, the decrease amount is generally one-half the difference of the old and new midpoints.

<u>Example:</u>	Pay Grade Three Midpoint	\$27.50
	Pay Grade One Midpoint	\$15.00
	<u>Difference</u>	<u>\$12.50</u>
	1/2 difference	(\$ 6.25) hour

An employee being demoted from Pay Grade Three to Grade One would likely receive a pay decrease of (\$6.25) per hour.

Exceptions

Although unlikely, there may be circumstances where exceptions to the compensation guidelines are warranted. Exceptions to policy will be discussed by the Adjutant and the Finance Committee prior to the preparation of any recommendation.

Examples of exceptions are:

- Increases or decreases over 10%,
- Promotions granted before experience requirements are met or which exceed the guidelines,
- Demotions for performance which do not result in a decrease in pay,
- Merit increases outside the merit increase guidelines,
- Hiring rates over 90% of midpoint.

CONFIDENTIALITY

All pay and salary range information is confidential. The following are guidelines when handling this information:

- Employees are provided with their individual job group and salary range.
- If an employee is considering a job change to a vacant position, the salary range information may be released.
- An employee's individual pay information may be released to an outside agency only if the employee has signed a release form.

All requests for employment verification will be given the employee title and employment dates by the Finance Director. No other employment information will be provided.

- Individual pay information will not be shared in salary surveys. Only pay averages and salary range information may be shared.

APPENDIX

- 1. Position Description Questionnaire**
- 2. Personnel Action Form**
- 3. Current Job Classification Grades**
- 4. Performance Evaluation Process**

**EXHIBIT 1
POSITION DESCRIPTION QUESTIONNAIRE**

1. GENERAL INFORMATION

YOUR NAME: _____ TITLE: _____

PROGRAM: _____

SUPERVISOR (NAME): _____ (TITLE): _____

2. PURPOSE: In a few sentences, briefly describe the overall purpose of your position.

3. SPECIFIC DUTIES

List below the duties you perform. Emphasize those that you consider essential or fundamental to your job (the reasons your job exists). Please carefully describe what the task is, not the procedure used to perform the task. Each job duty should begin with an action verb (e.g., answers customer questions, sorts incoming mail, operates forklift, etc., verifies credit information, etc. - Examples of action verbs attached at end of form). Where applicable, please indicate a standard – Answers incoming calls by the third ring, greets visitors in a friendly and helpful manner, checks in daily freight received according to established procedures, etc.).

In the last column provide a general percentage estimate of the time you spend performing each duty. This should total 100% and does not have to be exact – multiples of 5% are fine. Attach additional pages if necessary. All activities are to be included: daily, weekly, monthly, quarterly, annually, or some other appropriate time frame.

JOB DUTY	% work time

	<hr/> <p>100 %</p>
--	--------------------

4. OTHER DUTIES AND RESPONSIBILITIES		% Work Time																		
Include any additional duties that are not essential to your job including serving on committees, community involvement activities, occasional work in other areas, etc.																				
5. SUPERVISORY RESPONSIBILITY: Write the names and job titles of all employees who report directly to you (SEASONAL VS. CORE AS INDICATED). Also, indicate the number of employees who in turn report to them. Write "none" if this is not applicable.																				
EMPLOYEE NAME (CORE)	JOB TITLE	# EE's																		
	SEASONAL JOB TITLES	# EE's																		
Check below those supervisory responsibilities which are a part of your job: <table style="width: 100%; border: none;"> <tr> <td><input type="checkbox"/> Instruct/train</td> <td><input type="checkbox"/> Assign work</td> </tr> <tr> <td><input type="checkbox"/> Review work</td> <td><input type="checkbox"/> Plan work of others</td> </tr> <tr> <td><input type="checkbox"/> Maintain standards</td> <td><input type="checkbox"/> Coordinate activities</td> </tr> <tr> <td><input type="checkbox"/> Schedule/allocate personnel</td> <td><input type="checkbox"/> Act on employee problems</td> </tr> <tr> <td><input type="checkbox"/> Select new employees</td> <td><input type="checkbox"/> Schedule work of others</td> </tr> <tr> <td><input type="checkbox"/> Transfer/promote</td> <td>(Recommend? <input type="checkbox"/> Approve?</td> </tr> <tr> <td><input type="checkbox"/> Performance evaluation</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve?</td> </tr> <tr> <td><input type="checkbox"/> Discipline</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve?</td> </tr> <tr> <td><input type="checkbox"/> Discharge</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve?</td> </tr> </table>			<input type="checkbox"/> Instruct/train	<input type="checkbox"/> Assign work	<input type="checkbox"/> Review work	<input type="checkbox"/> Plan work of others	<input type="checkbox"/> Maintain standards	<input type="checkbox"/> Coordinate activities	<input type="checkbox"/> Schedule/allocate personnel	<input type="checkbox"/> Act on employee problems	<input type="checkbox"/> Select new employees	<input type="checkbox"/> Schedule work of others	<input type="checkbox"/> Transfer/promote	(Recommend? <input type="checkbox"/> Approve?	<input type="checkbox"/> Performance evaluation	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve?	<input type="checkbox"/> Discipline	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve?	<input type="checkbox"/> Discharge	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve?
<input type="checkbox"/> Instruct/train	<input type="checkbox"/> Assign work																			
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<input type="checkbox"/> Performance evaluation	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve?																			
<input type="checkbox"/> Discipline	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve?																			
<input type="checkbox"/> Discharge	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve?																			

6. WORK RELATIONSHIPS: For any of the contacts that you have regarding Department business that are listed below, indicate the frequency (e.g. daily, weekly, monthly, etc.) and nature or purpose (e.g. obtain/provide information, negotiate contracts, etc.) of the contact.		
CONTACT	PURPOSE OF CONTACT	FREQUENCY
Employees in same department/function		
Employees in other departments/functions (list other departments & individual titles)		
Customers		
Suppliers/Vendors		
General Public		
Community/Trade/Professional		
Federal/State Gov't/Regulatory		
Other (specify):		

7. EDUCATION

Length of time you have occupied this position: Years _____ Months _____

Length of time you have been with the company: Years _____ Months _____

How much formal education do you think is necessary to do your job (Check One):

- | | |
|---|--|
| <input type="checkbox"/> Less Than High School | <input type="checkbox"/> Associate Degree (2 Years) |
| <input type="checkbox"/> High School | Major: _____ |
| <input type="checkbox"/> High School Plus 1 Yr Other Schooling | <input type="checkbox"/> College Degree (4 Years) |
| Type of Coursework: _____ | Major: _____ |
| <input type="checkbox"/> High School, Plus 2-3 Yrs Of Other Schooling | <input type="checkbox"/> College Degree Plus Other Schooling |
| Type of Coursework: _____ | Type of Coursework: _____ |

Please indicate the education you had before you began work in your current job:

Please indicate your current education level:

List licenses/certifications required for your job, and/or other additional specialized courses, subjects, or training which are necessary but not available through high school or college:

8. EXPERIENCE

How much similar or related work experience do you think is necessary for a person starting this job (check one):

- | | |
|---|--|
| <input type="checkbox"/> 1 month or less | <input type="checkbox"/> Over 3 years, up to 5 years |
| <input type="checkbox"/> Over 1 month, up to 6 months | <input type="checkbox"/> Over 5 years |
| <input type="checkbox"/> Over 6 months, up to 1 year | <input type="checkbox"/> Other (specify): |
| <input type="checkbox"/> Over 1 year, up to 3 years | |

Years or relevant experience you had prior to working in your current job:

Total years of experience to date:

