



WAUPACA COUNTY VETERANS SERVICE OFFICE
COURTHOUSE, 811 HARDING STREET
WAUPACA, WI 54981

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Website - http://www.co.waupaca.wi.us/departments/veterans_service_office/index.php



ANNUAL REPORT

2018

*INCLUDING OPERATIONAL INFORMATION FOR CALENDAR YEAR 2018
AND FEDERAL FISCAL YEAR 2017 (OCT 1, 2016 TO SEP 30, 2017)*

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Mission

The Waupaca County Veterans Service Office reaches out to, coordinates with, and empowers the Veterans of Waupaca County. We stand ready to assist, educate, and advise resident Veterans (and eligible dependents) on non-profit, local, state, and federal benefits associated with military service.

Vision

The Waupaca County Veterans Service Office will remain a relevant and reliable source of contemporary benefit delivery as well as guidance related to Veteran services provided by non-profit, local, state, and federal entities. In order to accomplish this vision the Waupaca County Veterans Service Office will:

- Actively seek and engage in high quality training opportunities
- Provide accurate, timely, and consistent service/information
- Engage the resident Veterans of Waupaca County through a creative variety of medias and venues
- Seek continuous improvement, innovation, and efficiency

Values

- **Competence:** The capacity of a person to first understand a situation then take reasonable and effective action within the scope of policy, regulation, and law. Competence incorporates knowledge, skill, and reasonable action to accomplish the best possible outcome in every situation.
- **Duty:** Fulfilling professional obligations. This value incorporates dynamically carrying out all explicit and implied tasks as a part of the Waupaca County Veterans Service Office team.
- **Integrity:** Doing what is right, legally, ethically, and morally. Acting with integrity is a developed quality that binds us to competently performing our duties while adhering to policy, regulation, law, and sound moral principles.

Credo

The Waupaca County Veterans Service Office is a place where customer service and exceptional Veteran benefit delivery is our highest concern. We pledge to provide the finest personal service for our clients who will always be treated with courtesy and respect. The Waupaca County Veterans Service Office preserves the dignity of our clients and diligently works to provide best possible outcomes in every situation.

Motto

At the Waupaca County Veterans Service Office, "We are Ladies and Gentlemen serving Ladies and Gentlemen." This motto exemplifies the professional service provided by all staff members.

TO OUR STAKEHOLDERS

2018 Annual Report - *Veterans*

STRATEGIC HIGHLIGHTS

In 2018, the CVSO identified three strategic goals addressing important aspects of benefit delivery to our veteran community. The first aimed at personnel development. The second, process improvement. Finally, the third goal focused on modernization. These goals concentrated effort on increasing the consistency, efficiency, and effectiveness of our office in delivering benefits and services to our clients; the veterans of Waupaca County and their dependents.

FINANCIAL HIGHLIGHTS

The Waupaca County Veterans Service Office operates under State of Wisconsin Statute 45, at the pleasure of the Waupaca County Board of Supervisors, the Waupaca County Veterans Service Commission, and the citizens of Waupaca County. Cindy, Julie, and I are humbled and honored to provide services to our veteran community free of charge. In CY 2018, our office provided \$5,205.63 in direct emergency assistance and \$5,915 for care of veteran's graves. In FY 2017, our office assisted the County Veteran population (~4,385) receive a total of over \$46.4 million in earned Federal Benefits from the U.S. Department of Veterans Affairs (according to FY 2017 VA Expenditure Report).

OPERATING HIGHLIGHTS

This year, Jesse began the process to complete Certified Veterans Advocate (CVA) training through the National Association of County Veterans Service Officers (NACVSO). The CVA certification program seeks to improve the claims preparation and processing skill-set enabling enhanced claims analysis and strategic claims development aimed at improving claims outcomes for the veterans of Waupaca County. In CY 2018, we updated all office job descriptions and deployed four important internal office policies. These critical concurrent controls and process improvement measures ensure we have the right staff completing the right tasks and serve to improve the consistency, efficiency, and effectiveness of our office in delivering benefits and services. Finally, we continue to press forward stressing the importance of leveraging technology in benefit delivery as well as reducing paper use/storage; leveraging digital record production/retention instead. Thanks to all the agencies and individuals who assisted our office and our county veterans this year.

LOOKING AHEAD

The work of the Waupaca County Veterans Service Office is more important than ever. Since 1934, the concept of our office has been to provide a local veteran advocate who links local veterans with benefits and services. That mission remains as relevant today as it was in 1934. The state of Wisconsin and Waupaca County, in particular, should be proud of the CVSO model. We look forward to continued engagement with the veteran community as our moral obligation and honored duty.



Jesse P. Cuff

Waupaca County Veterans Service Office

December 31, 2018

FEDERAL DVA DATA – FY 2013 TO FY 2017

Financial Summary

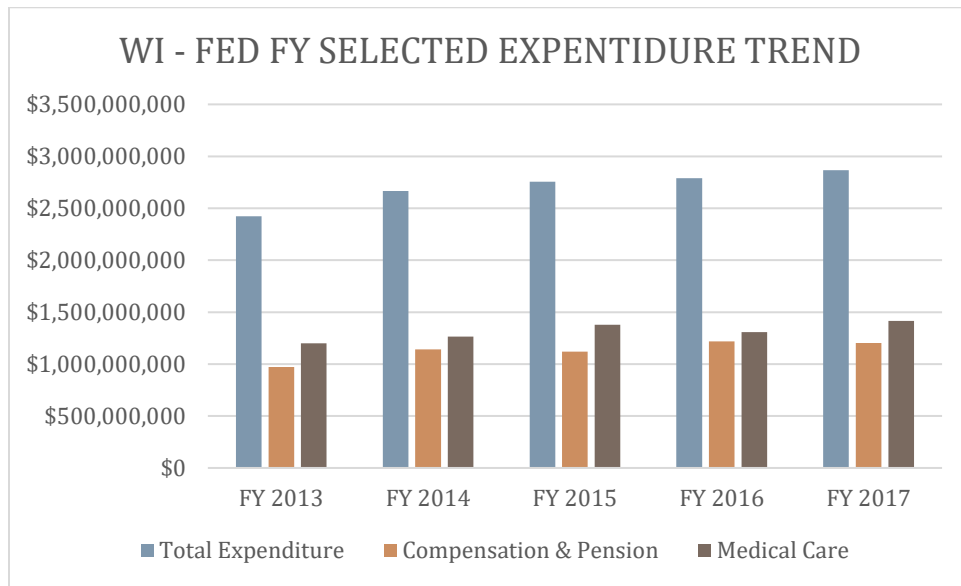


Chart 1

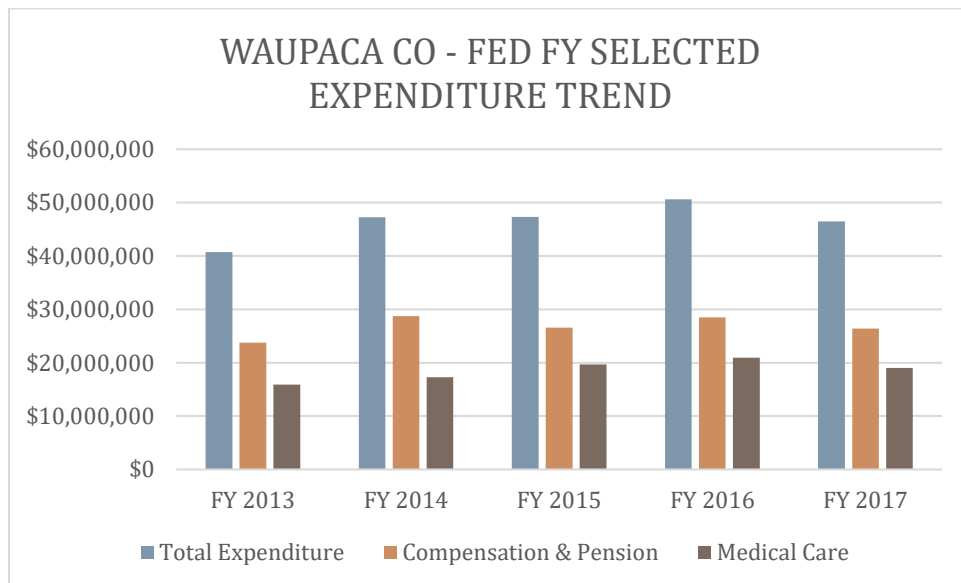


Chart 2

These charts compare Federal Fiscal year data for the State of Wisconsin and Waupaca County respectively. The purpose of these charts is to produce a simple comparative graphical trend analysis over a five year period.

FEDERAL DVA DATA – FY 2013 TO FY 2017

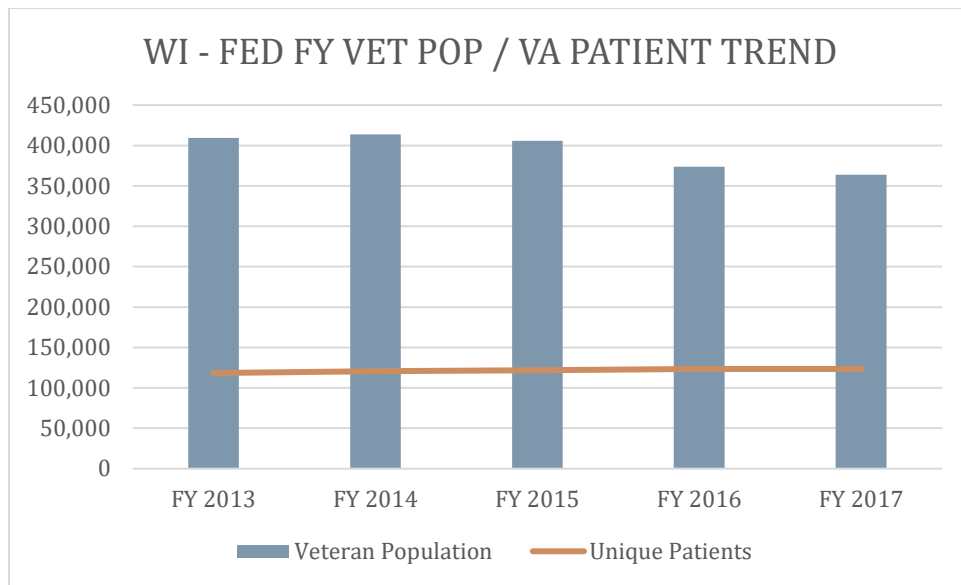


Chart 3

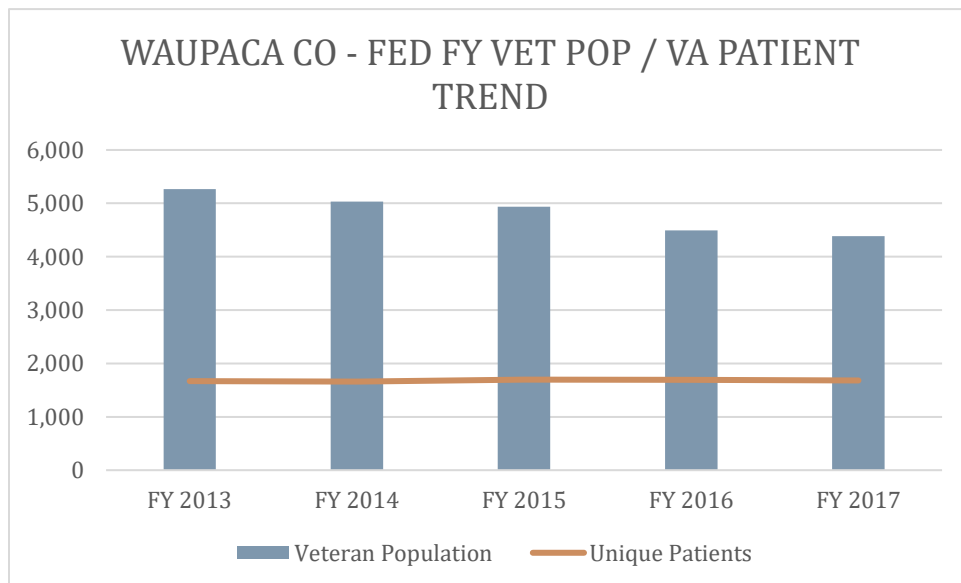


Chart 4

These charts compare Federal Fiscal year data for the State of Wisconsin and Waupaca County respectively. The purpose of these charts is to produce a simple comparative graphical trend analysis over a five year period.

VETERANS EMERGENCY RELIEF

Waupaca County Veterans Service Commission \$45.81

COMMISSION MEMBERS

- Mrs. Brandy Surprise (Chair) – *Serving Since November 2007*
- Mrs. Judy Deschler – *Serving Since December 2012*
- Mr. Jim Goeser – *Serving Since April 2007*
- Mr. Jesse Cuff (CVSO – Secretary) – *Serving Since September 2014*

CALENDAR YEAR 2018 – EMERGENCY GRANTS

TYPE OF ASSISTANCE	APPROVED	DENIED	EXPENDITURE
Utility	3	0	\$945.63
Housing	3	2	\$1,860.00
Food	1	0	\$300.00
Transportation	0	2	\$0.00
Other	3	3	\$2,100.00
Financial Education	0	0	\$0.00
TOTALS	10	7	\$5,205.63

FIVE YEAR TREND GRAPHIC

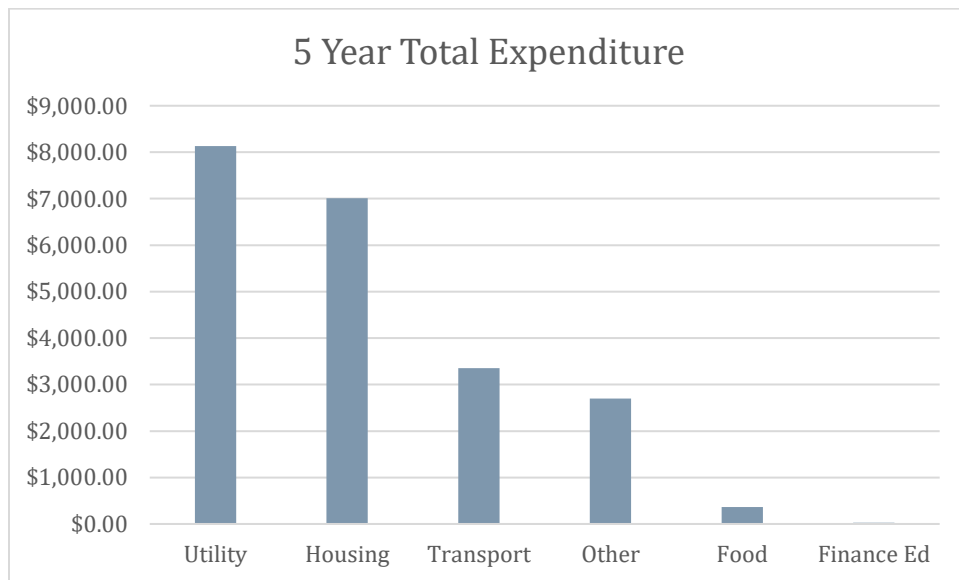


Chart 5

This chart shows expenditures by category over a five year period (CY 2014-2018).

OFFICE ACTIVITY

Contact by Type for Calendar Year 2018 (250 working days)

OUTREACH CONTACTS

TOTAL - 38

OFFICE VISIT CONTACTS

TOTAL - 1,161

OFFICE TELEPHONE CONTACTS

TOTAL - 3,415

COMPLETED FORMS

TOTAL - 2,147

E-MAIL CONTACTS

TOTAL - 1,303

TOTAL OF ALL COMMUNICATIONS

TOTAL - 6,874

TAKEAWAYS

The Waupaca County Veterans Service Office is composed of three full-time staff members committed to serving our county's veteran and eligible dependent community. Our veteran population is approximately 4,385, not taking into account the total number of eligible dependents. If we assume one eligible dependent for every veteran, the potential population we serve is nearly 9,000. Divided evenly, our potential individual case load would be approximately 3,000.

CY 2018 Waupaca County Population - 52,100 (www.doa.wi.gov)

FY 2017 Waupaca Veteran Population - 4,385* (www.va.gov/vetdata/veteran_population.asp)

*Population does not include dependents eligible for benefits

EVENTS / HIGHLIGHTS

Ongoing - Provide outreach to Clintonville / New London via off-site office 1st Wednesdays of the month

- December Participated in the New London CHAT Plunge on Transportation
- November Spoke at the Waupaca-Middle School Veterans in the Classroom Event
- October Collaborated with UWSP-SBDC to Host Veteran Economic Dev. Roundtable Event
- September Participated in the Waupaca County Suicide Prevention Fall Talk Event
- August Veterans Program at the Waupaca County Fair
- July Provided a Table for the WWH@King Senior Health Fair
- June Attended NACVSO Annual Training - Completed CVA Training Session
- May Spoke at the Weyauwega-Fremont High School Veterans in the Classroom Event
- April Author Doug Bradley: Soundtrack of the Vietnam War Event
- March Appeared on the WDUX Morning Show and Spoke About VA Healthcare
- February Spoke at the Leadership Waupaca County Meeting at WWH@King
- January Attended - The Unique Needs of Veterans Training at WWH@King

OFFICE INFORMATION

Contact Information

JESSE P. CUFF
VETERANS SERVICE
OFFICER

CINDY ROLOFF
SENIOR BENEFIT SPECIALIST

JULIE MOTIFF
INTAKE BENEFIT SPECIALIST

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Appointments Appreciated, Walk-Ins Welcome.