How long do you think it should take an employee with the necessary education and experience (as shown above) to become familiar with details to do this job reasonably well (Check One)? <input type="checkbox"/> Two Weeks or Less <input type="checkbox"/> Six Months <input type="checkbox"/> Two Years <input type="checkbox"/> Three Months <input type="checkbox"/> One Year <input type="checkbox"/> Other (Specify): _____			
How long did it take <u>you</u> to feel comfortable with the job you are now performing?			
9. MENTAL EFFORT			
✓ CHECK	ACTIVITY	HOURS/ DAY	FOR WHAT PURPOSE?
Reasoning: Indicate the level of mental reasoning <u>necessary</u> to perform your job (check all that apply)			
	Follow one or two step instructions; routine, repetitive task		
	Carry out detailed but uncomplicated written or verbal instructions		
	Follow written, verbal, or diagrammatic instructions		
	Solve practical problems; variety of variables with limited standardization; interpret instructions; conduct general information research		
	Logical or scientific thinking to solve problems; several abstract and concrete variables; conduct and interpret statistical or technical research		
	Address wide range or intellectual and practical problems; interpret non-verbal symbolism; comprehend most complex concepts		
Mathematical: Indicate the level of mathematical skills <u>necessary</u> to perform your job (check all that apply):			
	Addition		
	Subtraction		
	Multiplication		
	Division		
	Algebra		
	Arithmetic calculations involving fractions, decimals, and percentages		

✓ CHECK	ACTIVITY	HOURS/ DAY	FOR WHAT PURPOSE?
	Arithmetic, Algebraic, and Geometric calculations		
	Advanced mathematics/statistics e.g. calculus, factor analysis and probability determination		
Language: Indicate the level of language skills necessary to perform your job (check all that apply):			
	Follow verbal instructions		
	Transcribe from dictation		
	Exchange basic informational data (to complete transactions, fill out forms/ checklists, make appointments, etc.)		
	Interview to gather information (basic screening interviews)		
	Advise others on alternatives/options (determine needs, what to communicate)		
	Coach and counsel (identify problems/concerns, develop solutions)		
	Speak in front of groups/public speaking/make presentations		
	Explain technical data/information		
	Read and follow written directions		
	Complete simple checklists		
	Fill out forms		
	Copy data from one record to another		
	Compose routine business correspondence (confirmations, requests, etc.)		
	Compose business reports		
	Compose complex business correspondence (requiring research, explanation, etc.)		
	Proofread written communication for spelling, grammar, syntax errors		
	Creative writing used in promotion or selling activities		
	Read and understand technical data/information		
	Take minutes for meetings		
	Other (specify:)		

10. JOB LOCATION: Where are the major activities of your job carried out? (check all that apply)		
CHECK <input type="checkbox"/>	LOCATION	AVERAGE HOURS/DAY
	Indoors	
	Outdoors	
	At a desk/bench	
	At a machine	
	In a car	
	Out of town	
	Other (specify)	
<p>Your regular hours of work: _____</p> <p>How do you get to your work area? By stairs? ___ By elevator? ___ What floor is it on? ___</p> <p>Indicate the overnight, out of town travel required by the job: ___ Avg number of days/months ___ Avg number of trips/years ___ Avg number of days/trips</p> <p>Reason for travel:</p>		

11. WORKING CONDITIONS: Indicate any job conditions which you are exposed to and the frequency of this exposure (daily, constantly, once a month, etc.). For each condition or environmental factor, indicate the nature or reason for the exposure. Write "not applicable" if your job does not require exposure to the factors indicated.		
WORKING CONDITION/ ENVIRONMENTAL FACTOR	NATURE OF OR REASON FOR EXPOSURE	FREQUENCY
Dirt		
Noise		
Temperature Extremes		
Dampness		
Vibrations		
Equipment Movement Hazard		
Chemicals/Solvents		
Electrical Shock		
Significant Work Pace/Pressure		
Other (specify):		

12. PHYSICAL REQUIREMENTS			
Check all the following that apply to the major activities of your job:			
✓ CHECK	ACTIVITY	HOURS/ DAY	FOR WHAT PURPOSE?
	Sitting		
	Standing While standing, must you support any weight (e.g., a heavy tool?) If so, what is it you support, how much does its weight, and for how long do you support it?		
	Walking: How far?		
	Stooping		
	Climbing: How high? ___ Ladder? ___ Incline? ___ Stairs? ___ (#: ___)		
	Kneeling		
	Bending at waist		
	Turning/twisting		
	Lifting: How much weight? ___ lb. How often? ___ How high? ___ Waist high ___ Shoulder high ___ Above head ___		
	Carrying: How much weight? ___ lb. How often? ___ Alone? ___ With another person(s)? ___ How many people? ___		
	Pushing: How much weight: ___ lb. How often? ___		
	Pulling: How much weight: ___ lb.		
	Using keyboard		
	Using telephone		
	Use tools Generally, describe the tools used:		
	Fingering: Using fingers (instead of hand or arm)		
	Grasping: loose grasp ___ tight grasp ___		
	Repetitive motions What type?		
	Hearing: Ability to receive detailed information through verbal communication.		

Indicate the visual requirements necessary to perform your job (check all that apply):			
	Far vision: See things clearly 20 feet away or more		
	Near vision: See things clearly 20 inches away or less		
	Mid-range: See things clearly at distances of more than 20 inches and less than 20 feet		
	Depth perception: the ability to judge distance and space relationships, so as to see objects where and as they actually are		
	Color vision: ability to identify and distinguish colors		
	Field of vision: ability to observe an area up or down or to the right or left while eyes are fixed on a given point		

13. EQUIPMENT USED	
List the equipment, machines, tools, electronic devices, and computer hardware/software that you are required to use in performing your job. Indicate the frequency of their use. For computers, indicate what they are used for (i.e., word processing, A/R, inventory, list management, etc.)	
EQUIPMENT, MACHINE, TOOL, ELECTRONIC DEVICE, COMPUTER HARDWARE, & SOFTWARE	FREQUENCY

14. EMPLOYEE COMMENTS: Please give any additional information, which you believe is important to thoroughly describe your job. Also, are there personal traits or abilities you feel would be helpful for a person to have to do this job?

Signature: _____

Date: _____

15. SUPERVISOR COMMENTS: Your signature below indicates that you have reviewed this questionnaire. Please do not erase or change any of the employee's answers. If you want to make revisions, please enter them in the margins in the appropriate spaces. Use extra paper if you need to, numbering your comments to match the items in question. These items will be reviewed with you before a final position description is prepared.

How many employees under your supervision perform the same job described above by this employee?

Comments of supervisor:

Reviewed by: _____ Title: _____

**EXHIBIT 2
PERSONNEL ACTION FORM**

Employee Name: _____ Effective Date: _____

FROM:

TO:

Name _____

Job Title _____

Home Address _____

Home Phone # _____

Marital Status _____

Pay Type
(Hourly/Salary) _____

Rate of Pay _____

Other _____

Reason for Change(s) or Action Taken:

_____ New Hire _____ Merit _____ Transfer/Promotion
_____ Market/Admin _____ Demotion _____ Termination
_____ Personal _____ Other (explain):

Authorizing Signatures:

Manager or Adjutant _____
Date: _____ **Adjutant or DEC**
Date: _____

Distribution: _____ Personnel File (Original) _____ Supervisor/Employee (Copies)

EXHIBIT 3 CURRENT JOB CLASSIFICATION GRADES

A job grade is a grouping that encompasses positions with the same or similar values in order to assign compensation rates and structures. The range of pay for every job within a job grade is traditionally the same, with a minimum, midpoint, and maximum rate being established. Job grades help determine pay scales for jobs on a Legion level and can help to ensure equal compensation for equal work based on federal guidelines.

Grade One:	Clerical Support Classification Eligible Legion Job Descriptions: Administrative Assistant	Minimum	Midpoint	Maximum
		\$10.00	\$15.00	\$20.00
Grade Two:	Program Classification Eligible Legion Job Descriptions: Bookkeeper, Membership and Program Coordinators, Veteran Claims Representative	Minimum	Midpoint	Maximum
		\$15.00	\$20.00	\$25.00
Grade Three:	Management Classification Eligible Legion Job Descriptions: Administrative and Camp Office Managers	Minimum	Midpoint	Maximum
		\$20.00	\$27.50	\$35.00
Grade Four:	Chief Information/Financial Classification Eligible Legion Job Descriptions: Camp and Finance Directors, Veteran Service Officer	Minimum	Midpoint	Maximum
		\$27.50	\$36.25	\$45.00
Grade Five:	Chief Executive Classification Eligible Legion Job Descriptions: Department Adjutant	Minimum	Midpoint	Maximum
		\$36.25	\$45.63	\$55.00

EXHIBIT 4 PERFORMANCE EVALUATION PROCESS

A. Introduction

The purpose of our performance evaluation system is to provide a consistent framework in which we, as supervisors, can coach and counsel our employees to better performance. We want to see everyone fully utilize their talents and abilities. You play an integral part in helping our employees achieve personal, departmental, and organizational goals.

This is a *guide* to planning interviews with your employees in order to discuss their job responsibilities and performance. As such, it outlines the procedures to be used and the forms for documenting past performance and future plans. The system allows for flexibility in goal setting and for placing emphasis on individual performance factors that are pertinent to a particular position.

1. General guidelines

- a) **Performance evaluation is a continuous process in our organization** – As a supervisor, it is your responsibility to develop your employees. You should give each of your employees regular, informal feedback on how well they are doing their jobs on at least a weekly basis, preferably more frequently.
- b) **Evaluate employee performance, not the employee personally** – Each employee's job performance is evaluated through use of a formal written evaluation. The job description is used as the focal point of review. As a reviewer, You are expected to be fair, honest, consistent, and as objective as possible in evaluating your employee's performance. Look at job performance, not just personality or other non-job-related traits. We realize there is bound to be some subjectivity in evaluations, but it is expected that you will keep it to a minimum.
- c) **Develop effective communication** – Effective communication is the key to implementing and continuing a successful performance evaluation program. Constructive dialogue during evaluation sessions and on the job must be continually pursued to achieve a positive commitment from employees
- d) **Improve productivity** – The performance evaluation system is designed to focus on the employee's job performance, based solely on job-related specific work performance measures. Since this measured level of performance may translate into monetary recognition, it should become one of the motivational elements to improve or maintain a high level of productivity. Constructive dialogue and employee feedback can contribute to improving productivity by identifying and addressing specific issues. Employees must be made aware of where their jobs and related performance fit with the Department's objectives and financial wellbeing.
- e) **Do it on time** – Performance evaluations are to be done *on time*. From your employee's perspective, scheduling performance

evaluations in advance and being prepared for the interview goes a long way in showing them you are concerned about their development. Not doing them on time, or being poorly prepared sends the wrong message to *all* of your employees. Make them a priority. evaluation

- f) **Be specific** – When you give an actual performance rating, be able to back it up with *specific* comments and/or examples. This is the core of our documentation process. Saying that an employee "does a good job" is insufficient. What events or behaviors support that judgement? These need to be written down. It also tells your employee that you are aware of what he/she has been doing.
- g) **Make it positive** – The performance evaluation system is intended to be a generally positive experience for employees. There should be no surprises at review time. If an employee is doing well or poorly, he/she should know about it *before* going in for the review. Don't hoard mistakes or problems and then dump them on the employee. Also, don't wait to tell someone what a *good* job they are doing, either. People usually do more positive things than negative ones. When you have problems with an employee's performance, your positive approach to dealing with them will generally get you better results than a negative approach. Usually, employees want to know how they are doing, what can be improved and what ideas you have for improving their performance. Think about it from your own perspective: how would you like a needed improvement to be addressed at *your* performance evaluation?
- h) **Schedule it in advance** – Schedule the review time and place in advance with each employee. A week's notice is sufficient. Ensure that there will be no interruptions from the phone or other employees. All evaluations are to be done privately.
- i) **Plan enough time to do the review** – An hour is about right, with some going for less time and others going longer. You are the best judge of this as you know what topics and issues need to be covered. Don't rush through the evaluation. Take your time, it's worth it.
- j) **Involve your employees in their evaluations** – They should be doing at least half the talking and should have input on setting their goals for the next year. Give them pre-evaluation "homework" by asking them to review their job description, complete a self-evaluation form, and to be prepared to discuss their ideas on new goals and objectives at the meeting
- k) **The success of our performance evaluation system rests with you** – As a supervisor, we depend on you to be interested in and care about your employees, to conduct reviews with skill and candor, to accurately document significant events, and to formulate meaningful objectives. We also depend on you to achieve goals as set by the organization, your department, your employees, and yourself. It is a large responsibility. The quality of the job you do has a very real impact on your employees and their attitudes toward their jobs and the Department.

5. Performance Evaluations Forms

- a) **Performance Factors** – The performance factors section of the performance evaluation form is used to document specific behavioral examples that support your actual ratings on a series of common job factors. Be sure to include examples from the *entire* period under review, not just the past few months.

Performance levels are defined on the form to help you decide on the appropriate rating and to maintain consistency between reviewers.

This form is flexible enough to accommodate the wide variety of jobs we have at our Department. For example, the "Relationships" factor will be more important in positions that involve a great deal of interpersonal contact. Additional factors can be added, as appropriate, for each job.

Performance factors can be considered as the "means" by which a job gets done, in contrast to the "ends" which are covered under special projects and objectives. How you go about doing a job is as important as what you actually accomplish.

- b) **Special Projects and Objectives** – The Special Projects and Objectives section is used to record individual employee goals, objectives, and job standards. This form provides you and your employee the means to "tailor" the job, keeping in mind the broader scope of the job description.

Solicit your employee's input *before* finalizing goals for the evaluation period. Record all objectives and give a copy to the employee so he/she can refer to it during the year.

Objectives should be realistic and attainable. They should be set a little higher than what you could expect the employee to accomplish with a normal amount of effort. Objectives set too high can lead to frustration. Those set too low can be demoralizing. There really is no easy formula for determining how much "stretch" should be in an objective. It must be based on your evaluation of the employee's abilities in light of the probable circumstances that will exist during the evaluation period.

Clearly and specifically state objectives. For example, "increase efficiency in processing the mail" is not nearly as clear or measurable as "reduce by one hour a day the time it takes to process the mail." There should be little room for misinterpretation.

Examples of Performance Factors and Special Objectives

Factor: CONTROL

Performance is satisfactory when...

1. General ledger accounts are reconciled in accordance to the written

- reconciliation performance standards.
2. Reporting is accurate and in a timely manner according to the published schedule.
 3. The financial process is streamlined, enhanced, and accuracy of the process is improved while meeting Company deadlines.
 4. Productivity levels are maintained according to the published rate dependent on volume.

Special Objective: PRODUCTIVITY IMPROVEMENT

Performance is satisfactory when...

1. A fair method for evaluating team member productivity and quality on a monthly basis is developed, approved, and implemented by XXXX.
2. The new management information system is operational by second quarter.
3. A test of the XXX system or similar software is conducted and the results with recommendations are reported by XXX.
4. Actual staff hours do not exceed estimate by more than 5%.

Factor: PEOPLE

Performance is satisfactory when...

1. Employees are informed immediately of any change to our services or procedures.
2. All employees receive 20 hours of quality and service training by XXXX.
3. EEO and Affirmative Action goals are supported and obtained.
4. All employee performance objectives answer the question "performance is satisfactory when . . ."
5. The mid-year evaluation and year-end evaluation for all employees is conducted according to established schedule.

Special Objective: PATIENT SERVICE

Performance is satisfactory when...

1. All documentation is rewritten to comply with new regulations.
2. On-line enhancements to patient billing system to increase timeliness of service are submitted by XXXX.
3. A process for replying to written billing inquiries within 15 days is developed and implemented with appropriate staff.

B. Completing Employee Performance Evaluation

Preparing for the Evaluation

POSITION Descriptions

- a. Position Descriptions are a necessity for a number of reasons, but particularly so with performance evaluations. If employees do not know what is expected of them it will be difficult to hold them accountable for their performance.
- b. Position Descriptions are not meant to "strangle" you or your employees, nor do they prevent your employees from performing duties outside of their regular responsibilities. They are a *guide* to the most important results a person in that position is expected to perform. If what the employee actually does is very different from the Job Description, *change the Job Description*.
- c. Position Descriptions are almost performance evaluation forms in and of themselves. Take a close look at yours – are you doing everything it says you are supposed to be doing? How well are you performing each item? Many goals and objectives for your employees can be found just by carefully reviewing their Job Descriptions.