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Find us on Facebook! [Facebook.com/WaupacaVeteransOffice](https://www.facebook.com/WaupacaVeteransOffice)

APPENDIX A

WAUPACA COUNTY VETERANS SERVICE OFFICE

JANUARY 2018	★ ★ ★ TAPS ★ ★ ★				DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
ADAMS, Robert F.	Ogdensburg	03/04/18	Korea	U.S. Army	St. Mary Magdalene Catholic Cemetery, Waupaca
ANDERSON, Leonard G.	Marion	12/26/17	Korea	U.S. Army	Cremated
BARRINGTON, Gary L.	Manawa	09/18/18	Peacetime	U.S. Navy	St. Patrick's Catholic Cemetery, Town of Lebanon
BARTKOWIAK, Robert R.	Appleton (formerly Fremont)	04/05/18	Korea	U.S. Army	Oakwood Cemetery, Weyauwega
BAUER, Donald D.	Appleton	07/25/18	Berlin Crisis	U.S. Army	Oakwood Cemetery, Weyauwega
BAUER, Michael J.	Fox Crossings (formerly Fremont)	12/23/17	Vietnam Era	Army National Guard	Cremated
BAUMAN, Leroy	Waupaca	12/02/18	World War II/Korea	U.S. Army	Highland Memorial Park, Appleton (Outagamie Co.)
BEAUCHAMP, Shawn P.	Weyauwega	05/23/18	Gulf War	U.S. Navy	Cremated
BECKER, Harold D.	Iola	03/21/18	Korea	U.S. Navy	Our Savior Lutheran Cemetery, Iola
BEDOR, James K.	WI Veterans Home (formerly Waupaca)	08/24/18	World War II	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
BEUTHIEN, Milo E.	Waupaca	07/23/18	World War II	U.S. Army	Spencer Lake Cemetery, Town of Lind
BIERMAN, Gerald C.	New London	07/05/18	Korea	U.S. Air Force	Riverside Cemetery, Appleton (Outagamie Co.)

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JANUARY 2018	★ ★ ★ TAPS			★ ★ ★	DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
BLECK, James L.	WI Veterans Home (formerly Waupaca)	11/05/18	Vietnam	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
BORCHARDT, Melvin "Doc" A.	New London	08/31/18	Peacetime	U.S. Marine Corps	Floral Hill Cemetery, New London
BORCHERT, Leonard N.	Waupaca	08/20/18	Korea	U.S. Marine Corps	Greenwood Cemetery, Amherst (Portage Co)
BORK, Darwin H.	Appleton (formerly New London)	08/20/18	Korea	U.S. Army	Most Precious Blood Cemetery, New London
BOURESSA, Theodore F.	Waupaca	11/15/18	Vietnam	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
BROCKHAUS, Raymond L.	Clintonville	08/15/18	World War II	U.S. Army	Greenleaf Cemetery, Marion
BROCKMAN, Edward H.	Weyauwega	01/16/18	Vietnam	U.S. Army	Zion Lutheran Cemetery, Embarrass
BUCHBERGER, Kenneth L.	Clintonville	06/18/18	Korea	U.S. Army	St. Martin's Lutheran Cemetery, Clintonville
BUCHHOLTZ, Kenneth J.	Fond du Lac (formerly Weyauwega)	10/31/18	Peacetime	U.S. Army	Oakwood Cemetery, Weyauwega
CARROLL, Thomas H.	Waupaca	06/03/18	Vietnam	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
CHAPPEL, Gerald E.	Waupaca	07/18/18	Korea	U.S. Navy	Cremated
CHRIST, Robert J.	New London	05/28/18	Korea	U.S. Navy	Most Precious Blood Cemetery, New London

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JANUARY 2018	★ ★ ★ TAPS ★ ★ ★				DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
CORNELL, Darrell D.	Waupaca	06/13/18	Korea	U.S. Marine Corps	Holy Cross Cemetery, Milwaukee (Milwaukee Co.)
CRAIG, Donald L.	Manawa	06/13/18	Peacetime	U.S. Army	Cremated
CREECH, Thomas R.	Iola	11/11/18	Peacetime	U.S. Army	Our Savior Lutheran Cemetery, Iola
DAHMS, Robert B.	Waupaca	04/27/18	Korea	U.S. Navy	Wisconsin Veterans Memorial Cemetery, King
DALBEC, Daniel W.	Iola	10/31/18	Vietnam	U.S. Marine Corps	Wisconsin Veterans Memorial Cemetery, King
DANKE, Carl E.	Weyauwega	08/19/18	Korea	U.S. Air Force	Evanswood Cemetery, Weyauwega
DAVIS, James S.	Waupaca	01/24/18	Korea	U.S. Army	Cremated
DEGEN, Richard L.	WI Veterans Home (formerly Waupaca)	09/17/18	Korea	U.S. Air Force	St. Mary Magdalene Catholic Cemetery, Waupaca
DOBRAZTZ, Dennis M.	Fond du Lac	04/05/18	Korea	U.S. Army	St. John's Lutheran Cemetery, Town of Caledonia
DRAEGER, Robert W.	Waupaca	10/16/18	Vietnam	U.S. Army	St. Mary Magdalene Catholic Cemetery, Waupaca
DUFIELD, George E.	New London	02/25/18	World War II/Korea	U.S. Navy/U.S. Army	Greenlawn Cemetery, Neenah (Winnebago Co.)
FASCIO, Donald J.	Fremont	12/09/18	World War II	Merchant Marine	Brooks Cemetery, Town of Vinland (Winnebago Co.)

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JANUARY 2018	★ ★ ★ TAPS			★ ★ ★	DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
FENSKE, Wesley A.	Estero, FL (formerly New London)	06/25/18	World War II	U.S. Army	Floral Hill Cemetery, New London
FISCHER, Eugene V.	Marion	01/15/18	Peacetime	Army Reserve	Greenleaf Cemetery, Marion
GALLESKE, Willis H.	Waupaca	02/28/18	Korea	U.S. Army	Montana Veterans Cemetery, Helena, MT
GEISEN, Gerald L.	Waupaca	10/18/18	Vietnam	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
GENSLER, Roger L.	Clintonville	10/31/18	Berlin Crisis	U.S. Army	Graceland Cemetery, Clintonville
GIESEN, Lawrence G.	WI Veterans Home (formerly New London)	09/06/18	Vietnam	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
GLASER, Dan A.	Fremont	01/06/18	Vietnam	U.S. Air Force	Highland Memorial Park, Appleton (Outagamie Co.)
GRAPER, Hugo F.	Clintonville	12/26/18	Korea	U.S. Army	Graceland Cemetery, Clintonville
GRUETZMACHER, Lyle A.	New London	02/14/18	Korea	U.S. Army	Cremated
GRUETZMACHER, Roy W.	Embarrass	07/05/18	World War II	U.S. Army	Zion Lutheran Cemetery, Embarrass
GUNDERSON, Eugene L.	Iola	02/03/18	Korea	U.S. Army	Northland Lutheran Cemetery, Town of Harrison
GUYETTE, Harland F.	New London	05/10/18	Korea	U.S. Air Force	Most Precious Blood Cemetery, New London

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JANUARY 2018	★ ★ ★ TAPS ★ ★ ★				DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
HAGEN, Nona B.	Waupaca	08/08/18	World War II	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
HAHN, Walter O.	Waupaca	12/22/17	Peacetime	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
HALVERSON, Jack D.	Iola	11/13/18	Korea	U.S. Army	Our Savior Lutheran Cemetery, Iola
HANSEN, Jerome R.	Marshall, MN (formerly Waupaca)	10/21/18	Peacetime	Army National Guard	Lakeside Memorial Park, Waupaca
HARRIS, Rusty H.	Amherst (formerly Scandinavia)	10/04/18	Vietnam	U.S. Marine Corps	Wisconsin Veterans Memorial Cemetery, King
HOLMES, John R.	WI Veterans Home (formerly Manawa)	03/22/18	Vietnam	U.S. Navy	Wisconsin Veterans Memorial Cemetery, King
HOPPA, Stanley J.	Appleton (formerly King)	11/08/18	Word War II	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
HURST, Kenneth A.	Waupaca	01/15/18	Peacetime	U.S. Navy	Rural Cemetery, Town of Dayton
ISAACSON, David A.	Iola	12/05/18	Peacetime	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
JAGODITSCH, Kenneth L.	Shiocton (formerly New London)	08/22/18	Peacetime	U.S. Navy	Most Precious Blood Cemetery, New London
JANKE, Leo R.	Ogdensburg	12/22/18	Korea	U.S. Army	Baldwin Mills Cemetery, Town of Royalton
JOHNSON, Raymond D.	Manitowoc	01/17/18	Korea	U.S. Air Force	Lakeside Memorial Park, Waupaca

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JANUARY 2018	★ ★ ★ TAPS ★ ★ ★				DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
KAMP, Douglas W.	Weyauwega	10/01/18	Vietnam	U.S. Navy	Oakwood Cemetery, Weyauwega
KASTEN, Ronald M.	Waupaca	10/05/18	Peacetime	U.S. Marine Corps	Wisconsin Veterans Memorial Cemetery, King
KEMPF, Lester E.	WI Veterans Home (formerly Fremont)	08/10/18	Vietnam	U.S. Marine Corps	Wisconsin Veterans Memorial Cemetery, King
KESTER, Carl R.	Waupaca	05/01/18	Vietnam	U.S. Air Force	Wisconsin Veterans Memorial Cemetery, King
KITZMAN, Robert J.	Clintonville	10/12/18	Berlin Crisis	U.S. Army	St. Rose Catholic Cemetery, Clintonville
KLAPPER, Robert F.	WI Veterans Home (formerly Fremont)	10/26/18	World War II	U.S. Army	Highland Memorial Park, Appleton (Outagamie Co.)
KLOEHN, Rodger C.	Green Bay (formerly New London)	03/03/18	Vietnam	U.S. Navy	St. John's Lutheran Cemetery, Town of Caledonia
KLOTZBUECHER, Kenneth H.	Manawa	12/28/17	Vietnam	U.S. Navy	Cremated
KOELLER, James G.	Clintonville	11/28/18	Vietnam	U.S. Air Force	Graceland Cemetery, Clintonville
KRAUSE, Ronald E.	Iola	02/22/18	Peacetime	U.S. Army	Union Cemetery, Kaukauna (Outagamie Co)
KRUEGER, Leland H.	Marion	07/12/18	Korea	U.S. Navy	St. John's Trinity Lutheran Cemetery, Town of DuPont
KRUEGER, Melvin L.	Pella (Shawano Co.)	07/06/18	Vietnam	U.S. Army	Roseland Cemetery, Marion

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JANUARY 2018	★ ★ ★ TAPS			★ ★ ★	DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
KRUEGER, William E.	Scandinavia	02/04/18	Peacetime	U.S. Air Force	Cremated
KRUSE, William H.	New London	10/06/18	World War II	U.S. Navy	Cremated
KRUSKE, Richard C.	Waupaca	02/24/18	World War II	U.S. Navy	Highland Memorial Park, Appleton (Outagamie Co.)
KUNZ, Richard B.	Clintonville	04/25/18	Peacetime	U.S. Army	Graceland Cemetery, Clintonville
LAWSON, Charles E.	WI Veterans Home (formerly New London)	01/10/18	World War II	U.S. Navy	St. Mary's Catholic Cemetery, Bear Creek (Outagamie Co.)
LORENZ, Albert P.	Waupaca	03/09/18	Peacetime	U.S. Army	Cremated
LUND, James K.	Freedom (formerly New London)	02/12/18	Peacetime	Army Reserve	Northport-Ostrander Cemetery, Town of Mukwa
LYSE, Carl J. Sr.	Clintonville	05/13/18	Vietnam	U.S. Army	Cremated
MARCKS, Gerald G.	New London	12/28/17	Vietnam	U.S. Army	Cremated
MAUS, Daniel E.	New London	09/22/18	Vietnam	U.S. Army	Northport-Ostrander Cemetery, Town of Mukwa
McGLIN, Joseph R. Jr.	WI Veterans Home (formerly Clintonville)	12/17/18	Gulf War	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
MCGLINCH, Charles A.	WI Veterans Home (formerly Waupaca)	09/03/18	World War II	U.S. Army	Lakeside Memorial Park, Waupaca

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JANUARY 2018	★ ★ ★ TAPS			★ ★ ★	DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
MEAD, Olin C.	Appleton (formerly Fremont)	03/14/18	World War II	U.S. Army	Lakeside Cemetery, Fremont
METKO, Daniel J.	Fremont	01/19/18	Vietnam	U.S. Army	Wolf River Cemetery, Fremont (Winnebago Co)
MEYER, Leroy G.	Clintonville	06/02/18	Korea	U.S. Navy	St. Rose Catholic Cemetery, Clintonville
MILLER, Donald G.	Waupaca	05/09/18	Korea	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
MILLER, Virginia J.	Marion	09/24/18	World War II	U.S. Army	Grand Rapids, Michigan
MODER, Thomas J.	Clintonville	10/15/18	Peacetime	U.S. Navy	St. Denis Catholic Cemetery, Shiocton (Outagamie Co.)
MOE, Philip J.	Waupaca	02/18/18	Korea	U.S. Army	Sheridan Cemetery, Town of Farmington
MOREY, Charles R. Jr.	Waupaca	10/20/18	Vietnam	U.S. Navy	Cremated
MOTZKO, Louis T.	Fremont	07/17/18	World War II	U.S. Army	Minnesota
NELSEN, Richard E.	WI Veterans Home (formerly Waupaca)	12/15/18	Vietnam	U.S. Navy	Wisconsin Veterans Memorial Cemetery, King
NELSON, Paul R.	Scandinavia	02/07/18	Vietnam	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
NICHOLSON, Donald C.	Manawa	05/16/18	Vietnam	U.S. Army	Symco-Union Cemetery, Town of Union

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JANUARY 2018	★ ★ ★ TAPS			★ ★ ★	DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
NIELSEN, Lindbergh L.	Waupaca	02/20/18	World War II	U.S. Army	Mound Cemetery, Racine
NOURSE, Donald J.	Waupaca	09/10/18	Gulf War	U.S. Marine Corps	Cremated
PARRA, Roberto	Waupaca	02/13/18	Peacetime	U.S. Army	Lind Center Cemetery, Town of Lind
PENNEY, John F.	Waupaca	08/20/18	Berlin Crisis	U.S. Army	Lind Center Cemetery, Town of Lind
PENNEY, Norman G.	Waupaca	05/12/18	World War II	U.S. Army	Barton Cemetery, Town of Farmington
PETERS, William A.	Weyauwega	03/20/18	Vietnam Era	Army National Guard	Baldwin Mills Cemetery, Town of Royalton
PETERSON, Earl W.	Clintonville	12/25/17	Korea/Vietnam	U.S. Air Force	Graceland Cemetery, Clintonville
PETERSON, Walter H.	Waupaca	02/10/18	World War II	U.S. Navy	Wisconsin Veterans Memorial Cemetery, King
PISKORSKI, Edward J.	New London	09/11/18	Korea	U.S. Army	Ord Cemetery, Ord, NE
PLATTE, Frances P.	Appleton (formerly New London)	03/10/18	World War II	U.S. Navy	Most Precious Blood Cemetery, New London
POTTER, Russell	WI Veterans Home (formerly Marion)	12/18/18	World War II	U.S. Marine Corps	Roseland Cemetery, Marion
PROCHNOW, Robert L.	Waupaca	01/18/18	World War II	U.S. Army	Wisconsin Veterans Memorial Cemetery, King

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PUPHAL, Duane J.	Saxeville	01/07/18	Vietnam	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
QUIMBY, Curtis C.	Weyauwega	10/31/18	Peacetime	U.S. Air Force	Oakwood Cemetery, Weyauwega
RADDATZ, Gary E.	New London	02/03/18	Peacetime	U.S. Army	Ruckdashel-Sugar Bush Cemetery, Town of Lebanon
RADTKE, Clifford J.	Waupaca	03/26/18	World War II	U.S. Army	Highland Memorial Park, Appleton (Outagamie Co.)
REICHL, Glenn N.	WI Veterans Home (formerly Manawa)	04/23/18	Korea	U.S. Army	Amberg Cemetery, Amberg (Marinette County)
RIBANDT, Joseph M.	Waupaca	07/26/18	Peacetime	U.S. Marine Corps	Elm Lawn Memorial Park, Elmhurst, IL
RITCHIE, Mathias V.	Bear Creek	01/28/18	World War II	U.S. Navy	St. Mary's Catholic Cemetery, Bear Creek (Outagamie Co.)
ROBENHAGEN, Marshall P.	Marion	06/07/18	Peacetime	U.S. Navy	Greenleaf Cemetery, Marion
ROE, Richard R.	Appleton (formerly New London)	12/21/17	Gulf War	Army National Guard	Most Precious Blood Cemetery, New London
ROSIN, William E. III	Ogdensburg	02/25/18	Peacetime	U.S. Navy	Wisconsin Veterans Memorial Cemetery, King
SCHAEFER, James A.	Appleton (formerly Manawa)	12/02/18	Vietnam	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
SCHMIDT, David A.	Waupaca	12/23/18	Vietnam	U.S. Army	Wisconsin Veterans Memorial Cemetery, King