1. Forms and Procedures

- a. Performance evaluation forms are a convenient way to provide a consistent means of gathering and recording employee performance data. They are *not* the focus of the evaluation process, and they are *not* there just to fill out and be done with. They are a tool, a means to an end – improving your employee's performance.
- b. The forms you will be using in the future were developed specifically for Sample Company, Inc. They consist of performance *factors* and performance *objectives*. *Factors* are things that are common to many jobs and are related mainly to how you go about doing your job (the means). *Objectives* are specific to the individual doing the job – the results expected (the ends).

- c. Be specific and honest in your comments. It is unfair to criticize an employee without specific events or examples to back up your comments. It is also not very helpful to give a *good* evaluation when you can't really support it with specifics. Let your employees know you noticed the good things they do, too!
- d. You also have clear procedures for conducting performance evaluations on a timely and accurate basis, and for good reason. We cannot emphasize enough the importance of good record keeping. Please get your evaluations done correctly the first time, approved by your manager, and returned to the Human Resources Department on time. Doing them poorly, or in an untimely fashion sends out all the wrong messages to your employees ("you're not important enough for me to do these how and when I should").

2. Information Gathering and Planning

- a. Where appropriate, gather information from a variety of sources and document them in your "observation file." This might include minutes from meetings you have had with your employee (or other on-going documentation), information from peers, subordinates, other departments, etc. The more information you have, the more meaningful and reliable the evaluation will be. You can't be expected to observe every facet of each of your employee's jobs throughout the year, so rely on those who *have* important pieces of the performance puzzle.
- b. Use the employee self-evaluation form. This is often a good way to get input from employees on what they feel they are doing well (or not so well).
- c. Know what you want to accomplish in the evaluation. Approximately half the time should be spent in *Reviewing* the past, the other half in *Analyzing* the present and *Planning* for the future (the *RAP* approach). Plan for plenty of employee involvement.
- d. Schedule the evaluation interview with the employee well in advance (at least a week). An hour is usually about right with some taking more or less time. Let the person know what to expect by briefly describing the major topics you want to discuss. Schedule a conference room if possible (a more neutral territory than your office). Give your employees pre-evaluation "homework." Ask them to be prepared to discuss any changes to the Job Description, their progress on goals already set, new objectives, or training and development issues to be considered.

3. Evaluate Your Own Performance

- a. What have you done to help or hinder this employee's performance? Do you have any individual biases that are getting in the way of giving a fair evaluation based on the employee's ability to do the job?
- b. What kind of example have *you* set for your employees? We are more likely to perform well for a boss that performs well and expects the same from us. It's difficult to expect employees to do a good job if you don't, or if it appears that you don't really care about your employees, or the Company in general.

C. Giving Feedback to Employees

Here are some tips and suggestions on ways to give feedback to employees who are high, consistent, and low performers:

1. High Performers

- a. Congratulate employee on a job well done.
- b. Stress the employee's importance to the organization.
- c. Discuss the specific accomplishments that occurred during the review period and the effect they had on the organization.
- d. Discuss recognition that the employee could or did receive such as promotions, leadership roles, management awareness, etc.
- e. Get the employee involved in establishing developmental goals for his or her current position and/or future positions.
- f. Encourage the employee to conduct ongoing self-evaluations during the year and to set up regular feedback meetings.

2. Consistent Performers

- a. Be more directive in the approach you use in the performance evaluation interview and write up.
- b. Share with the employee specific examples of how she or he met or exceeded the performance standards.
- c. Share with the employee specific examples of how he or she did not meet the performance standards.

- d. Address the performance – don't attack the employee's personality.
 - e. Express performance in measurable and observable terms.
 - f. Tell the employee that the performance level is satisfactory, but don't inflate your true feelings.
 - g. Discuss the employee's importance to the organization with him or her.
 - h. Ask for ideas on areas where personal development might improve performance.
 - i. Discuss any problems the employee cares to discuss.
 - j. Develop specific action plans and follow-up meetings.
3. Low Performers
- a. Give clear and honest feedback to the employee that a problem exists.
 - b. Give specific examples of performance problems.
 - c. Make sure examples are measurable and observable.
 - d. Review the positive aspects of the employee's performance but do not shy away from the negative.
 - e. Ask the employee for specific reasons for the poor performance and for suggestions on what he or she can do to improve.
 - f. Clearly indicate your concern with the situation.
 - g. Develop an action plan with the employee to improve the performance with follow-up dates scheduled to evaluate progress. Discuss consequences if performance does not improve.
4. Caring Enough to Confront

If standards of performance have been established and agreed upon, if ongoing observation and communication has occurred yet performance still isn't acceptable, it's time to have a confrontation.

Different types of personalities require different confrontations. For some, a "brick" is needed, others require only a "feather" approach to understand your feedback about areas that need improvement.

Poor performance won't improve if ignored. Often unconfrosted, poor performance has a

negative effect on the employee, on the employee's supervisor, on the employee's coworkers, and potentially on customers and the effectiveness of the organization.

It's not easy, but supervisors need to care enough about the employee, the Company, and their own job responsibilities to confront a poorly performing employee.

D. Conducting the Evaluation Meeting

1. Plan for each evaluation

Evaluation objectives for each employee may be very different. Ask yourself the following questions:

- a. What results do you want to achieve with the evaluation?
- b. What contributions is the employee making?
- c. Is the employee working up to his/her potential?
- d. Does the employee know clearly what you expect?
- e. Is any training needed?
- f. What strengths does the employee have that you can build on?

2. Getting started

- a. Make sure there will be *no* interruptions during the evaluation.
- a. Set the tone for the meeting right away. Talk about the advantages of evaluations and that your approach is to help the employee do a better job. Focus on development instead of evaluation. Lay out the agenda you want to follow and ask for their input.
- b. Although there are no exactly "right" ways to do an evaluation, the following approach is quite effective:
 - Review the Job Description and make revisions as needed.
 - Ask the employee how they view their performance (the self-evaluation).
 - Discuss the results/progress on existing goals (what went well, what didn't, why, what still needs to be done, how could results be improved in the future, etc.).
 - Discuss your ratings, comments, and observations on performance factors.
 - Set new objectives and development plans.
 - Discuss the overall rating for the period.

The interview with one employee will probably be structured differently from that with another employee. The structure will depend on various factors: the relationship between you and the employee, the positive or negative nature of the evaluation, whether the employee anticipates or expects what you will say, etc.

3. Involve your employee

- a. If you talk more than half of the time in an employee's evaluation, you are probably talking too much. The employee needs to be involved in the discussion. You will get very little commitment for any improvements from a person who is told only what *you* think of their performance and what *you* feel needs to be done in the future. Ask for the employee's opinion.
- b. The employee should be prepared to discuss several issues during the evaluation. Listen carefully to what is said. You may find out something you did not know that may change the way you rated a particular item. Be flexible enough to make adjustments when new information warrants it.

5. Being honest, candid, and specific with your employee and yourself

- a. Take the opportunity to record specific comments on each employee. Possible comment areas are:
 - Demonstrated strengths – A strength is something which the employee does well now or shows potential for doing well. It is part of your job to counsel an employee to maximize such demonstrated strengths.

There is room for subjectivity here, as strengths may have been demonstrated in general ways. Neatness may be one such strength. Others might include analytical ability, getting along with others, leadership, punctuality, initiative, or competencies in speaking and writing. Give specific suggestions for maximizing the listed strengths, such as a learning program, a course of study, job enlargement, and other work or civic activities.

- Areas where performance could have been improved – Suggested areas for improvement should also be specifically noted. Do not be threatening. Be positive. Be sure the suggestions are work oriented. Suggestions in this area might include fewer corrections on typed letters, thinking through problems before proposing a solution, getting reports in on time, asking for additional work when there is slack time, conducting better performance evaluations of subordinates, etc. It is important to suggest how to develop as well as what to develop. Give examples of what the employee can do to develop specific areas.
- b. It is a disservice to your employee and the Company to "gloss over" areas that need improvement just to avoid a conflict. It is better to have the employee upset with you now because of the truth (with the opportunity to improve) than it is to have them upset with you later when they get fired and didn't realize there was a problem.