WAUPACA COUNTY VETERANS SERVICE OFFICE

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JANUARY 2018	★ ★ ★ TAPS			★ ★ ★	DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
SCHOENHOFEN, Eugene W.	Waupaca	11/23/18	Peacetime	U.S. Army	Wisconsin Veterans Memorial Cemetery, King
SCHUELKE, David E.	Manawa	09/13/18	Vietnam Era	Army Reserve	Little Wolf Cemetery, Town of Little Wolf
SCHUELKE, Lawrence A. Jr.	Manawa	01/02/18	Peacetime	U.S. Navy	Little Creek Cemetery, Town of Little Wolf
SCOTT, Donald N.	Manawa	04/14/18	World War II	U.S. Coast Guard	Big Falls Cemetery, Big Falls
SEVERSEN, Thomas G.	New London	06/06/18	World War II	U.S. Army Air Corp	Wisconsin Veterans Memorial Cemetery, King
SEVERSON, George S.	Ogdensburg	08/04/18	Peacetime	U.S. Navy	Our Savior Lutheran Cemetery, Iola
SHAUGER, Clement A.	Marion	11/10/18	Peacetime	U.S. Army	Greenleaf Cemetery, Marion
SHEPARD, Willard E.	Neenah	09/08/18	Korea	U.S. Navy	Crystal Lake Cemetery, Town of Dayton
SMITH, Scott M.	Waupaca	02/28/18	Gulf War	U.S. Army	Scandinavia Lutheran Cemetery, Scandinavia
SORGES, DeWayne G.	New London	07/14/18	Korea	U.S. Army	Riverside Cemetery, Appleton (Outagamie Co.)
SPRINGBORG, Louis E.	Waupaca	10/25/18	Korea	U.S. Army	Cremated
STANGE, Robert E.	Waupaca	12/26/18	World War II	U.S. Army	Cremated

WAUPACA COUNTY VETERANS SERVICE OFFICE

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JANUARY 2018	★ ★ ★ TAPS ★ ★ ★				DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
STAWINSKI, Robert C.	Manawa	03/06/18	Peacetime	U.S. Army	Cremated
STILLMANK, Maurice Paul	Janesville	06/07/18	Korea	U.S. Air Force	Most Precious Blood Cemetery, New London
STRASSBURG, Carl A.	Waupaca	12/23/17	World War II/Korea	U.S. Navy	Cremated
SUTTON, Ronald W.	New London	03/21/18	Vietnam	U.S. Army	Cremated
SWEARINGEN, Keith A.	New London	11/09/18	Vietnam	U.S. Air Force	Mercer Cemetery (Iron Co.)
TAYLOR, James A.	Waupaca	03/24/18	Vietnam	U.S. Navy	Cremated
THOMACK, John R.	Manawa	05/30/18	Vietnam	U.S. Navy	Trinity Lutheran Cemetery, Bear Creek
THOMPSON, Randall E.	WI Veterans Home (formerly Ogdensburg)	10/30/18	Vietnam	U.S. Army	Park Cemetery, Town of St. Lawrence
THOMS, Gary	Town of Belle Plaine (formerly Clintonville)	04/17/18	Vietnam	U.S. Marine Corps	Cremated

WAUPACA COUNTY VETERANS SERVICE OFFICE

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JANUARY 2018	★ ★ ★	TAPS			★ ★ ★	DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL	
THONTLIN, Leonard L.	New London	02/09/18	Peacetime	U.S. Navy	Little Wolf Cemetery, Town of Little Wolf	
VAN ORNUM, Gordon C.	Fremont	11/12/18	Vietnam	U.S. Air Force	Lakeside Cemetery, Fremont	
VANDER BLOOMEN, James E.	WI Veterans Home (formerly Waupaca)	10/01/18	World War II	U.S. Marine Corps	Wisconsin Veterans Memorial Cemetery, King	
VERGAUWEN, Francis J.	Waupaca	01/24/18	Peacetime	U.S. Navy	St. Mary Magdalene Catholic Cemetery, Waupaca	
VINCENT, Thomas W.	WI Veterans Home (formerly Clintonville)	12/28/17	Vietnam	U.S. Army	Wisconsin Veterans Memorial Cemetery, King	
WALKER, Joe L.	Waupaca	12/31/18	World War II	U.S. Army	Cremated	
WALL, Kieth L.	Weyauwega	10/26/18	World War II	U.S. Army Air Corp	Oakwood Cemetery, Weyauwega	
WALLIN, Clarence J.	Weyauwega	02/12/18	Korea	U.S. Army	Wisconsin Veterans Memorial Cemetery, King	
WEGE, Merlyn H.	New London	09/25/18	Korea	U.S. Army	Trinity Lutheran Cemetery, Bear Creek	
WEGENER, Willard G.	Bear Lake	07/25/18	Vietnam	U.S. Army	Little Wolf Cemetery, Town of Little Wolf	

WAUPACA COUNTY VETERANS SERVICE OFFICE

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JANUARY 2018	★ ★ ★ TAPS ★ ★ ★				DECEMBER 2018
NAME	CITY	DATE OF DEATH	SERVICE PERIOD	SERVICE BRANCH	PLACE OF BURIAL
WEST, Michael D.	New London	05/22/18	Vietnam	U.S. Army	Cremated
WESTENBERGER, Richard P.	WI Veterans Home (formerly Waupaca)	08/30/18	Korea	U.S. Army	Cremated
WESTPHAL, Marlin A.	Bear Creek	06/18/18	Korea	U.S. Army	Graceland Cemetery, Clintonville
WILSON, John P.	Clintonville	08/29/18	Vietnam	U.S. Army	Cremated
WITTNIK, John A.	New London	06/29/18	Peacetime	U.S. Army	Cremated
WYMAN, Dennis G.	Iola	02/26/18	Vietnam	U.S. Navy	Evergreen Rest Cemetery, Eland (Marathon Co.)
ZIEREIS, Richard M.	Embarrass	03/14/18	Korea	U.S. Army	St. Rose Catholic Cemetery, Clintonville

APPENDIX B

Contributions of the VA to the Waupaca County Economy

Jesse Cuff
Veteran Service Officer
Waupaca County
(715) 258-6475
Jesse.Cuff@co.waupaca.wi.us

Steven Deller
Department of Agricultural and Applied Economics
Center for Community Economic Development
University of Wisconsin-Madison

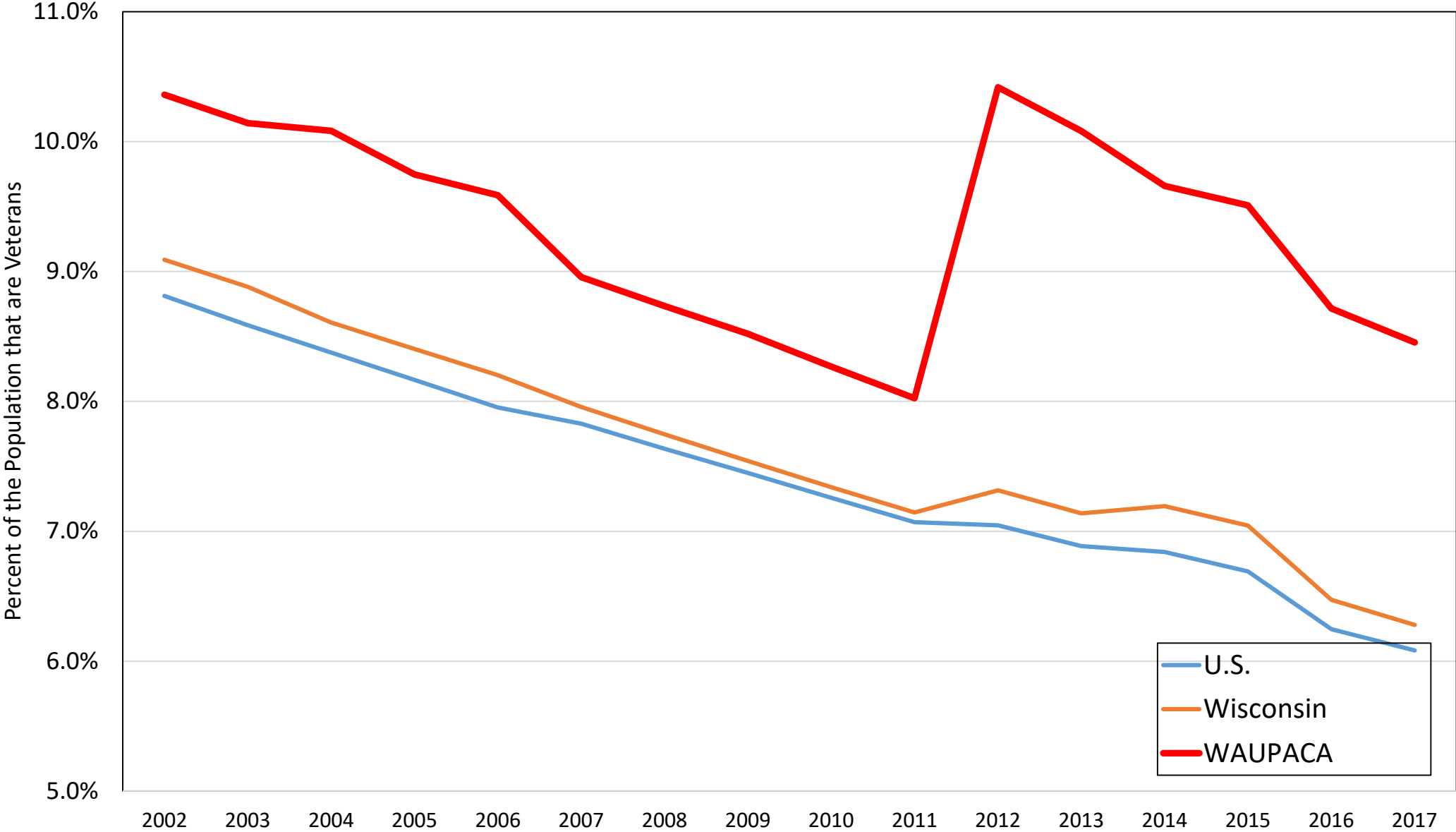


*A U.S. Department of Commerce
Economic Development Administration
University Center*

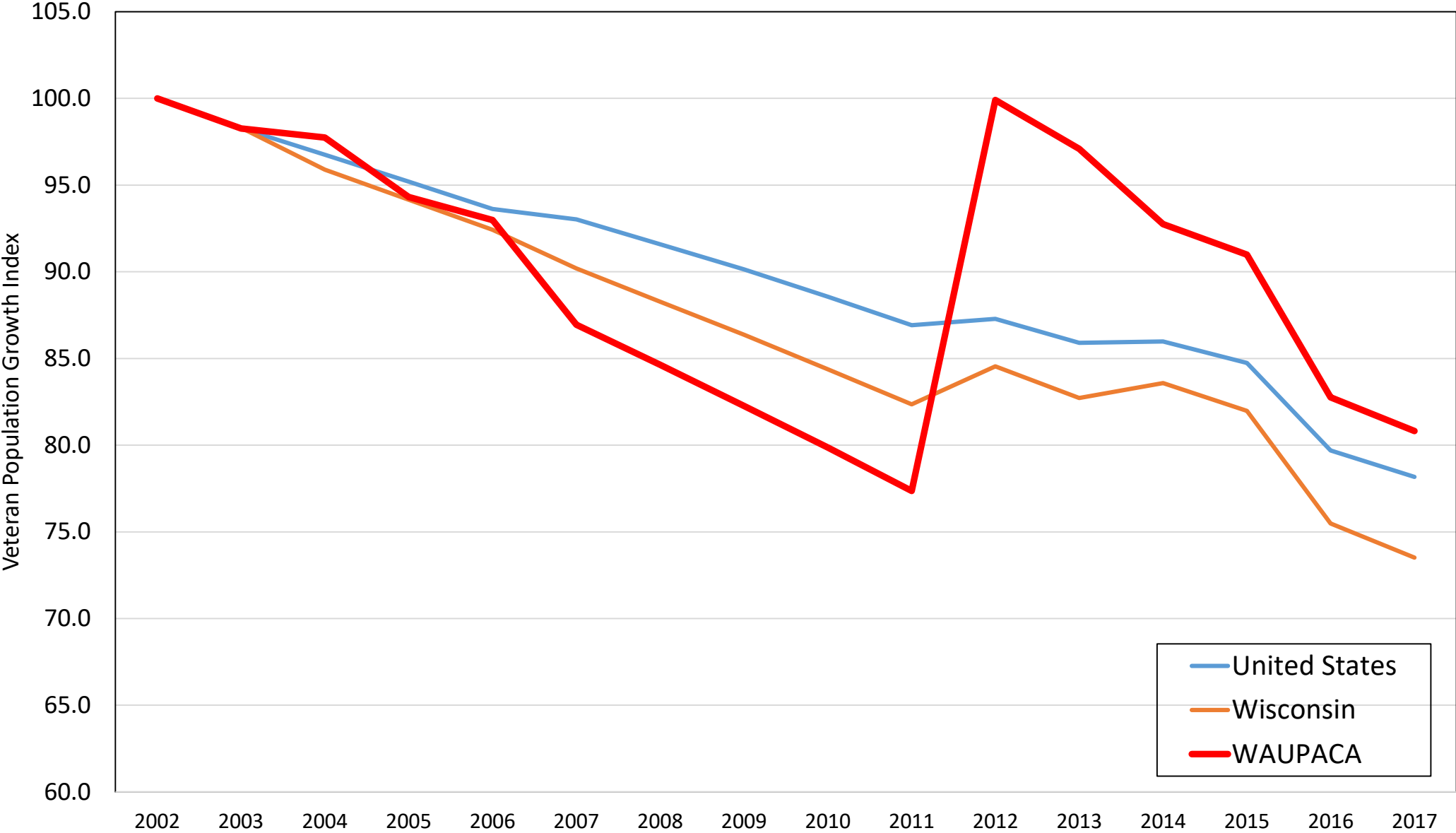


AGRICULTURAL & APPLIED ECONOMICS
College of Agricultural & Life Sciences

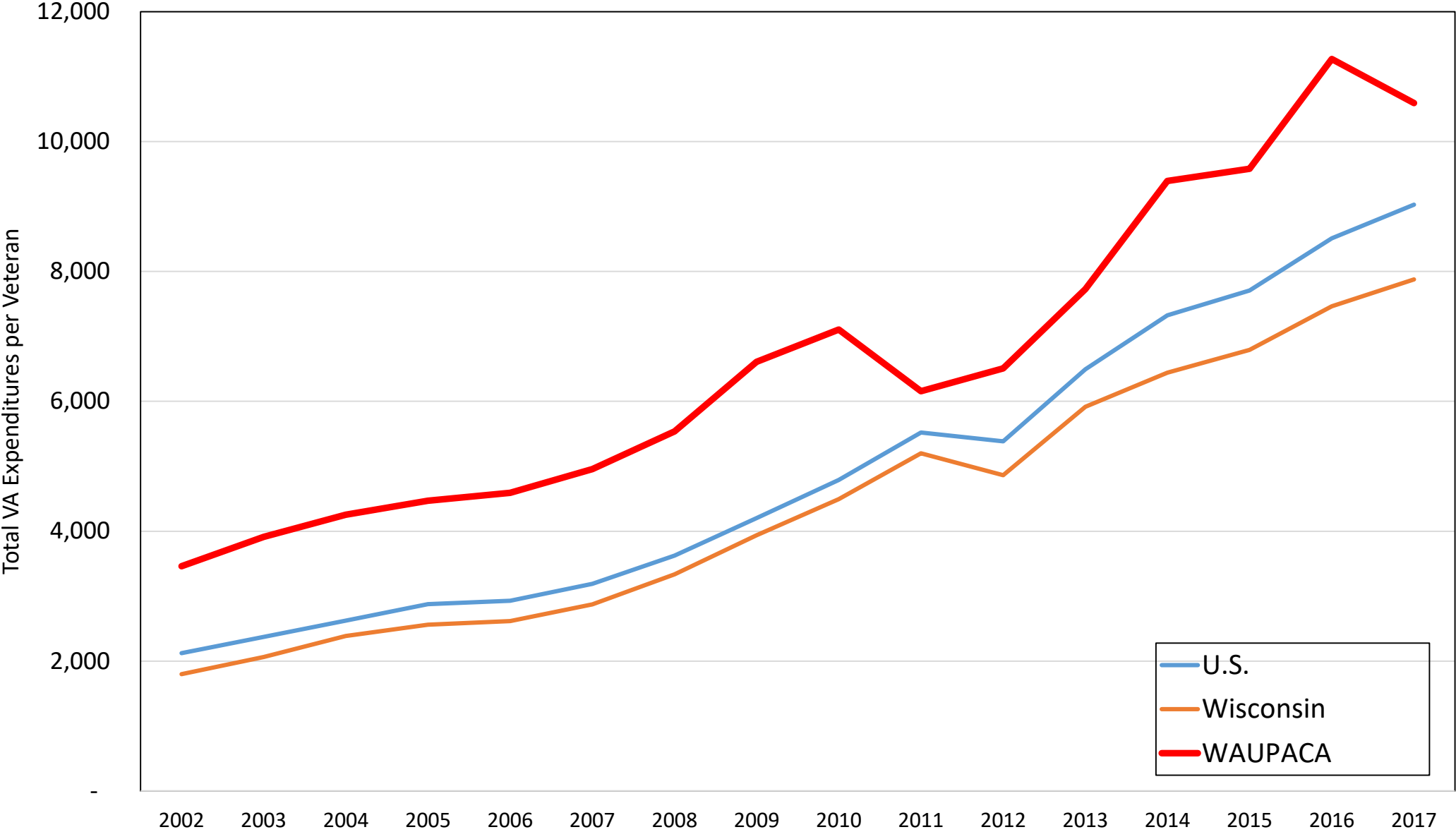
Percent of the Population that are Veterans