- c. Avoid telling the employee that *something* must change. It is unfair and deflating to be criticized without specific events or examples to back up the comments, and then be given no clue on how to improve the situation. Employees need to know what problems they have and what they can do to improve. If you never tell them what is wrong, or are less than candid in the evaluation, the perception is that everything is fine.
 - d. Your positive approach to dealing with an employee's performance problem will generally get you better results than a negative approach. Think about it from your own perspective: how would you like a needed improvement to be addressed at *your* evaluation?
 - e. Evaluate performance, not personality or other non-job-related characteristics (this is more easily said than done in some instances!). The point is to avoid making employment decisions based on personal traits (or your own biases) that really have no bearing on how the job is done.
5. Goal setting and development plans
- a. This is one of the most important parts of the evaluation. After you have discussed the Job Description, prior goal accomplishments, performance factors data and the current work situation, a few clear goals should be readily apparent. You and your employee can then decide on the most important ones to be accomplished during the next evaluation period. Two to five goals in a one-year period is usually enough.
 - b. There are basically two types of goals: work performance objectives and development plans. Work goals involve particular projects and measurable goals or answer the question "performance is satisfactory when..." Development plans focus on improving the skills and abilities needed to do the job, or to prepare for more responsibility or a promotion. Several examples of work performance objectives are included in your evaluation guidebook.
6. The overall rating
- a. An overall evaluation of an employee's performance takes into consideration each job factor and the accomplishment of objectives. It is not just an arithmetic average of the ratings for the factors and objectives. In some positions, the factors will be more important and should be given more "weight" when making the overall evaluation. In other jobs, the objectives will be more important and should be considered accordingly.
 - b. We recognize that there will always be some inherent subjectivity in the evaluation process, especially with an overall evaluation. However, the Department does expect you to be as fair, honest, consistent, and objective as humanly possible.

Have the employee sign the last page of the form. Any additional comments should be made in the areas indicated. Signing the form does not necessarily mean the employee agrees with the evaluation. It does acknowledge that the evaluation occurred. Sign the forms yourself

and forward them to your manager for review and approval.

E. Writing Performance Factors, Performance Standards, and Special Projects and Objectives

1. Begin by asking yourself, "what must be done to accomplish this job in the coming year?" Think of what activities (jobs, tasks, duties, knowledge required to accomplish, etc.) are performed in the course of meeting the position's responsibility. Begin each activity with an action verb.
2. Look at the list of activities you developed. For each activity, write a performance standard which completes the phrase, "Performance is satisfactory when..." These statements should reflect satisfactory completion in terms of quality, quantity, time, and/or cost.
3. Ideally, a performance standard is structured so that both you and the employee can tell when performance is satisfactory. The standard becomes a guideline for performance. The measurements chosen for the standard will be indicators to both the employee and you.
4. The special projects section is used to record individual employee projects, goals, and objectives. This provides you and your employee the means to "tailor" the job, keeping in mind the broader scope of the job description.
5. Arrive at Consensus: If employee commitment is desired, responsibilities and objectives cannot be just established and laid on the employee. He or she has to be a partner throughout. Employees are more apt to feel that standards are fair if they are jointly developed. He or she will be more willing to try to achieve the standard. Employees are more likely to set high standards if they know they are going to be jointly reviewed and discussed, and less likely to need a great deal of supervision in achieving the standards.

You and the employee should agree prior to finalization. This agreement is the cornerstone of performance evaluation. Without agreement up front on what the employee's standards are and how they will be measured, there can be little hope of the employee accepting the evaluation rating at the end of the year.



FINANCIAL SERVICES OFFICE ACTIVITIES SUMMARY APRIL 2022

- Provided 231.25 Hours of Service (25 Days), 168 Hours Normal for April (21 Days). 189.25 Department Hours, 18.25 Badger Boys Hours, 23.75 Foundation Hours
- 361 Phone Call Requests Completed
- 844 E-Mail Requests Completed/Archived – Department, Badger Boys, Foundation
 - 119 Program Requests Completed (2 Payrolls, 13 Programs)
 - 53 Post Requests Completed; Post Pass-Thru, Post Name Changes, Form 990, Sales Tax Exemption Certificates, and Gen Questions – 2 Issues Carryforward from March to May
- 32 Meetings with Various Committees, Staff, Others; Bonnie Dorniak Auxiliary, Dennis McKernan IT (CAL/HDQ/VSO), Jim Klement CAL Director Weekly Huddle, Dept Cmdr Greg Eirich, Incoming Dept Cmdr Julie Muhle, Foundation President Paul Fisk, SAL Cmdr David Fuller, FY2022-2023 Budget Requests, Museum Walk-Thru with Norm Bednarek, SAL Cmdr Fuller, Adjutant, and PNC Denise Rohan, Coordinated Bookkeeper and Camp Assistant Cook Vacancies, Weekly Legion Riders IROC Run ACH and Reports, Coordinated SAL National Pins Purchase, Scheduled Dept Truck Decaling 4/1, 29, Foundation Board of Directors Mtg 4/4, Camp American Legion Training/Budget Review 4/5, Camp American Legion Lot 3 (Main Camp) Sponsor Meet & Greet 4/6, Camp American Legion Committee Special Mtg 4/7, Pitney Bowes New Machine Install/Training 4/8, Jamie Rosin/Laura Stinski KerberRose Auditors 4/8, 19, 25, 29, Foundation Golf Outing Planning Mtgs 4/13-14, Foundation SVA Board Training Proposal Mtg 4/20, SAL Detachment Executive Committee Mtg 4/23, Bookkeeper Initial Calls/Interviews 4/26-29, V360 Fundraising Patriot Fundraising 4/27, Finance Committee 4/28, Finance Committee Follow-Ups 4/28-29, Jon Wojciechowski Q3 Asset Management Rate Discussion 4/29
- Closed Month and Reported March 2022 to Department, Badger Boys State, Foundation
- Human Resources: Completed Form I-9 Audit
- FY2020-2021 Audits for Department: Limited Progress on Audits Due to Daily Urgencies and Meetings in April
- Reconciled and Paid All Credit Cards (Dept, BBS, FDN) through 31 March
- FY2022-2023 Dept Budget Process: Finance Committee Approved Recommendation to Department Executive Committee on 4/28

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- Processed 33 Daily Deposits Between All Entities, Processed 249 Payments/Transfers Between Assets
- Updated Hospital Representatives Fund Donation Report in Department and Foundation (March and April Report)
- Obtained Replacement Cost Insurance Coverage for CAL Main Lodge and Actual Cash Value Insurance Coverage for CAL Lot 3 (Main Camp) Cabins
- Prepared 2022 WDVA Veteran Service Office Grant (Submitted 5/2)
- Received and Filed (3) Department Contracts

On the Horizon for the Department

- FY2020-2021 Audit Preparation, Fieldwork Begins May 2022
- FY2022-2023 Budget Preparation: DEC Adopts FY2022-2023 Budget
- Q2 2022 Time Reporting by HDQ Staff (June)
- HDQ and CAL Appraisal RFP to Validate PPE
- Department Convention (July 2022)
- Q3 2022 Time Reporting by HDQ Staff (September)
- Q4 2022 Time Reporting by HDQ Staff (December)
- Develop Emergency Preparedness Plan
- Develop Continuity of Operations Plan
- HDQ Front Digital Sign RFP

On the Horizon for the Foundation

- Review and Consider Bylaws Changes
- Fill Board Vacancies with For-Profit and Nonprofit Corporation Executives
- FY2022-2023 Budget Process: Board of Directors Adopt Budget in May 2022

On the Horizon for Badger Boys State

- Review and Consider Any Bylaws Changes
- Consider Revised Chart of Accounts (COA)
- FY2022-2023 Budget Process (Begin Sep 2022 with Budget Guidance, SMART Goals) – BBS/AA Boards will Draft Budget and Adopt



FINANCIAL SERVICES OFFICE ACTIVITIES SUMMARY FEBRUARY 2022

- Provided 227.50 Hours of Service (26 Days), 160 Hours Normal for February (21 Days). 184.25 Department Hours, 9.25 Badger Boys Hours, 34.00 Foundation Hours
- 286 Phone Call Requests Completed
- 1,177 E-Mail Requests Completed/Archived – Department, Badger Boys, Foundation
 - 85 Program Requests Completed (2 Payrolls, 10 Programs)
 - 56 Post Requests Completed; Post Pass-Thru, Form 990, Sales Tax Exemption Certificates, and Gen Questions – 1 Issue Carryforward
- 31 Meetings/Training with Various Committees, Staff; Bonnie Dorniak Auxiliary, Dennis McKernan IT (CAL/HDQ/VSO), Jim Klement CAL Director Weekly Huddle, Dept Cmdr Greg Eirich, Foundation President Paul Fisk, JA Nicolas Lang, PDC Ted DeMicchi 2/1, 2/8, 2/17, Jamie Rosin/Laura Stinski KerberRose Auditors 2/1, 2/15, 2/28 (IRS Form 990 Notice Response Request), A&J Mold Mitigation 2/7, Facility Services Group (HDQ Carpet) 2/8, Jon Wojciechowski Q3 Asset Management Transfers 2/10, Sarah Womble Arjuna Solutions 2/10, FY2022-2023 Budget Roll-Out 2/11, 2/14, MRA 2022 Employment Law Update Training 2/17-2/18, Wisconsin American Legion Museum & Learning Center Board 2/18, Foundation Board 2/18, Finance Committee 2/24, Amy Bruner Air Temperature 2/25, Terry Christen West Bend & Katherine Wisconsin Office Commissioner of Insurance 2/28, Bill Lange COE Administrators 2/28
- Closed Month and Reported January 2022 to Department, Badger Boys State, Foundation
- Human Resources: Began Scoring Performance Evaluations Completed by Adjutant for FY2022-2023 Labor Allocation Recommendation to Finance
- FY2020-2021 Audits for Department: Began Uploading Docs – Fieldwork Pushed Back to April 2022
- Reconciled and Paid All Credit Cards (Dept, BBS, FDN) through 31 January
- Forwarded (4) Four Contracts to Judge Advocate for Review and Legal Compliance
- FY2022-2023 Budget Process: (3) Three E-mails to Department Chairs/Baseball Commissioner with Budget Guidance, Form, Process, Follow-Up on Specific Requests

- Processed 41 Daily Deposits Between All Entities, Processed 213 Payments/Transfers Between Assets, Including \$30,000 Loan Proceeds to 2022 National Convention Corp
- Updated Hospital Representatives Fund Donation Report in Department and Foundation
- Received IRS Notice for 2020 Form 990 Late Filing by KerberRose; Filed Prior to May 15, 2022 Deadline, KerberRose to Respond
- Received West Bend Claim Denial for CAL Main Lodge Roof Repair; Prior Insurance Coverage Expired Dec 31, 2017, Prior Adjutant Failed to Obtain Credible Coverage Due to Cost; ACV Coverage Obtained Pending Appraisals to Convert to Replacement Cost
- Prepared and Submitted 2021 Retirement Audit Docs/Form 5500

On the Horizon for the Department

- FY2020-2021 Audit Preparation, Documentation Upload Continues Thru Mar 2022
- FY2020-2021 Audit Preparation, Fieldwork Begins Apr 2022
- FY2022-2023 Budget Preparation: Budget Requests Due Mar 21, 2022, Presentations Mar 24, 2022
- Sons of The American Legion Review and Consider 2022 Nat'l Convention Grant Mar 8, 2022
- Form I-9 Audit (March)
- Q1 2022 Time Reporting by HDQ Staff Week of Mar 21, 2022
- West Bend Lot 3 (Main CAL) Cabins/Lodge Appraisal Week of Apr 4, 2022
- Q2 2022 Time Reporting by HDQ Staff (June)
- HDQ and CAL Appraisal RFP to Validate PPE
- Department Convention (July 2022)
- Q3 2022 Time Reporting by HDQ Staff (September)
- Q4 2022 Time Reporting by HDQ Staff (December)
- Develop Emergency Preparedness Plan
- Develop Continuity of Operations Plan
- HDQ Front Digital Sign RFP

On the Horizon for the Foundation

- Review and Consider Bylaws Changes
- Fill Board Vacancies with For-Profit and Nonprofit Corporation Executives
- FY2022-2023 Budget Process (Begin Mar 2022 with Budget Guidance, SMART Goals)

On the Horizon for Badger Boys State

- Review and Consider Any Bylaws Changes
- Consider Revised Chart of Accounts (COA)
- FY2022-2023 Budget Process (Begin Feb 2022 with Budget Guidance, SMART Goals) – BBS/AA Boards will Draft Budget and Adopt



FINANCIAL SERVICES OFFICE ACTIVITIES SUMMARY MARCH 2022

- Provided 236.25 Hours of Service (27 Days), 184 Hours Normal for March (23 Days). 200.50 Department Hours, 11.75 Badger Boys Hours, 24 Foundation Hours
- 414 Phone Call Requests Completed
- 1,082 E-Mail Requests Completed/Archived – Department, Badger Boys, Foundation
 - 130 Program Requests Completed (2 Payrolls, 13 Programs)
 - 76 Post Requests Completed; Post Pass-Thru, Post Name Changes, Form 990, Sales Tax Exemption Certificates, and Gen Questions – 2 Issues Carryforward
- 37 Meetings with Various Committees, Staff, Others; Bonnie Dorniak Auxiliary, Dennis McKernan IT (CAL/HDQ/VSO), Jim Klement CAL Director Weekly Huddle, Dept Cmdr Greg Eirich, Foundation President Paul Fisk, SAL Cmdr David Fuller, Rhyme Printer Contract Meeting 3/2, Jamie Rosin/Laura Stinski KerberRose Auditors 3/3, 4, 6, 11, 14, 15, 21, 23, 24, 29, 31, Jon Wojciechowski Q3 Asset Management Rate Discussion 3/10, FY2022-2023 Budget Requests, Museum Board Signage Update, Softball Discussions with Program Coordinator, Adjutant, Baseball Commissioner Mathison, Legion Rider IROC's Run Zoom Mtg 3/22, Finance Committee 3/24, Finance Committee Follow-Up 3/28, CAL Lot 4 2022 Update Zoom 3/28, CAL Rainbow Flowage Lease Zoom Mtg 3/30
- Closed Month and Reported February 2022 to Department, Badger Boys State, Foundation
- Human Resources: Completed Scoring Performance Evaluations, Provided to Adjutant for FY2022-2023 Labor Allocation Recommendation to Finance
- FY2020-2021 Audits for Department: No Measurable Progress on Audits Due to Daily Urgencies
- Reconciled and Paid All Credit Cards (Dept, BBS, FDN) through 28 February
- FY2022-2023 Budget Process: (16) Sixteen Hours of Budget Guidance and Development to Committee Chairs, Legion Staff
- Processed 28 Daily Deposits Between All Entities, Processed 183 Payments/Transfers Between Assets
- HDQ Staff Time Reporting Week of 3/20
- Updated Hospital Representatives Fund Donation Report in Department and Foundation

- Received IRS Notice February 2022 for 2020 Form 990 Late Filing by KerberRose; Filed Prior to May 15, 2022 Deadline, KerberRose Responded 3/21
- Obtained Actual Cash Value Insurance Coverage for CAL Main Lodge to Convert to Replacement Cost After April Property Assessment by TriCor
- Updated and Finalized 2021 CAL Census
- Prepared and Submitted 2022 WDVA Camp Grant
- Proofed (5) Foundation Resolutions for Board Consideration
- Received and Filed (7) Department Convention, Midwinter, COF Contracts
- Worked with BBS to Set-Up New PayPal Accounts
- Onboarded CAL Seasonal Volunteer and Recreation Coordinator