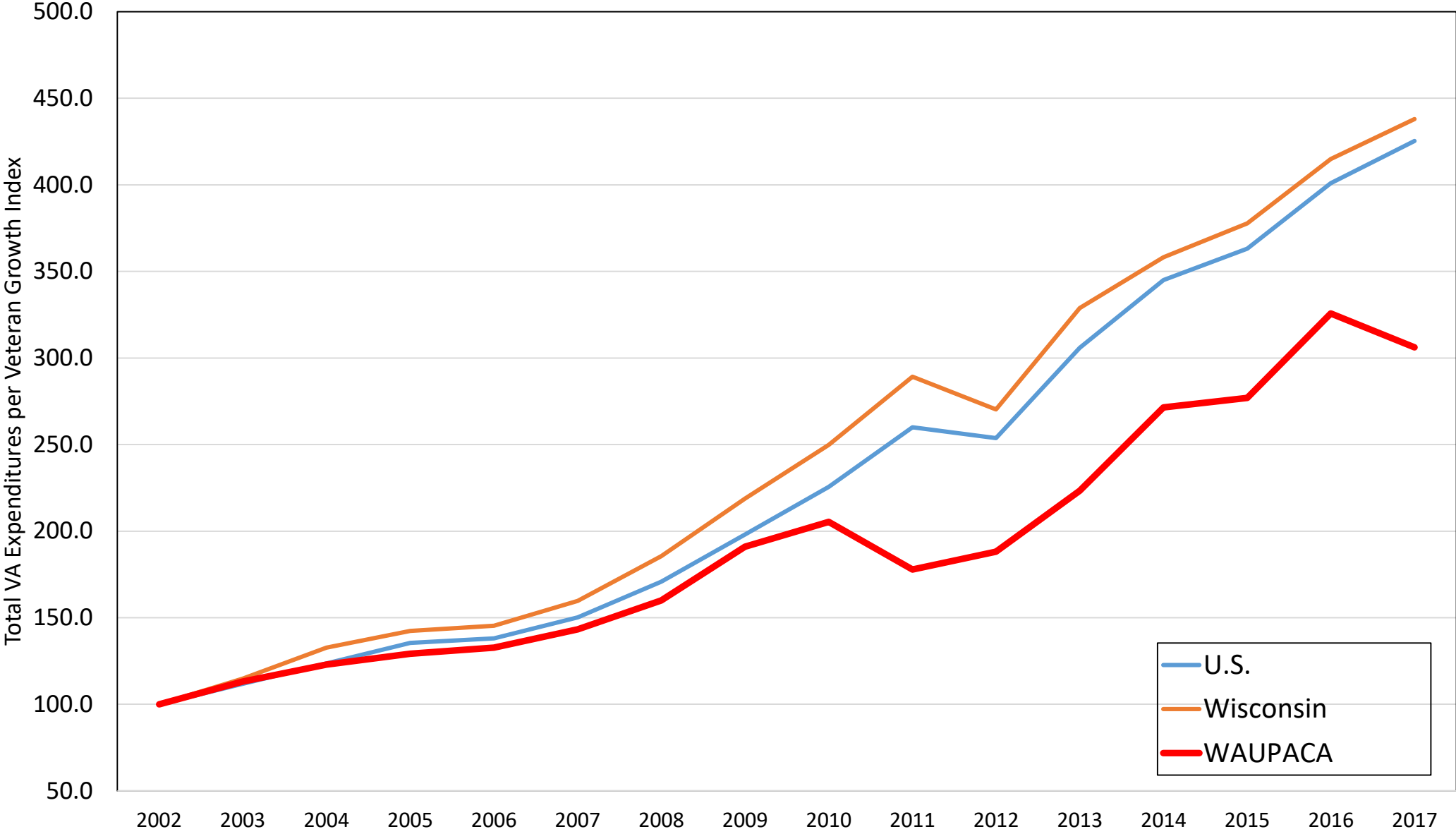
Veteran Population Growth Index



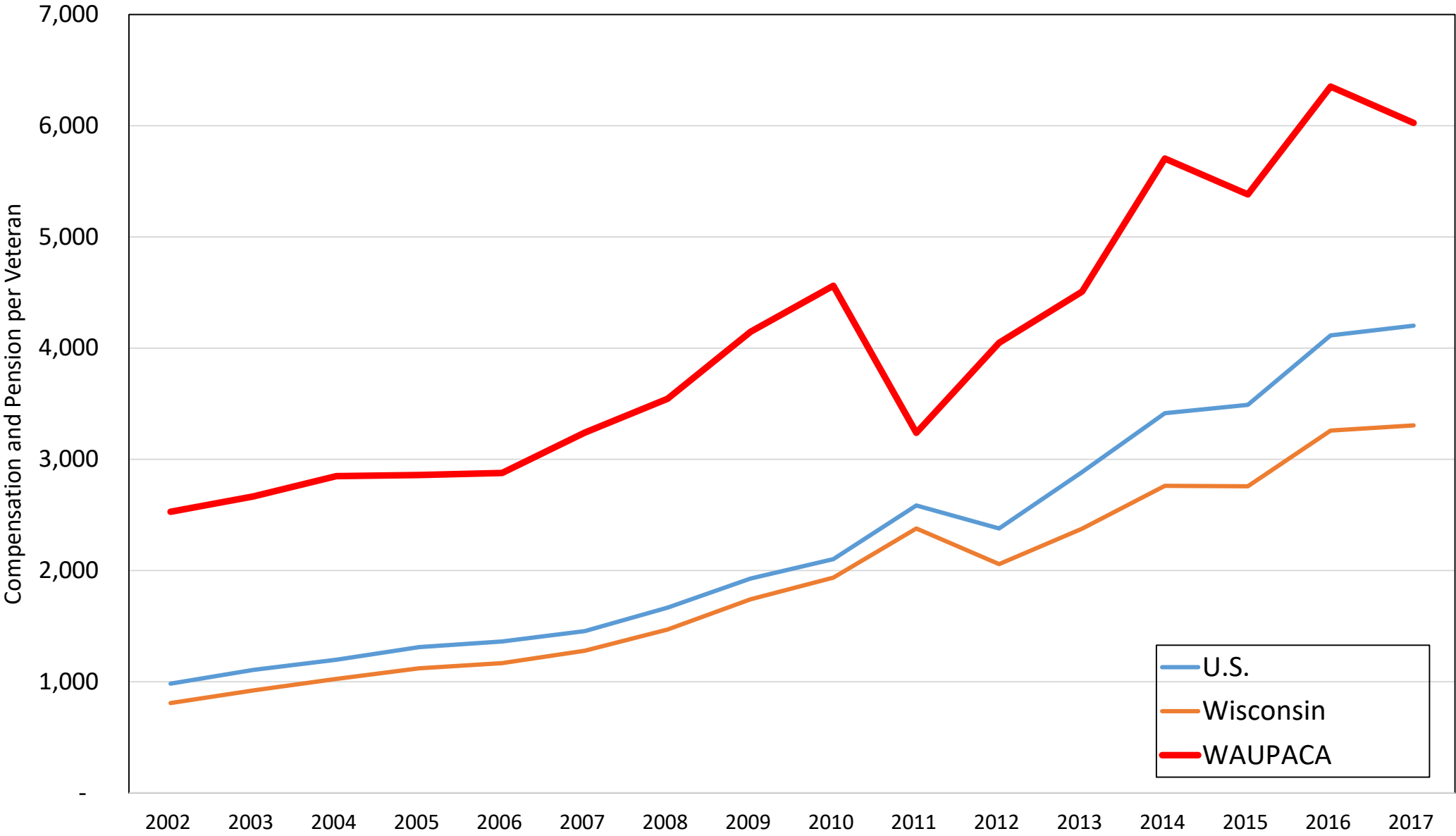
Total VA Expenditures per Veteran



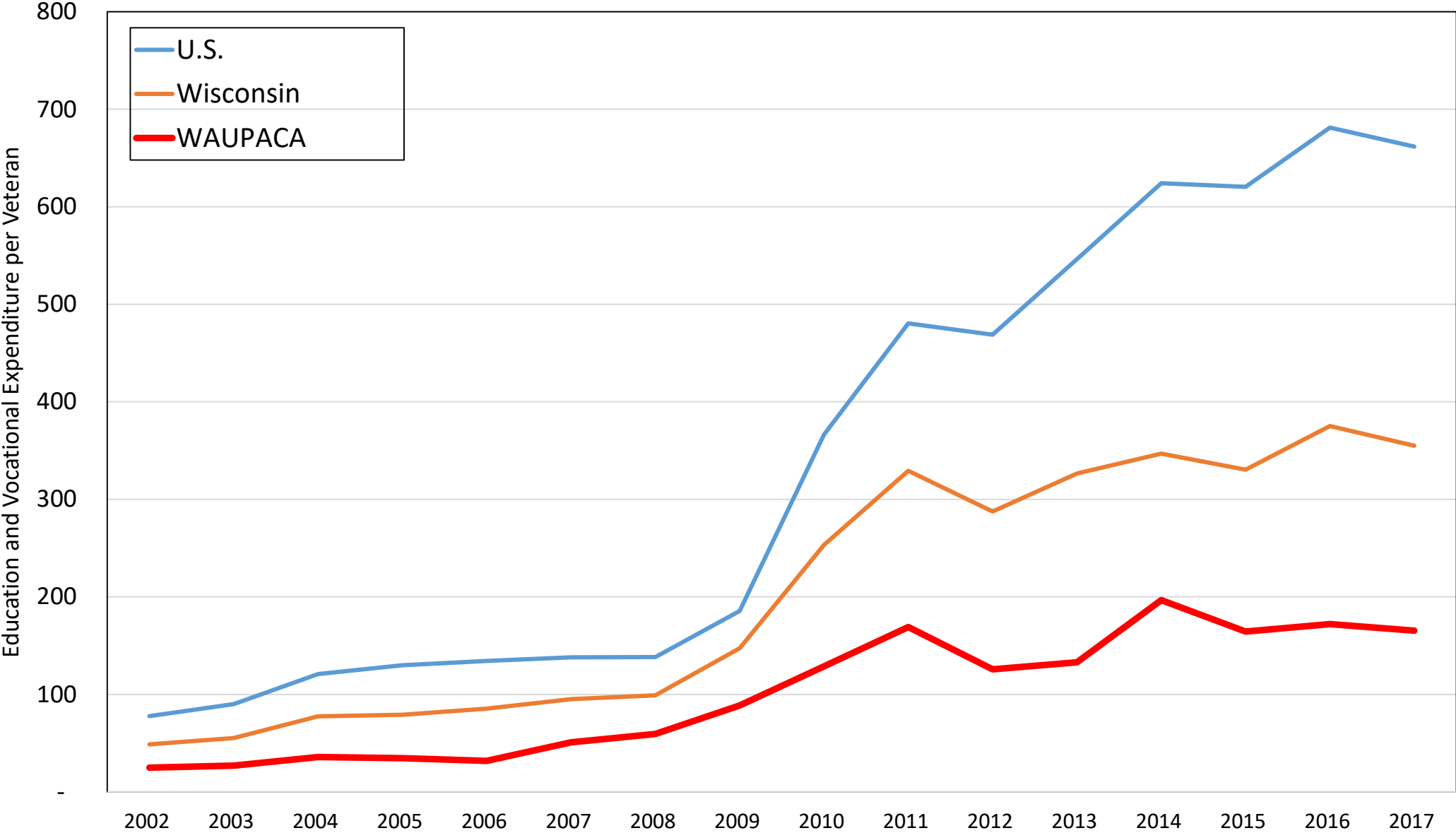
Total VA Expenditures per Veteran Growth Index



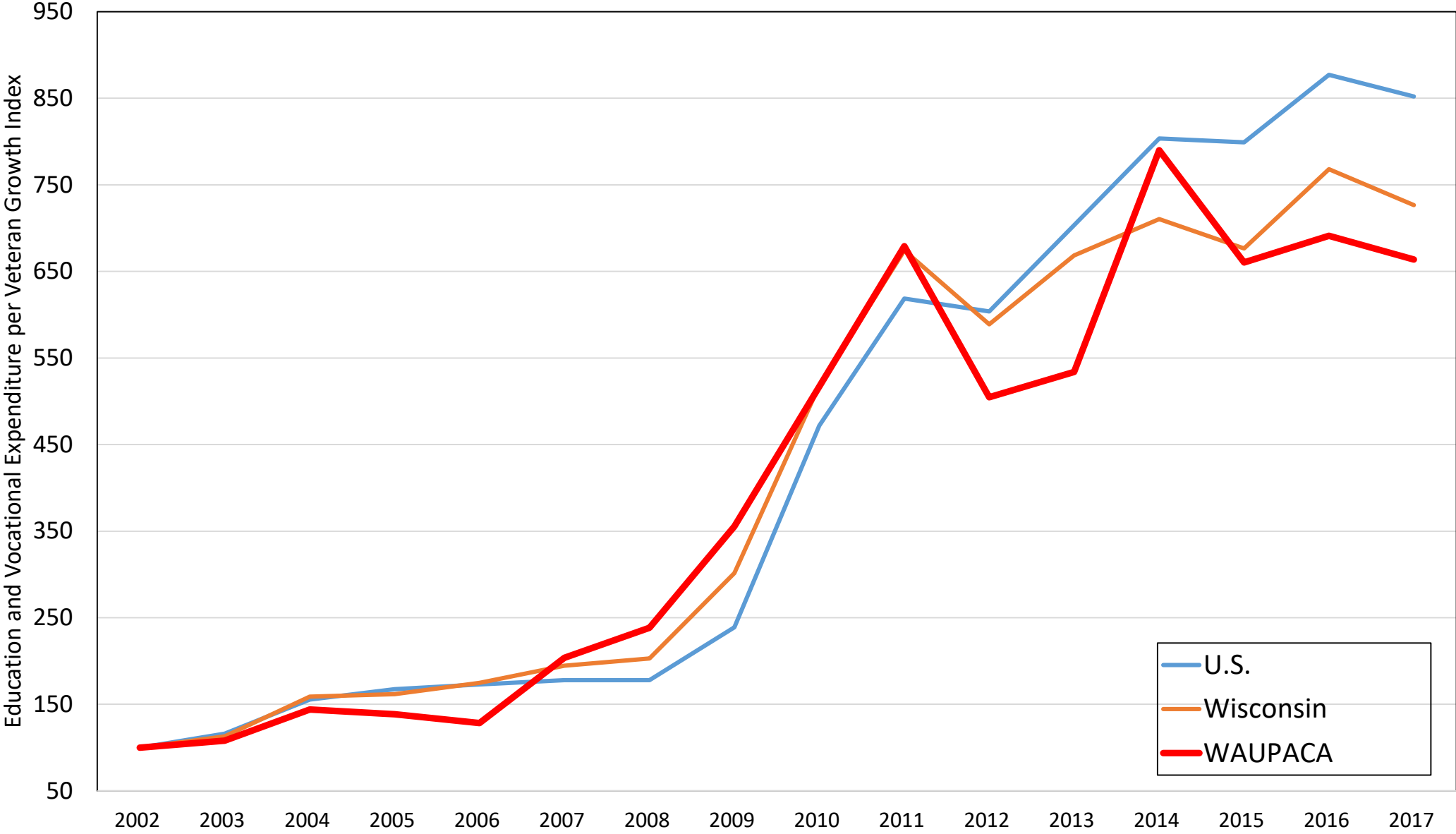
VA Compensation and Pension per Veteran



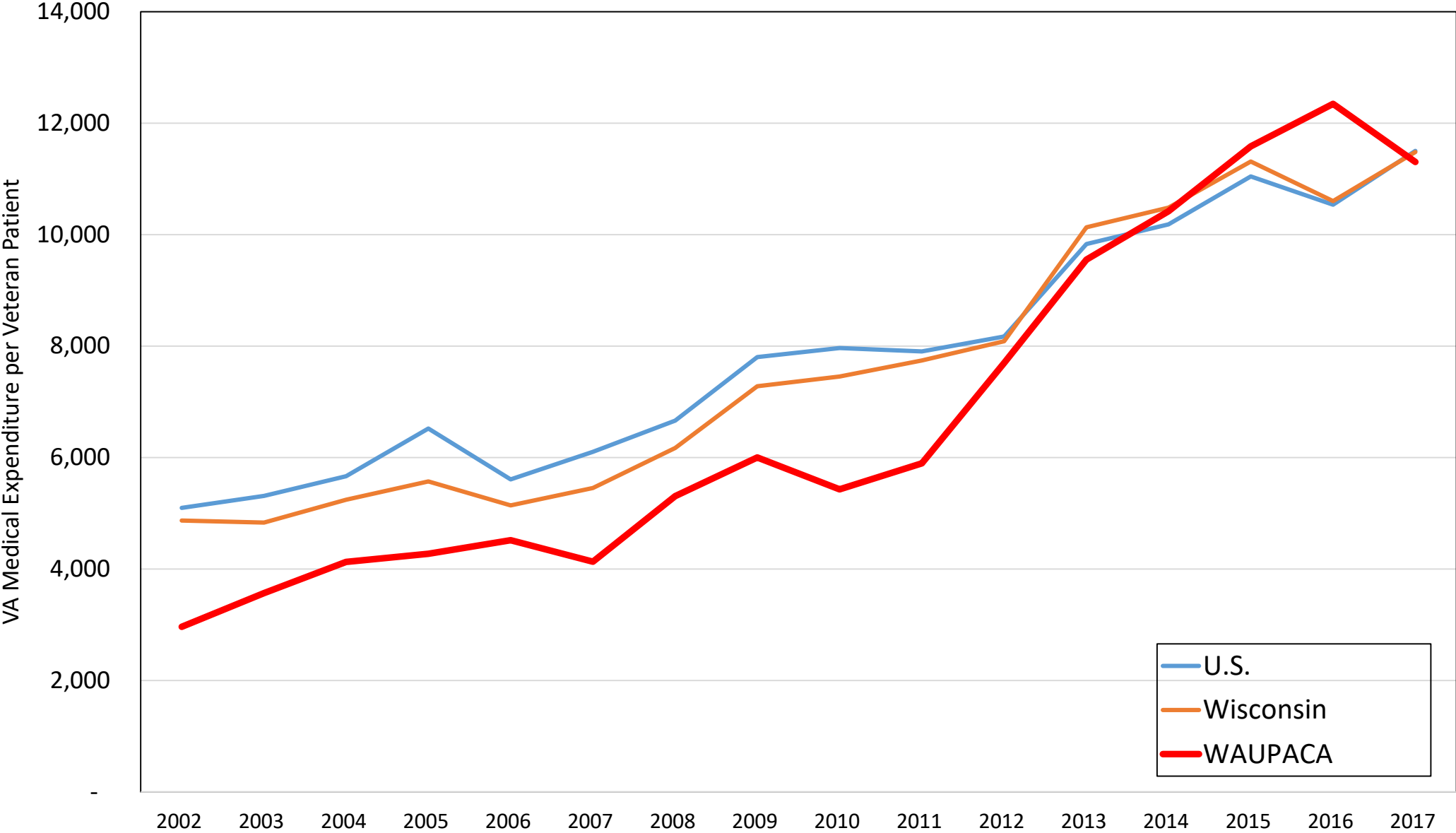
VA Education and Vocational Expenditure per Veteran