On the Horizon for the Department

- FY2020-2021 Audit Preparation, Documentation Upload Continues Thru Mar 2022
- FY2020-2021 Audit Preparation, Fieldwork Begins May 2022
- FY2022-2023 Budget Preparation: DEC Adopts FY2022-2023 Budget
- Sons of The American Legion Review and Consider 2022 Nat'l Convention Grant April 23, 2022
- West Bend Lot 3 (Main CAL) Cabins/Lodge Appraisal Week of Apr 4, 2022
- Q2 2022 Time Reporting by HDQ Staff (June)
- HDQ and CAL Appraisal RFP to Validate PPE
- Department Convention (July 2022)
- Q3 2022 Time Reporting by HDQ Staff (September)
- Q4 2022 Time Reporting by HDQ Staff (December)
- Develop Emergency Preparedness Plan
- Develop Continuity of Operations Plan
- HDQ Front Digital Sign RFP

On the Horizon for the Foundation

- Review and Consider Bylaws Changes
- Fill Board Vacancies with For-Profit and Nonprofit Corporation Executives
- FY2022-2023 Budget Process (Begin Mar 2022 with Budget Guidance, SMART Goals)

On the Horizon for Badger Boys State

- Review and Consider Any Bylaws Changes
- Consider Revised Chart of Accounts (COA)
- FY2022-2023 Budget Process (Begin Feb 2022 with Budget Guidance, SMART Goals) – BBS/AA Boards will Draft Budget and Adopt

2022-2023 American Legion, Dept of WI Budget Draft		HDQ - (8)	VSO - (6)	CAL - (5)	Hospital	National	Americism	A&G	Baseball	Boy Scouts	Youth Gov't	SAL	Oratorical	Shooting Sports	WALLECA	Softball
		300	301	302	303	400	501	502	503	504	505	506	508	509	511	534
4000	Membership Dues (45K Legion, 3K SAL)	52,045	386,088		41,024	65,372	16,643	22,063	77,979	2,364	591	71,056	32,494	5,713	16,334	
2301	Membership Dues Payable to National	(28,565)	(327,112)		(23,242)	(35,052)	(8,681)	(11,501)	(45,334)	(1,364)	(341)	(40,994)	(14,363)	(2,562)	(10,047)	
2400	Deferred Revenue Net Reduction Over PY	(1,012)	(3,628)		(2,000)	(1,000)						(5,754)				
4010	Participation Fees								60,000				300	600		7,400
4011	Retail Sales	8,500														4,900
4012	Ticket Sales (Brewers, Banquet)							9,000								
4020	Rental Income (Auxiliary, Cabins)	17,000		7,200												
4075	Fee for Service (BBS 18.5K, Foundtn 25K)	43,500														
4100	Unrestricted Donations (V360, Misc)	88,478	243,033	237,254								10,105	1,105	1,000	12,845	
4110	Temp Restricted Donations (CAL, Schlrshp)			146,441												500
4120	Grants		125,000	70,000				5,000								
4200	Emblem Sales Profitshare	7,200														
4210	USAA Profitshare	29,000														
4220	AGIA/LIT Profitshare	60,000														
4505	Unrealized Gain/Loss on Investments	140,000														
4999	Use of Unrestricted/Temp Rstctd Investmnts	107,908	10,941	42,697	255	573	66	66	2,123			198	710	136	946	10,510
5000	Merchandise for Resale	(3,500)										(5,000)				(3,500)
5051	Cash Winnings Paid Out (Convtn, MW)															
2021-2022 Revenue Subtotals		520,555	434,322	503,592	16,037	29,893	8,028	10,628	108,767	1,000	250	29,611	20,246	4,887	20,078	19,810
6000	Salaries & Wages	106,593	335,671	217,458	1,313	14,271	1,702	1,702	25,679	-	-	7,848	7,536	2,575	10,049	9,160
6000	COLA Option	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6000	Merit Increase Option	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6100	Payroll Tax, FICA 7.65%	8,154	25,679	16,636	91	1,092	130	130	1,964	-	-	600	577	197	769	701
6110	Unemployment, FUTA, SUTA, 4.9%	5,223	16,448	10,655	64	699	83	83	1,258	-	-	385	369	126	492	449
6120	Insurance Expense - Employee Benefits	5,620	3,926	-	-	3,746	-	-	-	-	-	-	-	-	-	-
6130	Retirement Expense	6,219	8,827	3,296	26	26	41	41	194	-	-	225	202	67	270	-
6150	Insurance - Workman's Compensation	1,000	1,801	2,700												
6200	Audit	15,000														
6203	Payroll Processing	4,000														
6204	Credit Card Processing	100														
6205	Printing & Graphic Design (Prog, Badger)	8,000	3,500	6,000					2,360			3,000			600	1,500
6206	Fundraising Service (Subcontractor)															
6207	Stipend for Travel (Stipend, Miles, Htl, Fd)	3,000	2,000	2,106	3,534	2,500	3,500		19,000			9,606	706			2,800
6208	Stipend for Service (Dept Officer Stipends)	-	500			5,000			3,500							
6210	Other Professional Fees (Fin Dir, McNtn, IT)	41,146	32,970	70,940	1,008	1,008	972	972	6,502			756	756	972	1,008	300
6400	Program Participation Fees Paid															
6500	Advertising & Promotions	5,000		5,000					2,500						500	2,800
6506	Dues & Subscriptions	7,500	1,000	1,000		750						40				
6507	Equipment Lease	22,500														
6508	Equipment Purchase (2 Dockstations)	5,000														
6509	Facility/Equipment Rental	1,000	500	500					25,000				500		3,000	
6511	Insurance Expense - Business & Property	20,000		25,000					200							200
6512	License & Fees	500		300												
6513	Meals & Entertainment	1,500		300					15,000							
6516	Postage	3,500	500	1,000		300	600	100	500			500	100		390	400
6517	Repair Expense	7,000		15,000												
6518	Scholarships Awarded	3,500					1,000	7,500	1,000	1,000		2,650	9,000	750		500
6519	Subsistence Expense			55,000												
6520	Supplies	8,000	1,000	7,500		500			4,110		250	3,000	500	200	3,000	1,000
6522	Utilities	15,000		33,000												
6523	Donations to Other Organizations	2,500			10,000							1,000				
6524	Telephone-Internet-TV	12,000		4,200				100								
6525	Staff Development	2,000		1,000												
6900	Capital Outlay (Planned, CIPs)	60,000		25,000												
7000	Depreciation	135,000														
2022-2023 Expense Subtotals		(515,555)	(434,322)	(503,592)	(16,037)	(29,893)	(8,028)	(10,628)	(108,767)	(1,000)	(250)	(29,611)	(20,246)	(4,887)	(20,078)	(19,810)
2021-2022 Adopted Budget Totals		\$ 504,668	\$ 465,049	\$ 481,604	\$ 16,740	\$ 31,979	\$ 8,635	\$ 16,266	\$ 106,064	\$ 1,000	\$ 250	\$ 35,482	\$ 25,648	\$ 4,780	\$ 22,249	\$ -