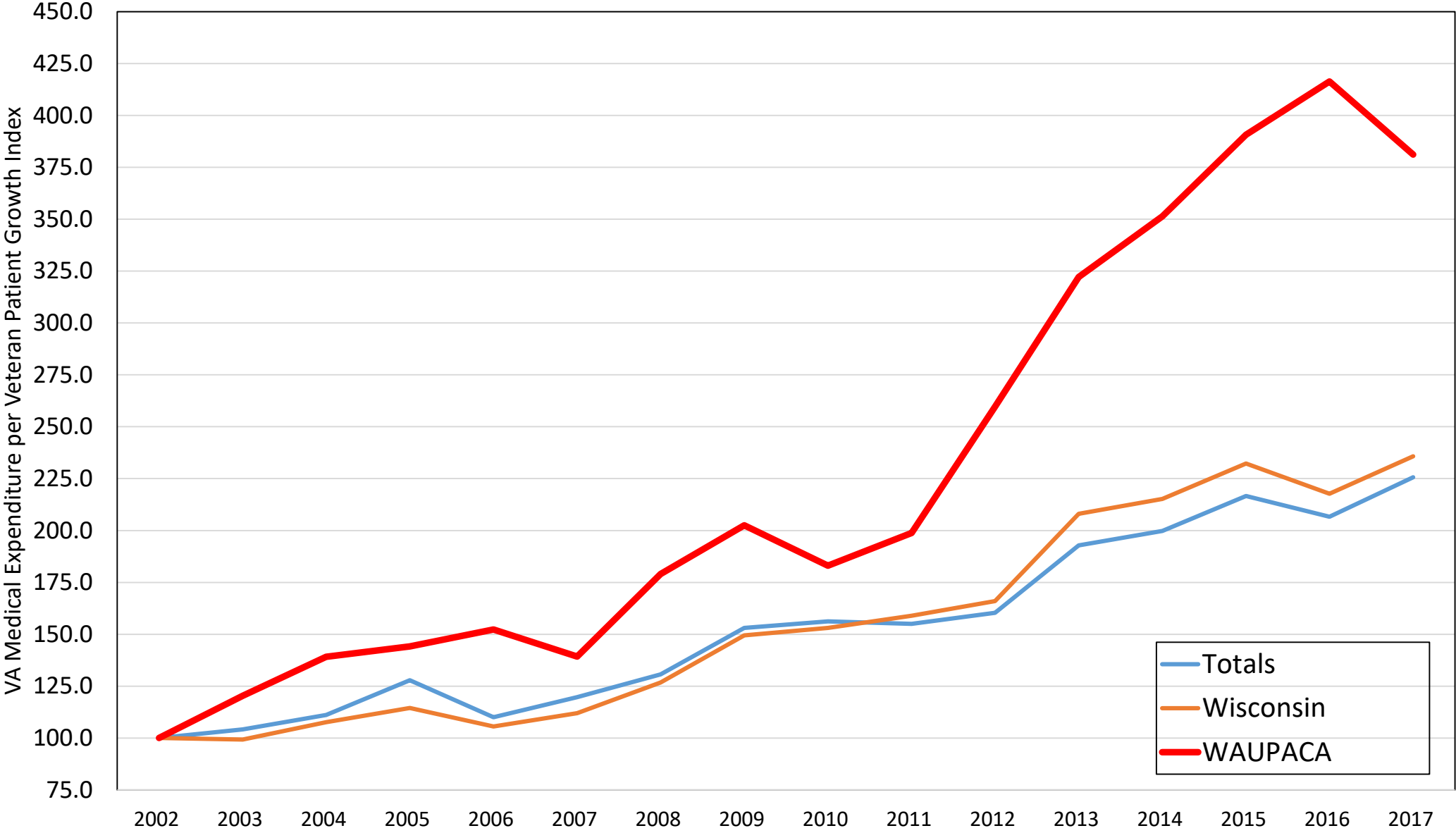
VA Education and Vocational Expenditure per Veteran Growth Index



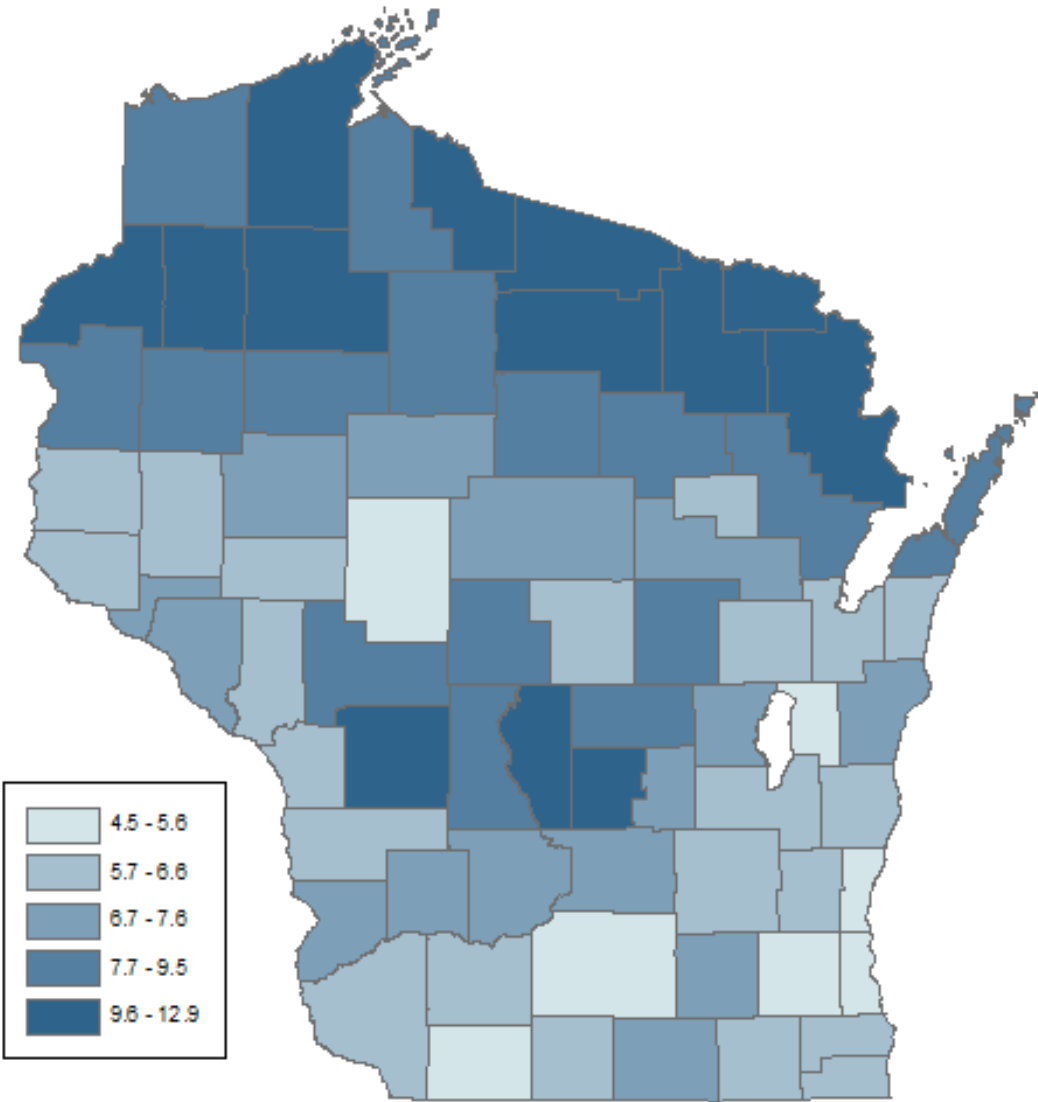
VA Medical Expenditure per Veteran Patient



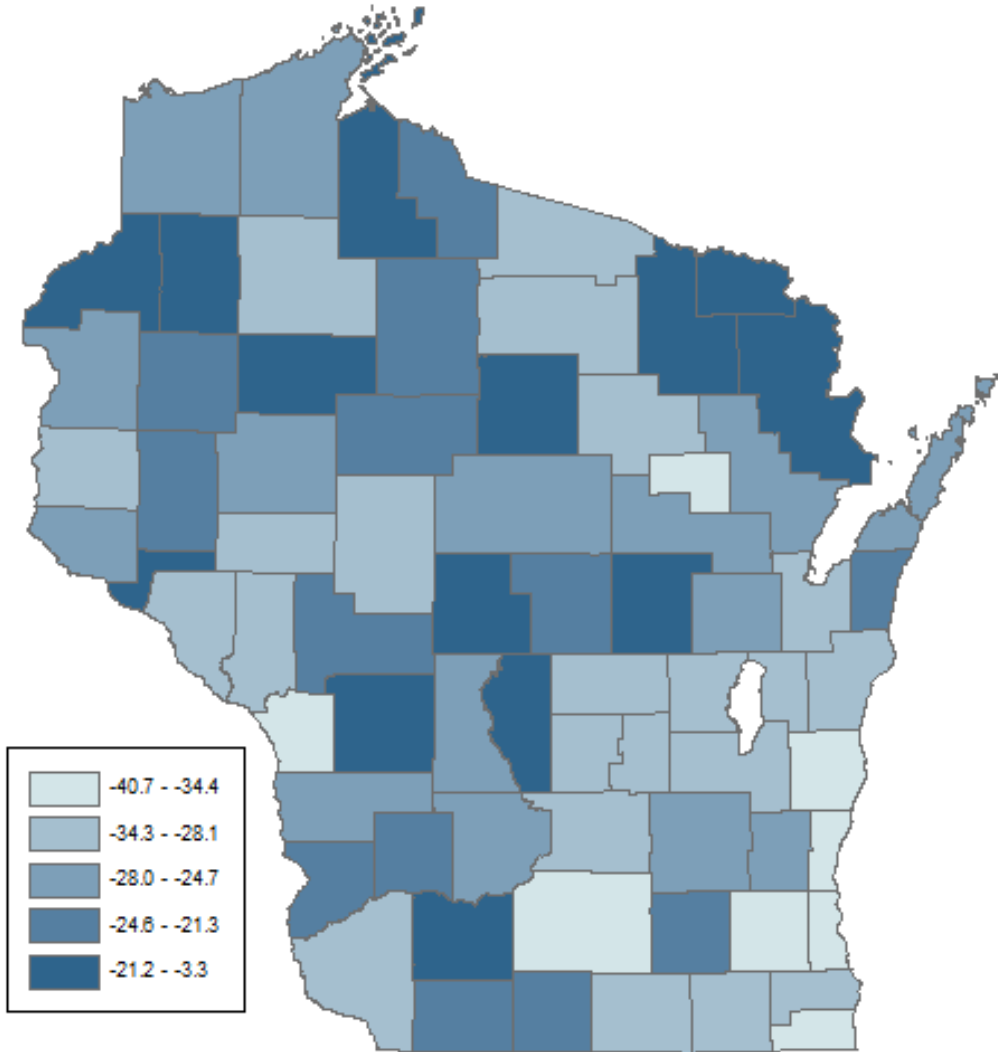
VA Medical Expenditure per Veteran Patient Growth Index



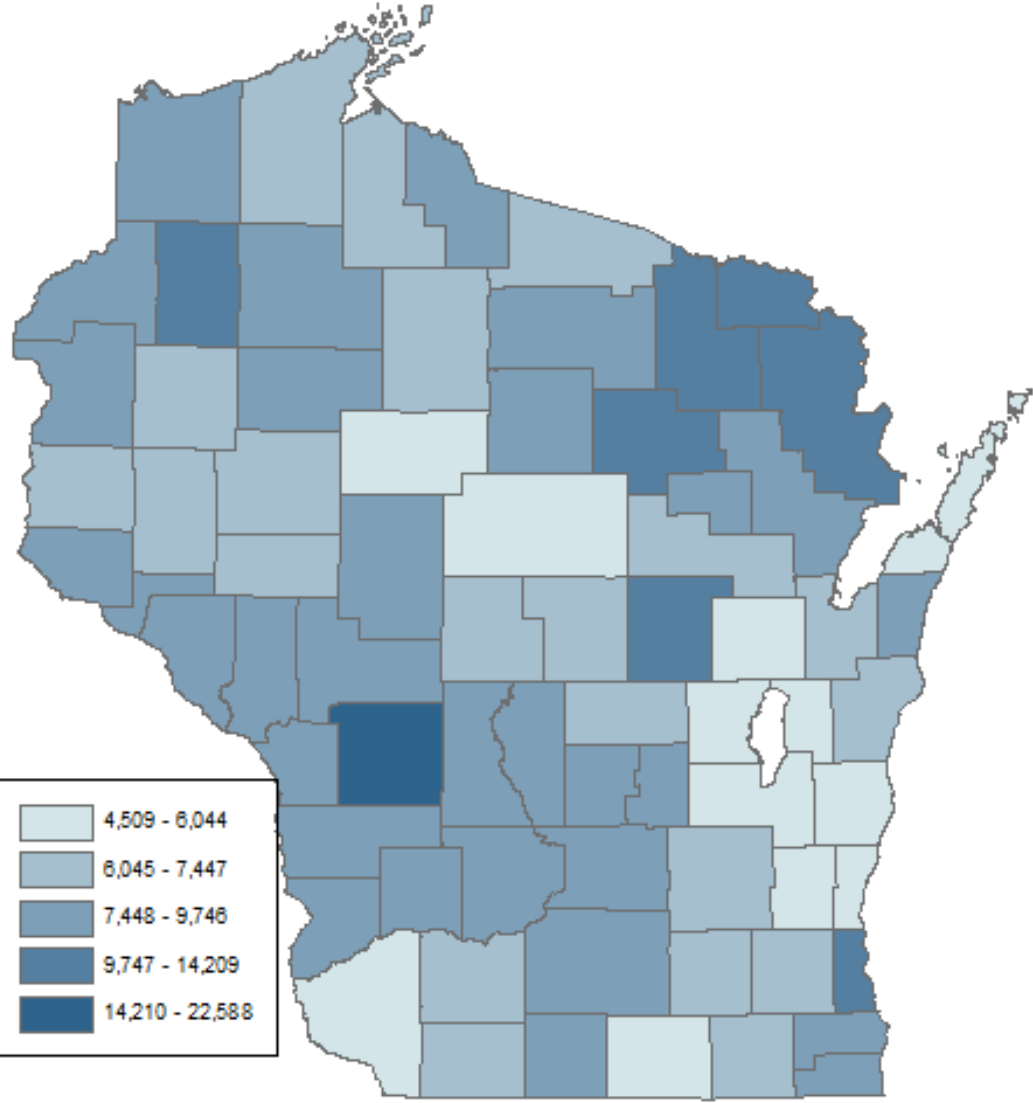
Percent of the Population Veterans: 2017



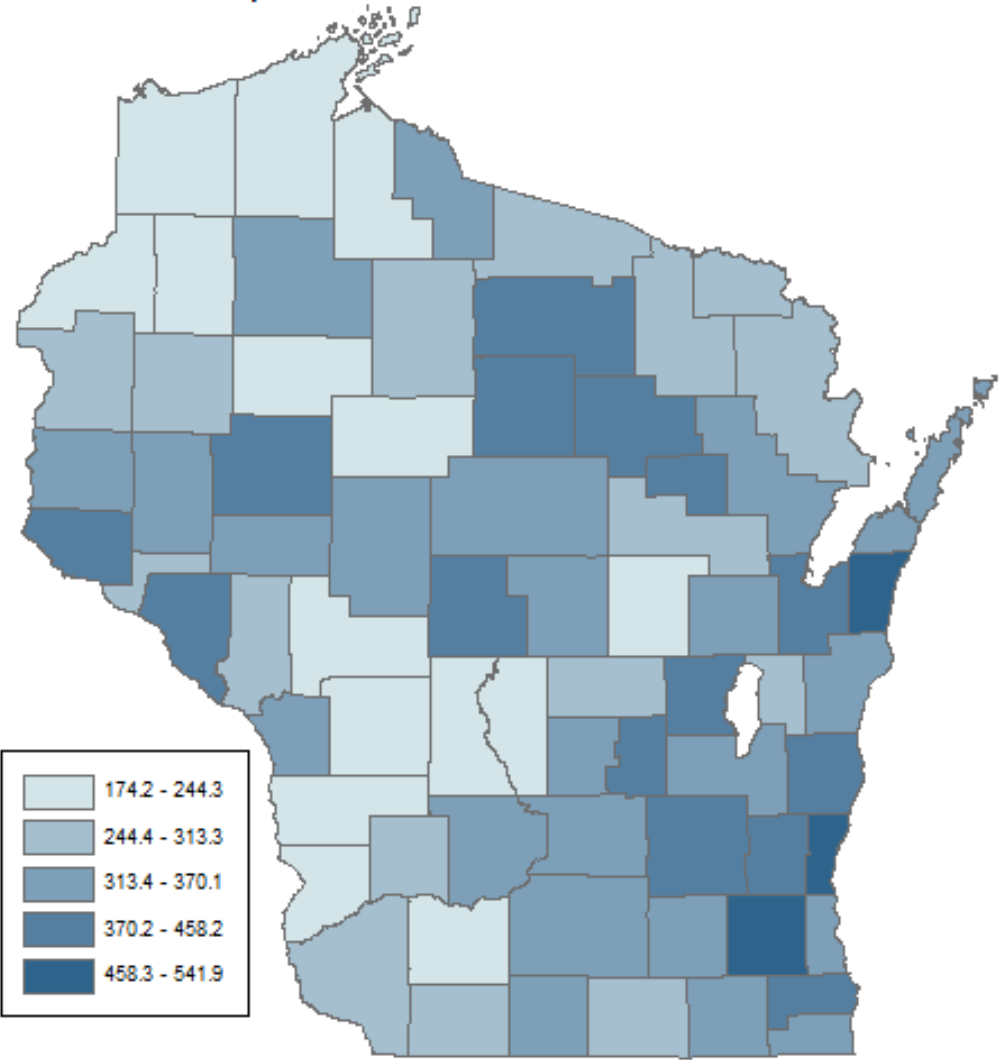
Percent Change in the Percent of the Population Veterans: 2002 - 2017



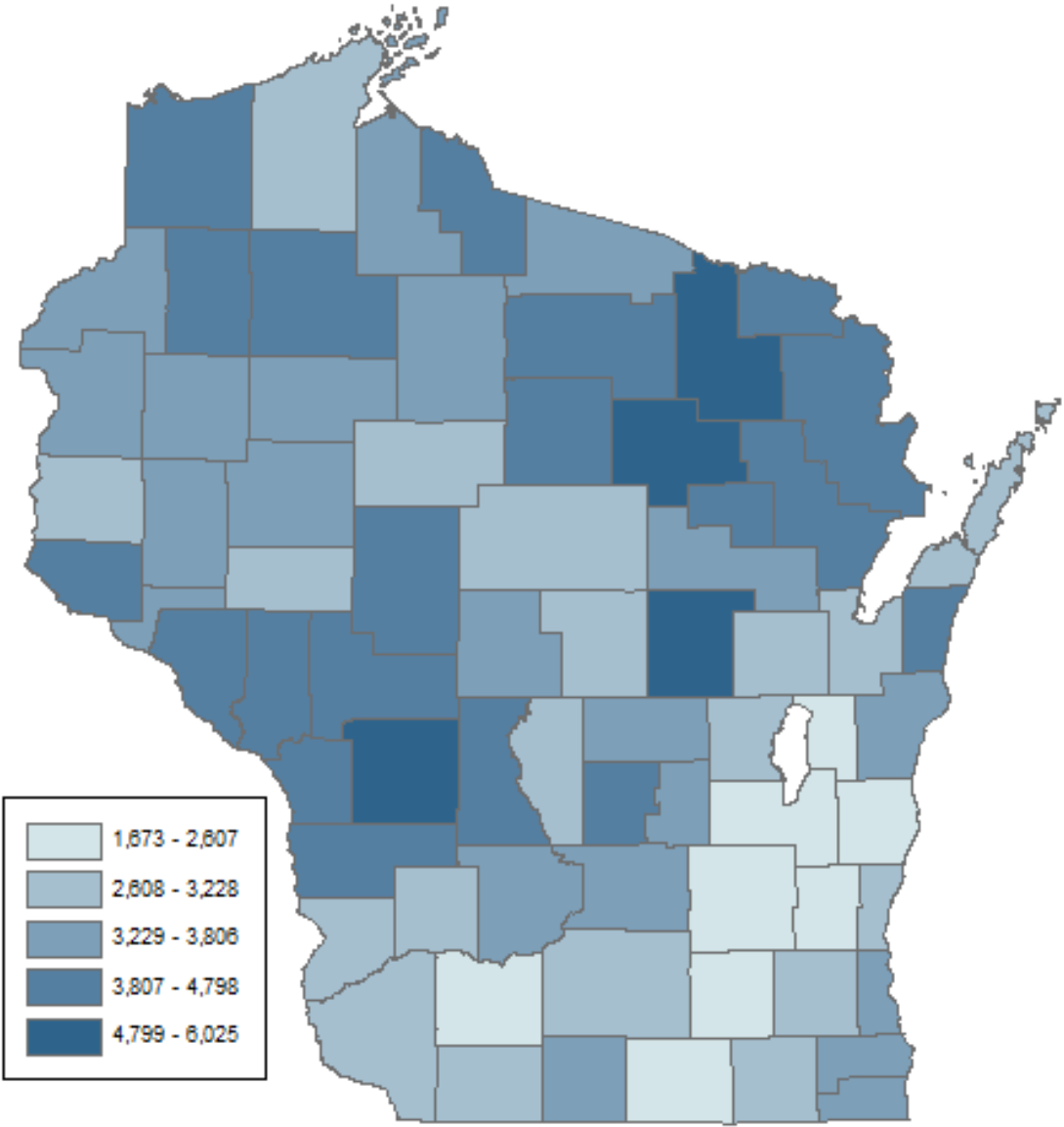
Total VA Expenditures per Veteran: 2017



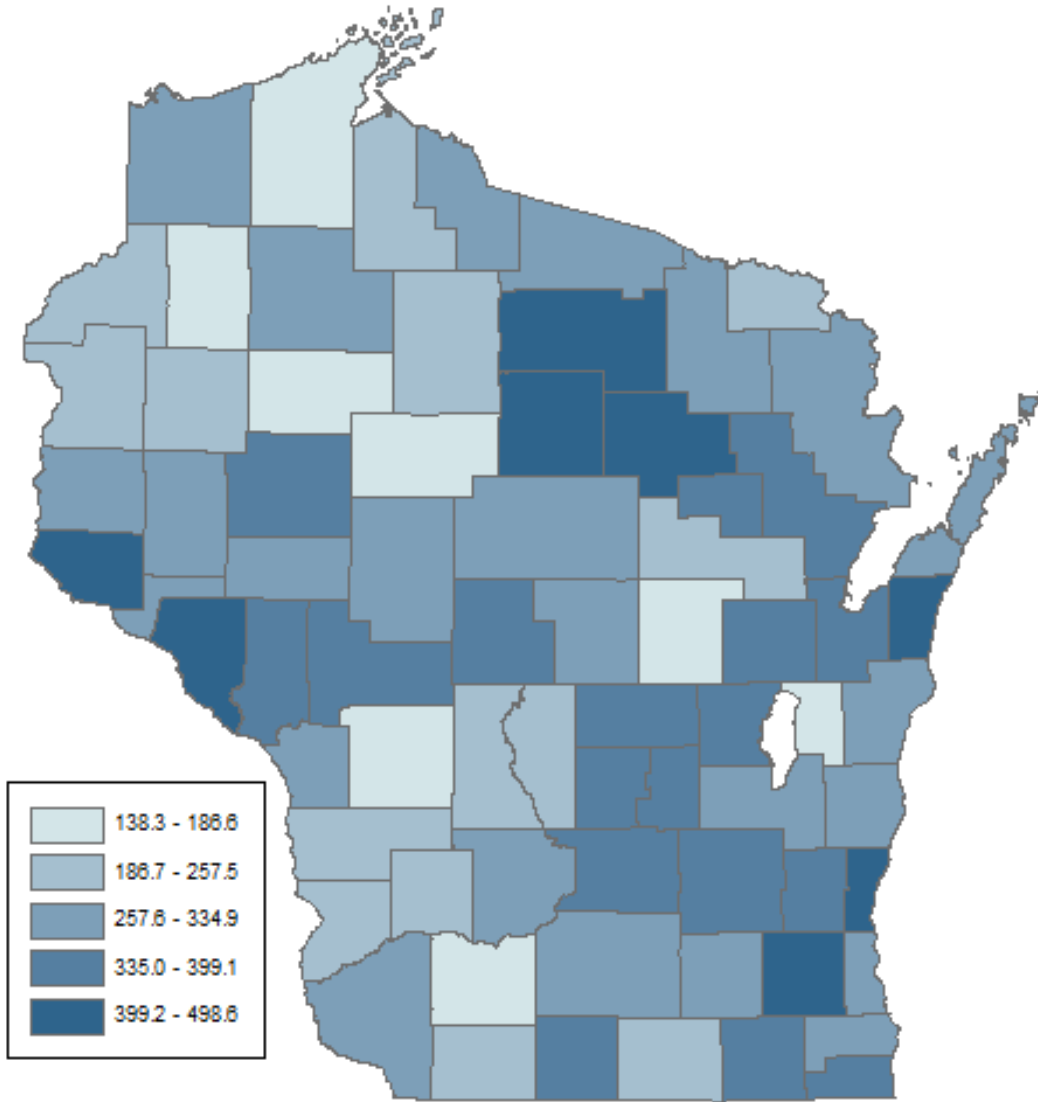
Percent Change in Total VA Expenditures per Veteran: 2002 - 2017



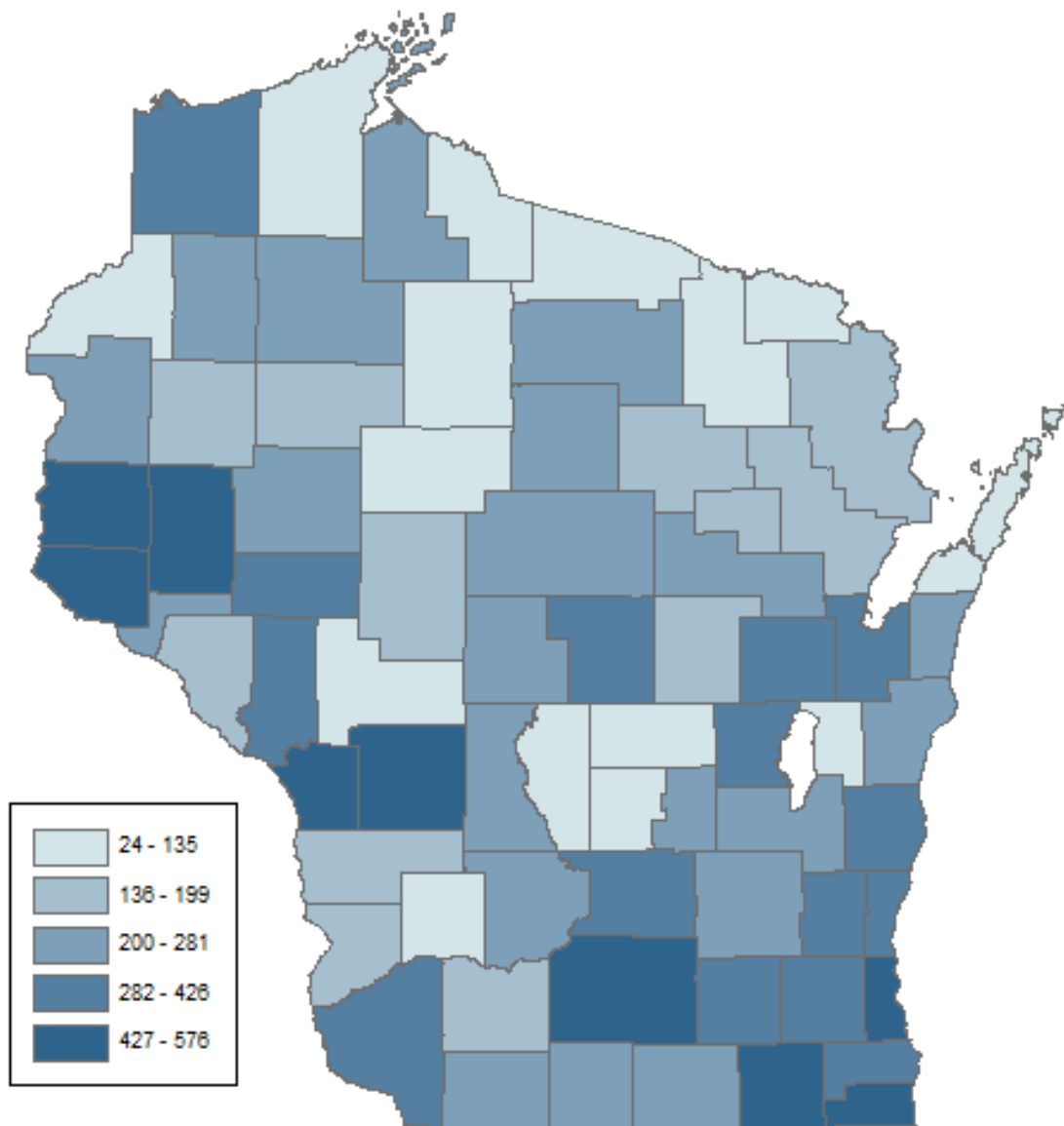
Pension & Compensation Payments per Veteran: 2017



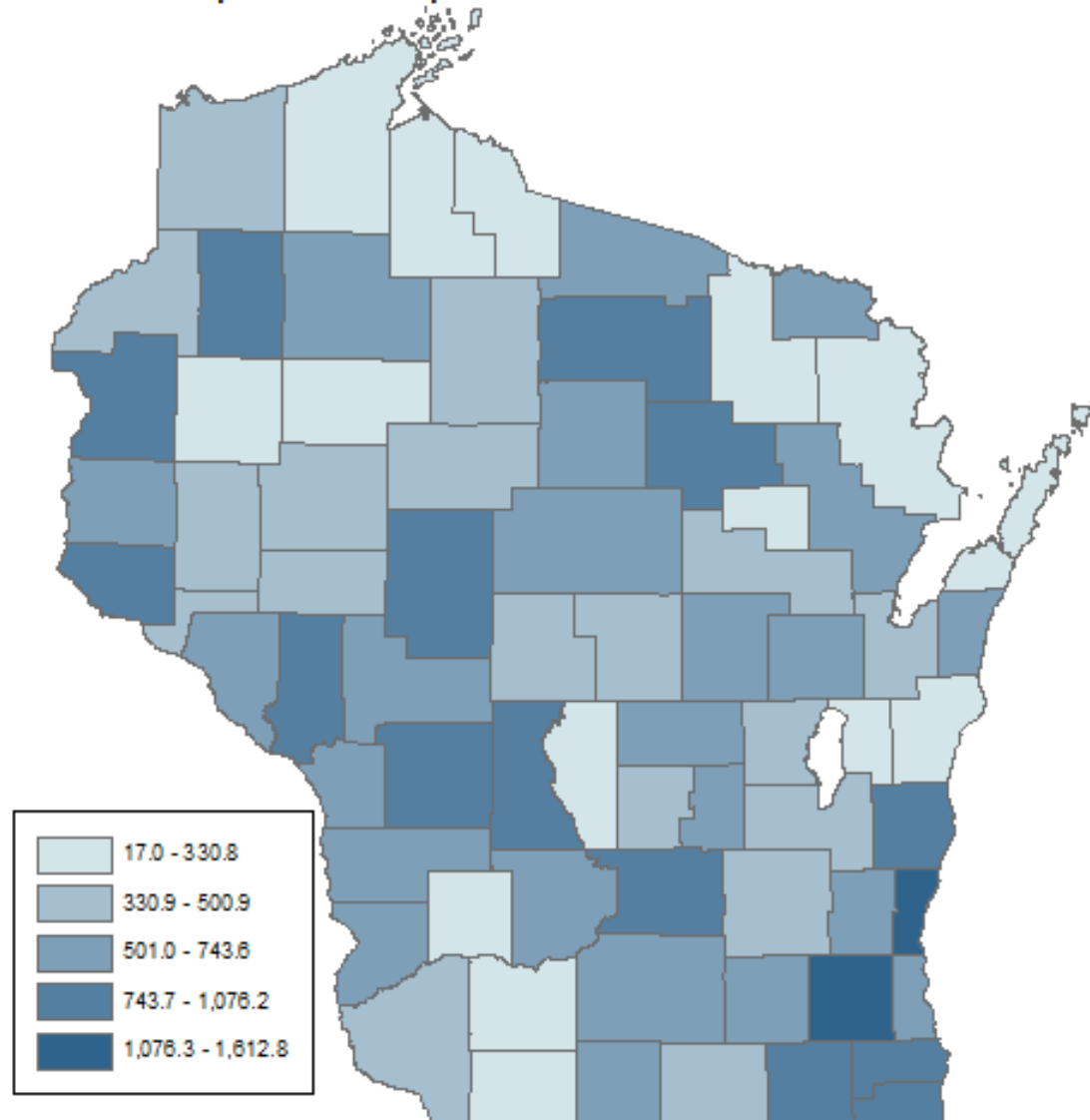
Percent Change in Pension & Compensation Payments per Veteran: 2002 - 2017