2022-2023 American Legion, Dept of WI Budget Draft		Child & Youth 512	Mrktg & Comm 513	Conventn 514	DEC 515	Finance 516	Fundraisg 517	Legion College 518	Legislative 519	Member 520-522	Natl & HomeInd 523-525	Policy 526	Religious 527	VA&R 528-531	Strategic 532	Construction 533	Totals
4000	Membership Dues (45K Legion, 3K SAL)	4,197	122,200		106,686	16,436			30,685	277,170	11,238	12,118	2,327	4,448	2,364	2,364	1,386,000
2301	Membership Dues Payable to National	(2,883)	(70,500)		(44,715)	(10,636)			(17,703)	(134,094)	(6,484)	(6,991)	(1,343)	(2,566)	(1,364)	(1,364)	(847,500)
2400	Deferred Revenue Net Reduction Over PY									(61,006)							(72,000)
4010	Participation Fees			35,000				600									103,900
4011	Retail Sales			1,500													14,900
4012	Ticket Sales (Brewers, Banquet)			37,500													46,500
4020	Rental Income (Auxiliary, Cabins)																24,200
4075	Fee for Service (BBS 18.5K, Foundtn 25K)																43,500
4100	Unrestricted Donations (V360, Misc)			51,635			163,312										808,767
4110	Temp Restricted Donations (CAL, Schlrsph)													2,000			148,941
4120	Grants																200,000
4200	Emblem Sales Profitshare																7,200
4210	USAA Profitshare																29,000
4220	AGIA/LIT Profitshare																60,000
4505	Unrealized Gain/Loss on Investments																140,000
4999	Use of Unrestricted/Temp Rstctd Investmnts		6,000	971	572		148		146	4,551							189,518
5000	Merchandise for Resale																(12,000)
5051	Cash Winnings Paid Out (Convtn, MW)						(40,000)										(40,000)
2021-2022 Revenue Subtotals		1,314	57,700	126,606	62,543	5,800	123,460	600	13,128	86,621	4,755	5,127	985	3,882	1,000	1,000	2,222,226
6000	Salaries & Wages	-	-	25,339	14,271	-	3,430	-	3,430	36,921	-	-	-	-	-	-	824,949
6000	COLA Option	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6000	Merit Increase Option	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
6100	Payroll Tax, FICA 7.65%	-	-	1,881	1,092	-	262	-	262	2,824	-	-	-	-	-	-	63,041
6110	Unemployment, FUTA, SUTA, 4.9%	-	-	1,205	699	-	168	-	168	1,913	-	-	-	-	-	-	40,490
6120	Insurance Expense - Employee Benefits	-	-	5,620	3,746	-	-	-	-	-	-	-	-	-	-	-	22,658
6130	Retirement Expense	-	-	49	26	-	28	-	28	3,240	-	-	-	-	-	-	22,804
6150	Insurance - Workman's Compensation																5,501
6200	Audit																15,000
6203	Payroll Processing																4,000
6204	Credit Card Processing																100
6205	Printing & Graphic Design (Prog, Badger)		16,000	2,500			300		3,000	500							47,260
6206	Fundraising Service (Subcontractor)						65,000										65,000
6207	Stipend for Travel (Stipend, Miles, Htl, Fd)	1,314	2,962	3,500	13,000	5,000	3,000		2,400	6,492	3,175	5,127	985	2,382	1,000	1,000	100,090
6208	Stipend for Service (Dept Officer Stipends)				28,000				1,500		1,500			1,500			41,500
6210	Other Professional Fees (Fin Dir, McNtn, IT)			1,745	1,008		972		972	8,132							172,138
6400	Program Participation Fees Paid			1,500													1,500
6500	Advertising & Promotions			3,000						22,100							40,900
6506	Dues & Subscriptions		1,400	-				160	300								12,150
6507	Equipment Lease																22,500
6508	Equipment Purchase (2 Dockstations)																5,000
6509	Facility/Equipment Rental			60,000													90,500
6511	Insurance Expense - Business & Property																45,400
6512	License & Fees																800
6513	Meals & Entertainment			15,000													31,800
6516	Postage		37,038	2,500	200	500	50,000	200	100	2,500							100,928
6517	Repair Expense																22,000
6518	Scholarships Awarded																26,900
6519	Subsistence Expense																55,000
6520	Supplies		300	2,768	500	300	300	240	968	2,000	80						36,516
6522	Utilities																48,000
6523	Donations to Other Organizations																13,500
6524	Telephone-Internet-TV																16,300
6525	Staff Development																3,000
6900	Capital Outlay (Planned, CIPs)																85,000
7000	Depreciation																135,000
2022-2023 Expense Subtotals		(1,314)	(57,700)	(126,606)	(62,543)	(5,800)	(123,460)	(600)	(13,128)	(86,621)	(4,755)	(5,127)	(985)	(3,882)	(1,000)	(1,000)	(2,217,227)
2021-2022 Adopted Budget Totals		\$ 2,114	\$ 51,700	\$ 85,361	\$ 39,257	\$ 7,800	\$ 106,547	\$ 3,680	\$ 16,102	\$ 108,870	\$ 4,755	\$ 5,127	\$ 985	\$ 3,882	\$ 1,000	\$ 1,000	\$ 2,158,591

FY2022-2023 Budget Guidance¹

The American Legion, Department of Wisconsin's Vision Statement

Veterans, Their Families, and Their Communities Will Thrive Through Continual Support in Ways that Acknowledge and Honor Their Multitude of Sacrifices

The American Legion, Department of Wisconsin's Mission Statement

For God and Country

To Provide Service to Veterans, Their Families, and Their Communities

Budget Priorities

Priority 1 – Data-Based Decision Making at All Levels

Priority 2 – Proactive Programmatic Effectiveness, Cost Efficiency, and Financial Stability

Priority 3 – Continuous Operational Analyses = Long-Term, Sustainable Programs and Services

Budget Policies

Budget Policy 1 – The American Legion, Department of Wisconsin will provide all programs and services within the limits established by current resources available.

Budget Policy 2 – The American Legion, Department of Wisconsin will protect, maintain, and enhance its financial reserves and provide the oversight necessary to assure its stakeholders of its financial and institutional stability. Revenue enhancements to offset operational costs and improve financial health will be pursued.

Budget Policy 3 - The American Legion, Department of Wisconsin donations respond to social need. The need for programs and services tends to be greatest when economic growth, which provides key donations, is least. This inverse relationship relative to donor limitations will be recognized.

Budget Policy 4 - The American Legion, Department of Wisconsin will consciously consider adjusting the level of programs and services provided when changes in revenue can be directly related to changes in donations, grants, and other funding sources. Planning for, rather than reacting to, rising expenses in a culture of innovation is strongly encouraged as programs evolve.

Budget Policy 5 – Even if not otherwise mandated, programs and services should be encouraged if they hold down costs elsewhere.

Budget Policy 6 – The impact of decisions on the future should always be strongly considered – not just the impact on the next budget year or five years in the future, but generations in the future. The transition to future budgets should be smooth, honest, and within long-term plans.

The American Legion, Department of Wisconsin
FY2022-2023 Budget Guidance

Budget Policy 7 – The fixed assets will be properly and timely maintained. Deferring maintenance so that other programs can be provided is strongly discouraged.

Budget Policy 8 – The American Legion, Department of Wisconsin will encourage information sharing with other Departments and other nonprofits to increase the effectiveness of the use of resources to meet the needs of veterans, their families, and their communities.

Budget Policy 9 – The American Legion, Department of Wisconsin programs and services are offered, not because they have always been offered but because they are valuable to veterans, their families, and their communities. Yet, even time-tested valuable programs can sometimes be made more effective and efficient by changing the way they are performed.

Budget Policy 10 – Last fiscal year’s financial statements should not be the only benchmark used to evaluate current requests. Every budget year is unique and should be drafted from current data.

Budget Policy 11 – Decisions will be data-based as much as possible. The American Legion, Department of Wisconsin uses a substantial amount of data for operational purposes that could also be better used for decision making.

***Budget Note – 1** The American Legion, Department of Wisconsin boards, committees, commissions, and staff will identify SMART goals to accomplish in FY22-23, and may submit a budget request to fund those goals, Budget Request Form attached, using the following timeline:*

Fall Meetings, Midwinter Conference SMART Goal Setting.....	31 January
Next FY Budget Guidance, Request Form, Current Budget to All.....	11 February
Completed Budget Request Form Submitted Thru Website.....	21 March
Finance Committee Reviews Compiled Budget Requests, Provides Comment....	24 March
Finance Committee Considers FY Budget Recommendation to DEC.....	28 April
Department Executive Committee Considers FY Budget Recommendation	7 May

***Budget Note – 2** The Adopted Budget is not the same as available cash flows – budgeted revenue must be received prior to budgeted expenditure.*

***Budget Note – 3** Deferred membership dues revenue decreasing by at least (\$72,000) in FY22-23, all expenditures will be highly scrutinized, and prioritized against other budget requests for compliance and strategic planning.*

¹ Original language taken from the annual Sauk County Finance Proposed Budget.