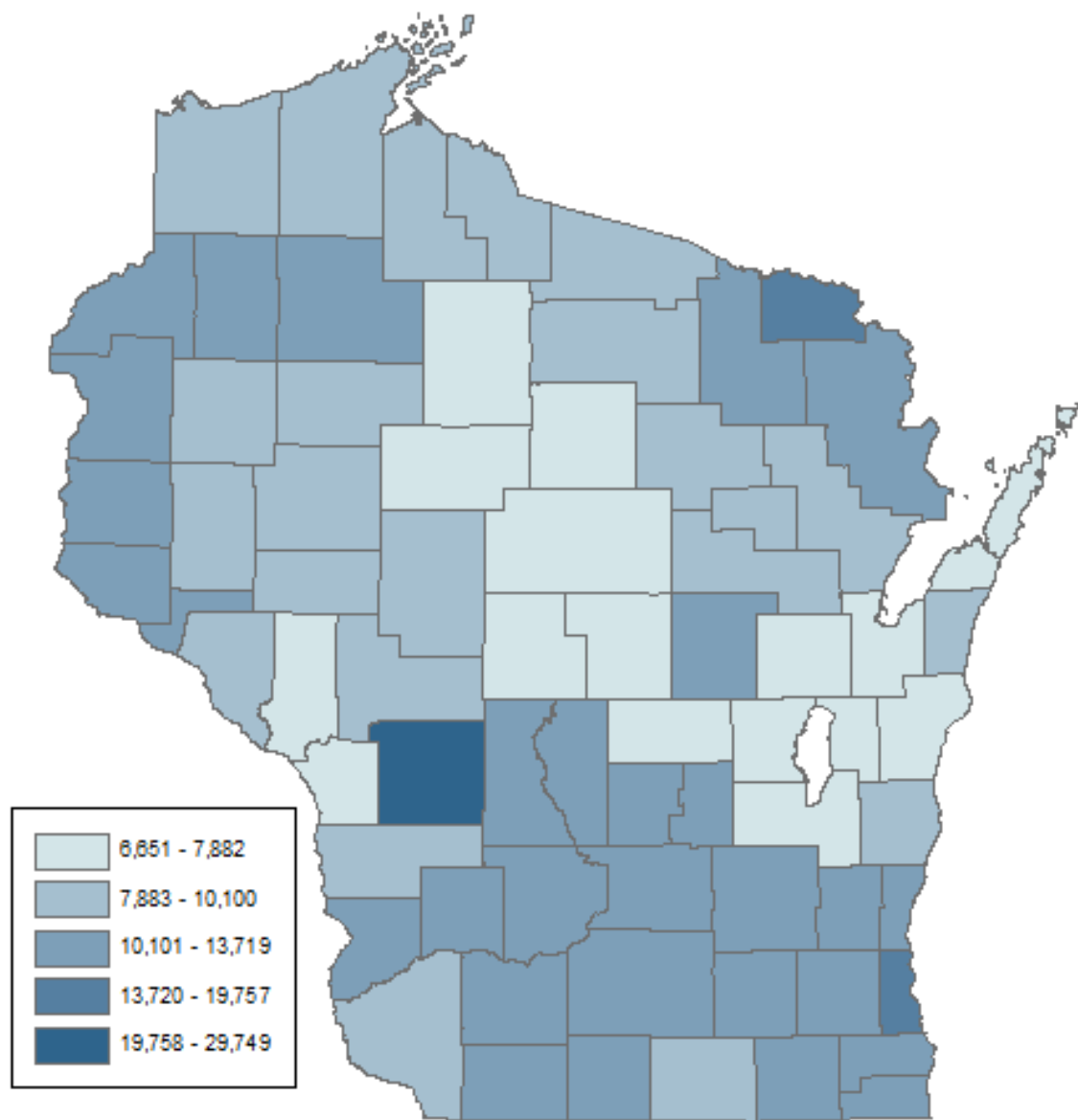
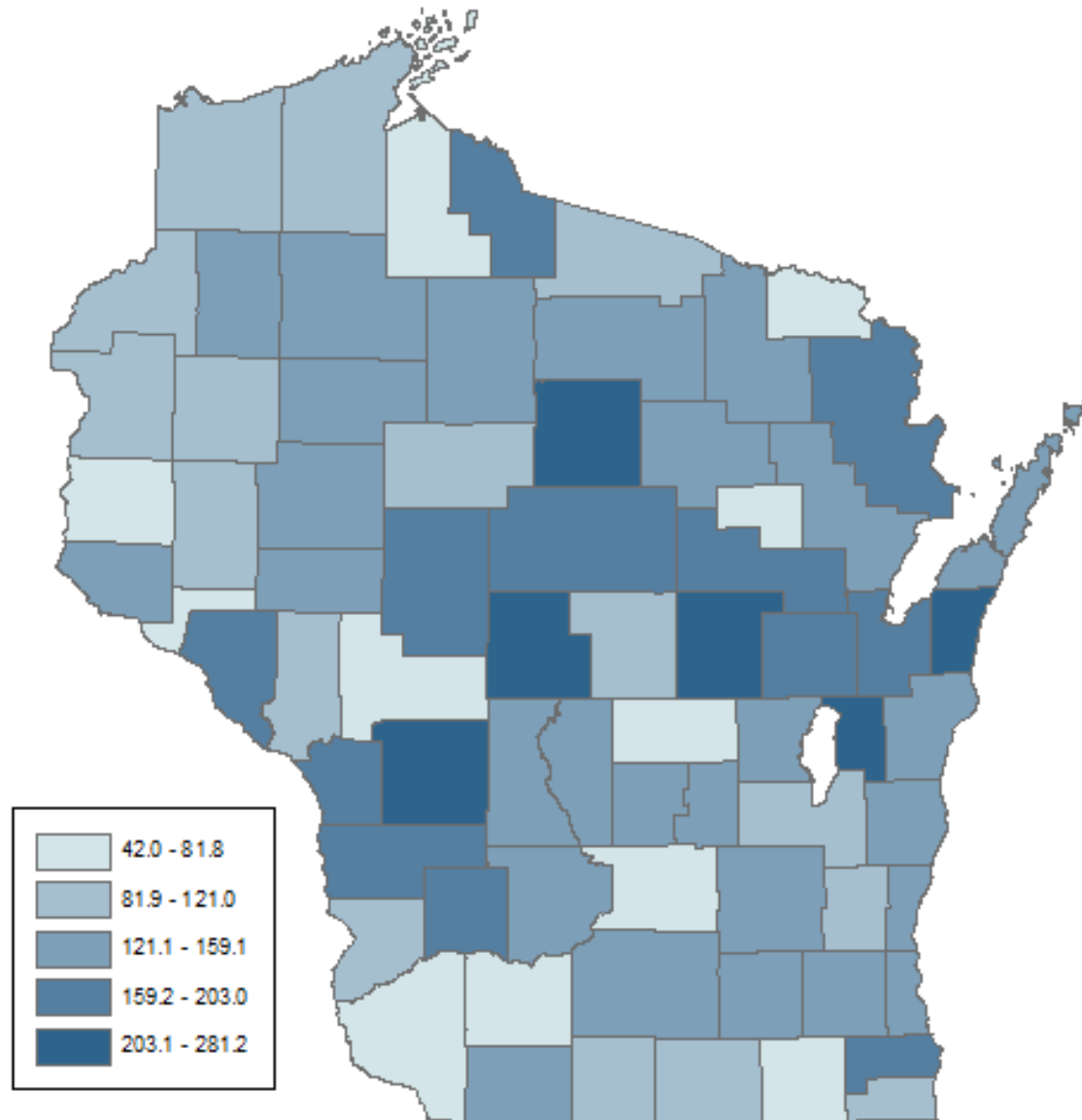
Education and Vocational Expenditures per Veteran: 2017



Percent Change in Education and Vocational Expenditures per Veteran: 2002 - 2017



Medical Expenditures per Veteran Patient: 2017

Percent Change in Medical Expenditures
per Veteran Patient: 2002 - 2017

Waupaca County (2017)	Employment	Labor Income (\$000)	Total Income (\$000)	Industry Sales (\$000)
Direct Effect	151	\$ 11,802.1	\$ 26,420.6	\$ 20,036.4
Indirect Effect	25	\$ 586.7	\$ 1,109.4	\$ 2,504.1
Induced Effect	197	\$ 5,483.9	\$ 10,509.2	\$ 20,057.3
Total Effect	372	\$ 17,872.7	\$ 38,039.2	\$ 42,597.8
State and Local Govt Rev (\$000)	\$2,428.4			

- Employment: jobs, *not* full-time equivalent
- Labor Income: Wages, salaries, proprietor income
- Total Income: Labor income plus all other sources of income (e.g., social security, pensions, etc)
- Industry Sales: Industry revenues
- Direct effect: VA spending
- Indirect effect: multiplier effect from business to business expenditures
- Induced effect: people (labor) spending income.
- Total effect: Direct plus Indirect plus Induced

APPENDIX C

University of Wisconsin – Madison

Office of Steven Deller



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 515 Taylor Hall – 427 Lorch St.
 Madison, WI 53706
 (608) 263-6251
 (fax) (608) 262-4376
 scdeller@wisc.edu

November 28, 2018

To: Joseph G. Aulik
 Director of Veterans Services
 Winnebago County

From: Steven Deller

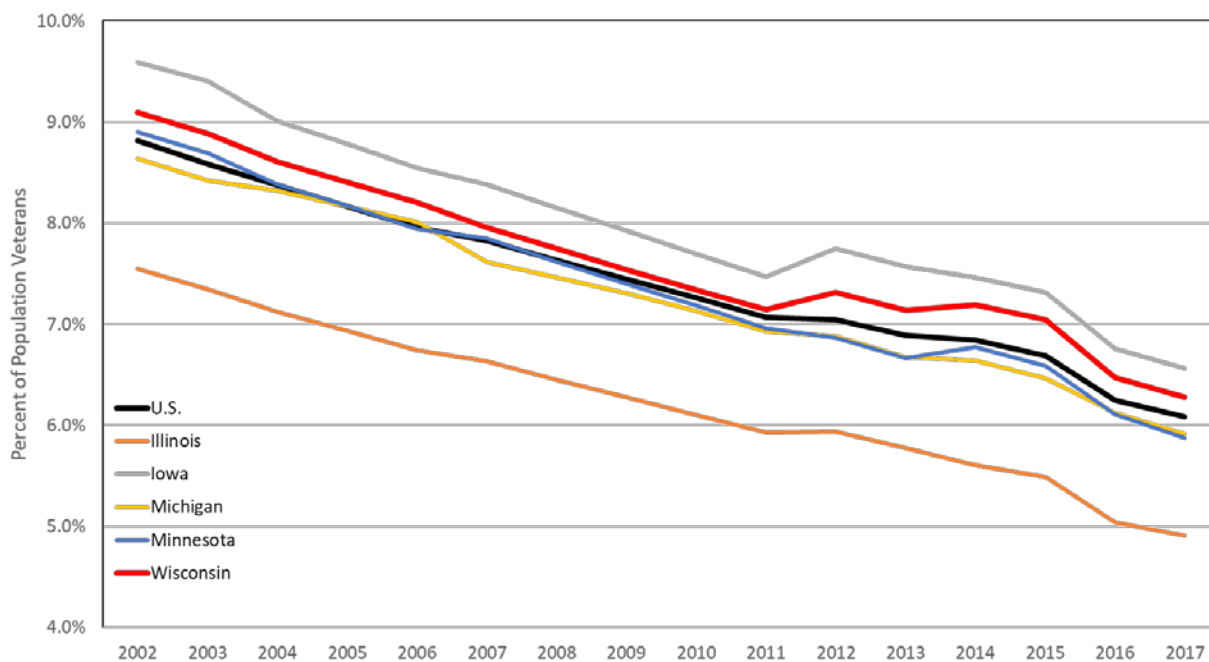
Re: State-Wide Impacts of VA on Wisconsin

As you requested, below is the VA impact analysis for the whole of Wisconsin using the 2017 VA expenditure data. The analysis identical to the county level analysis but I have reported out a bit more detail which you may find useful. The biggest single impact is in the medical industry. I plan on putting together a more formal document detailing these results.

VA Expenditure Impact: 2017

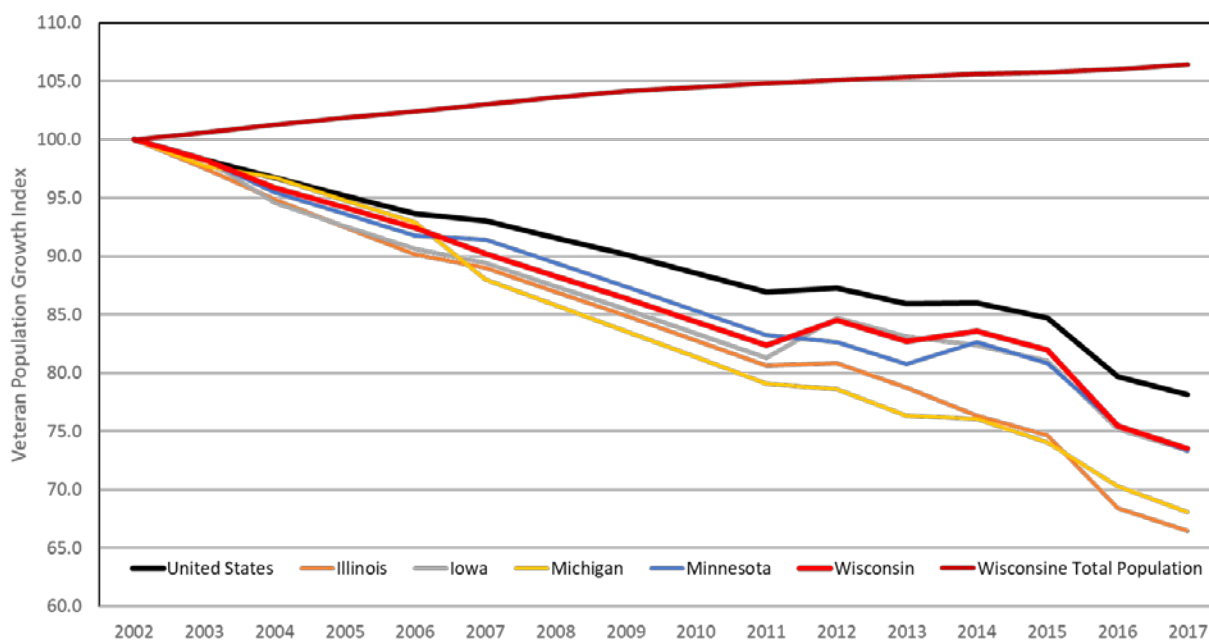
Wisconsin	Employment	Labor Income (\$MM)	Total Income (\$MM)	Industry Sales (\$MM)
Direct Effect	9,450	\$1,082.7	\$1,089.4	\$1,538.3
Indirect Effect	2,687	\$132.5	\$243.4	\$410.7
Induced Effect	18,537	\$784.5	\$1,414.1	\$2,460.6
Total Effect	30,674	\$1,999.7	\$2,746.9	\$4,409.5
State and Local Govt Rev (\$MM)	\$218.6			
<u>Top 10 Impacted Sectors</u>				
Offices of physicians	8,812	\$1,081.3	\$1,076.0	\$1,496.0
Real estate	1,266	\$25.1	\$205.8	\$280.8
Junior colleges, colleges, universities, and professional schools	1,098	\$56.8	\$60.2	\$98.8
Full-service restaurants	1,058	\$19.3	\$21.7	\$46.9
Hospitals	963	\$67.1	\$81.7	\$145.9
Limited-service restaurants	862	\$14.9	\$37.5	\$69.1
Nursing and community care facilities	753	\$28.8	\$32.4	\$51.6
Employment services	700	\$23.8	\$35.2	\$48.9
Retail - General merchandise stores	619	\$17.9	\$26.5	\$42.1
All other food and drinking places	580	\$12.5	\$10.0	\$20.4
<u>Impacts by "Super" Sectors</u>				
Agriculture	128	\$3.9	\$5.2	\$11.9
Mining	8	\$0.3	\$0.8	\$1.5
Construction	322	\$18.9	\$24.0	\$48.0
Manufacturing	323	\$20.8	\$36.7	\$127.3
TIPU	926	\$58.1	\$123.4	\$275.3
Trade	3,785	\$138.3	\$227.1	\$368.7
Service	24,942	\$1,741.9	\$2,305.8	\$3,520.2
Government	242	\$17.6	\$23.8	\$56.7

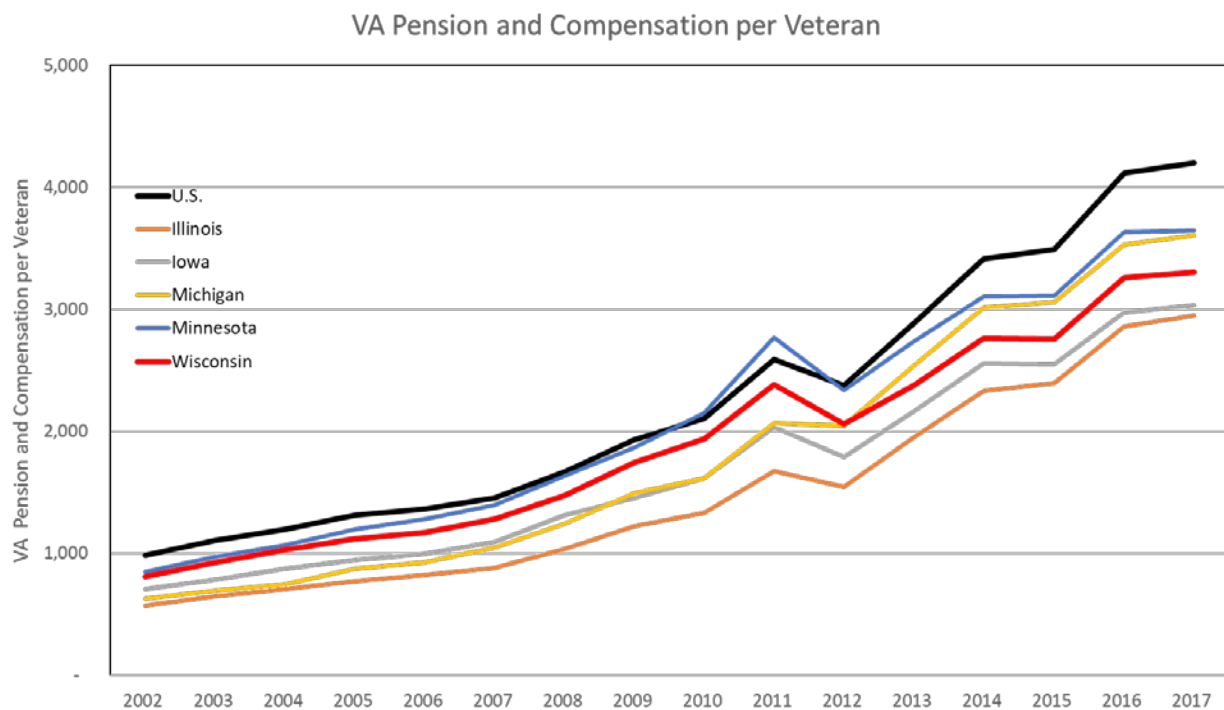
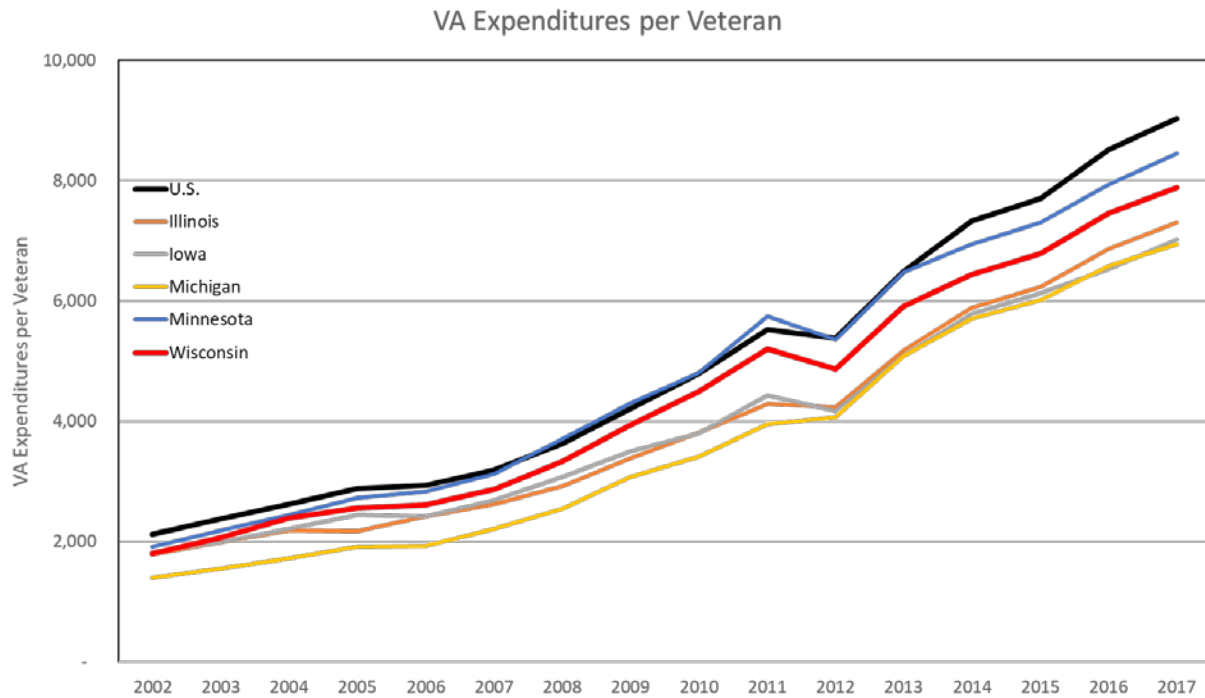
Percent of the Population Veterans



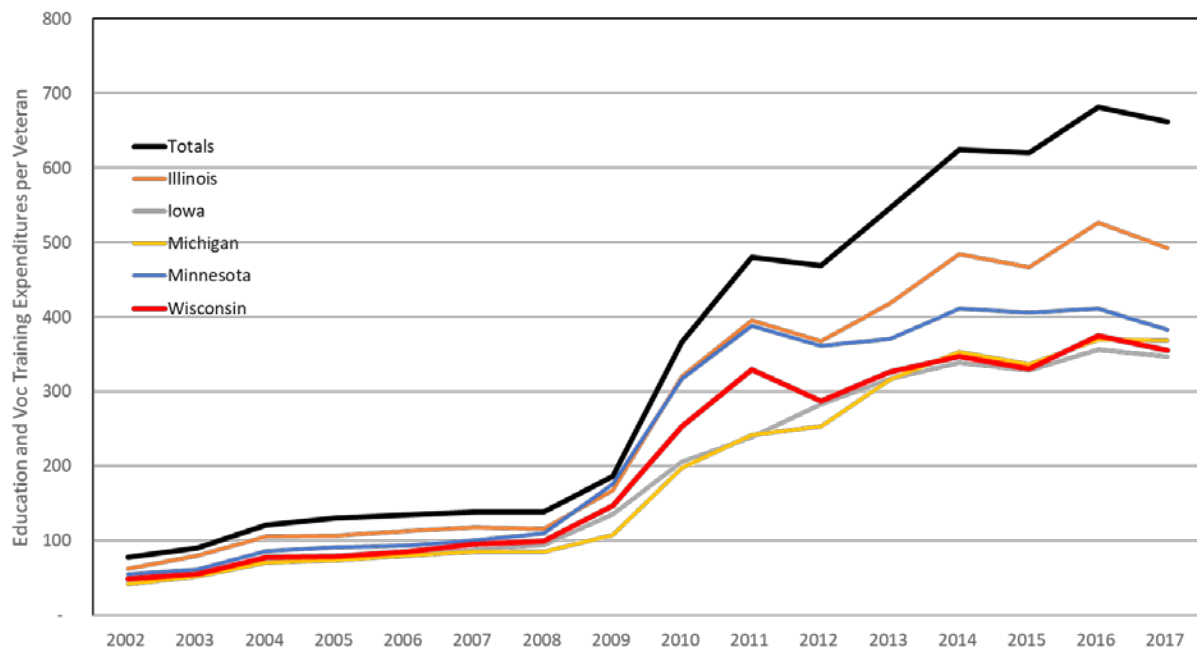
Veteran Population Growth Index

(Index Year 2002=100.0)

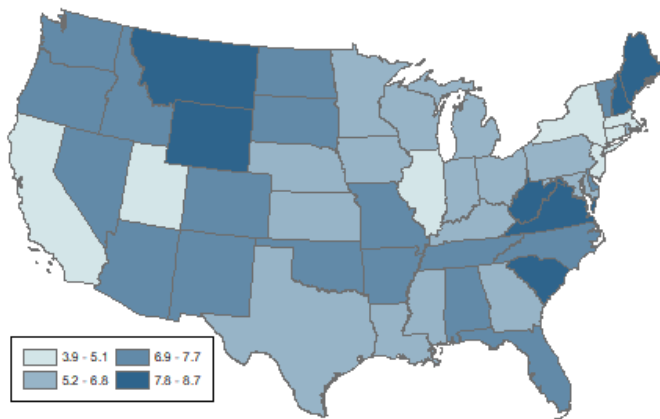




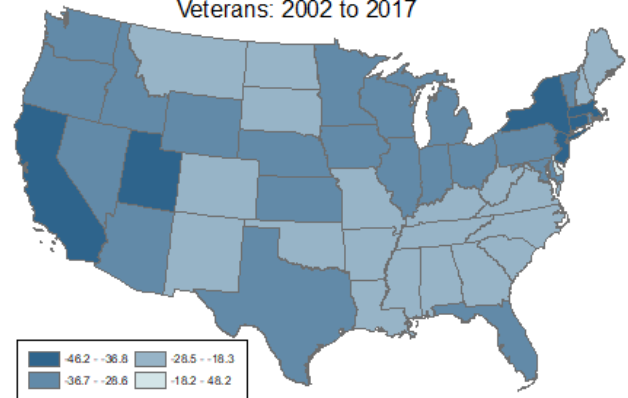
Education and Voc Training Expenditures per Veteran



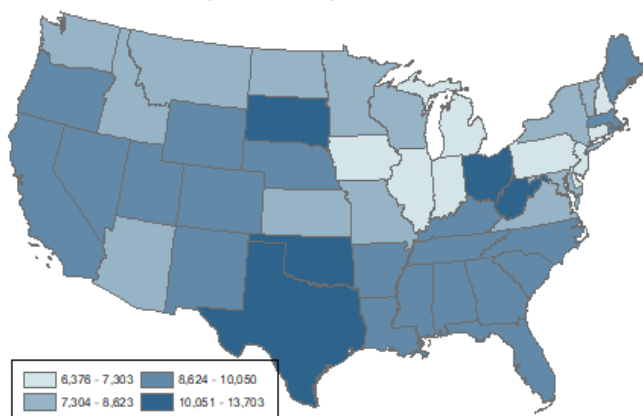
Percent of the Population that are Veterans: 2017



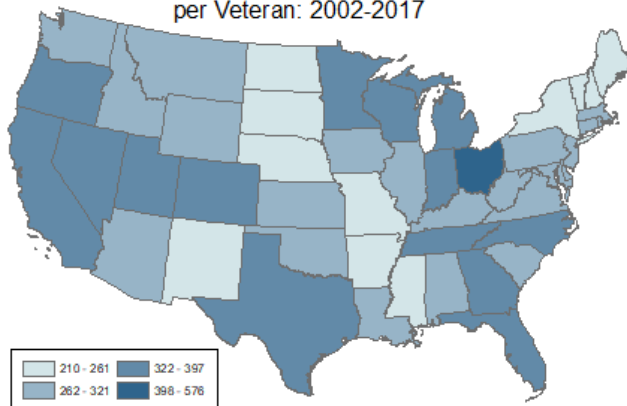
Percent Change in the Percent of the Population that are Veterans: 2002 to 2017



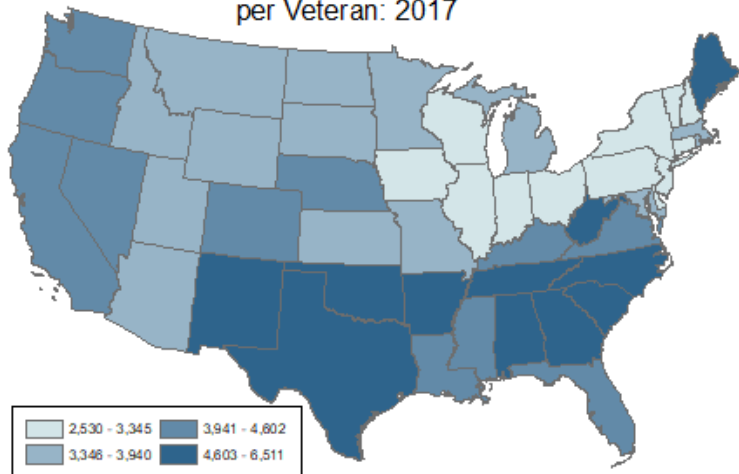
Total VA Expenditures per Veteran: 2017



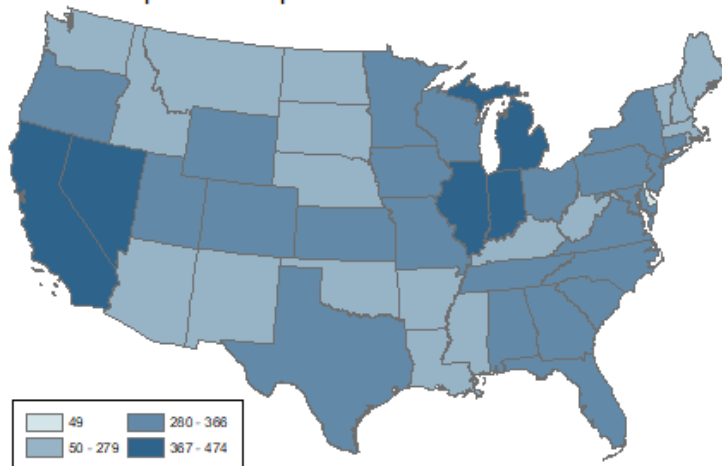
Percent Change Total VA Expenditures per Veteran: 2002-2017



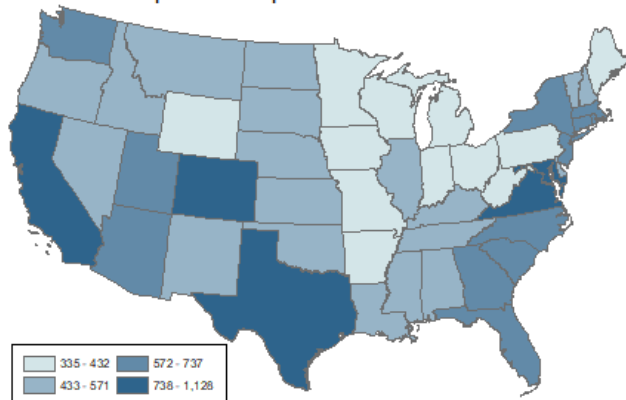
Compensation and Pension Expenditures per Veteran: 2017



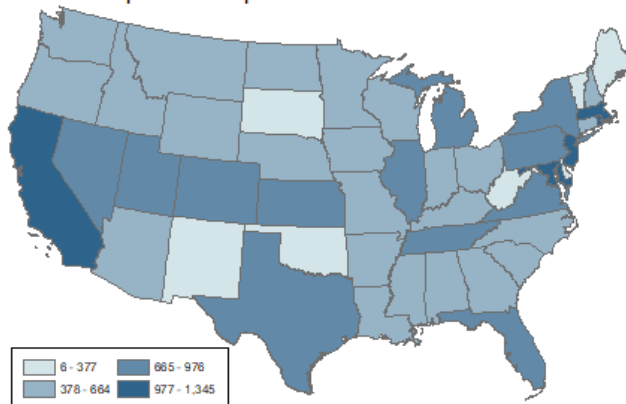
Percent Change in Compensation and Pension Expenditures per Veteran: 2002-2017



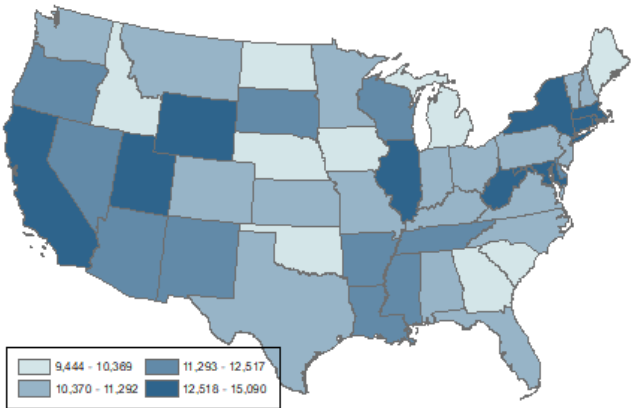
Educational and Vocational Training Expenditures per Veteran: 2017



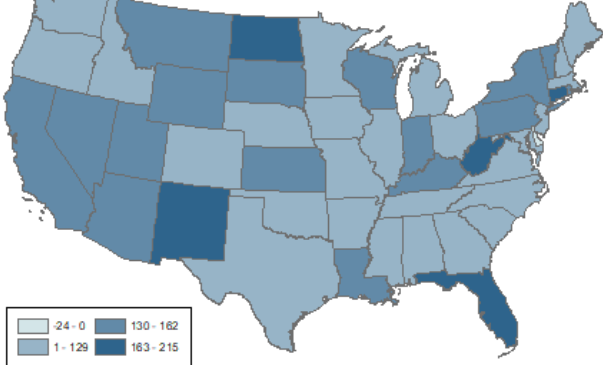
Percent Change in Educational and Vocational Training Expenditures per Veteran: 2002-2017



VA Medical Expenditures per Veteran: 2017



Percent Change VA Medical Expenditures per Veteran: 2002-2017



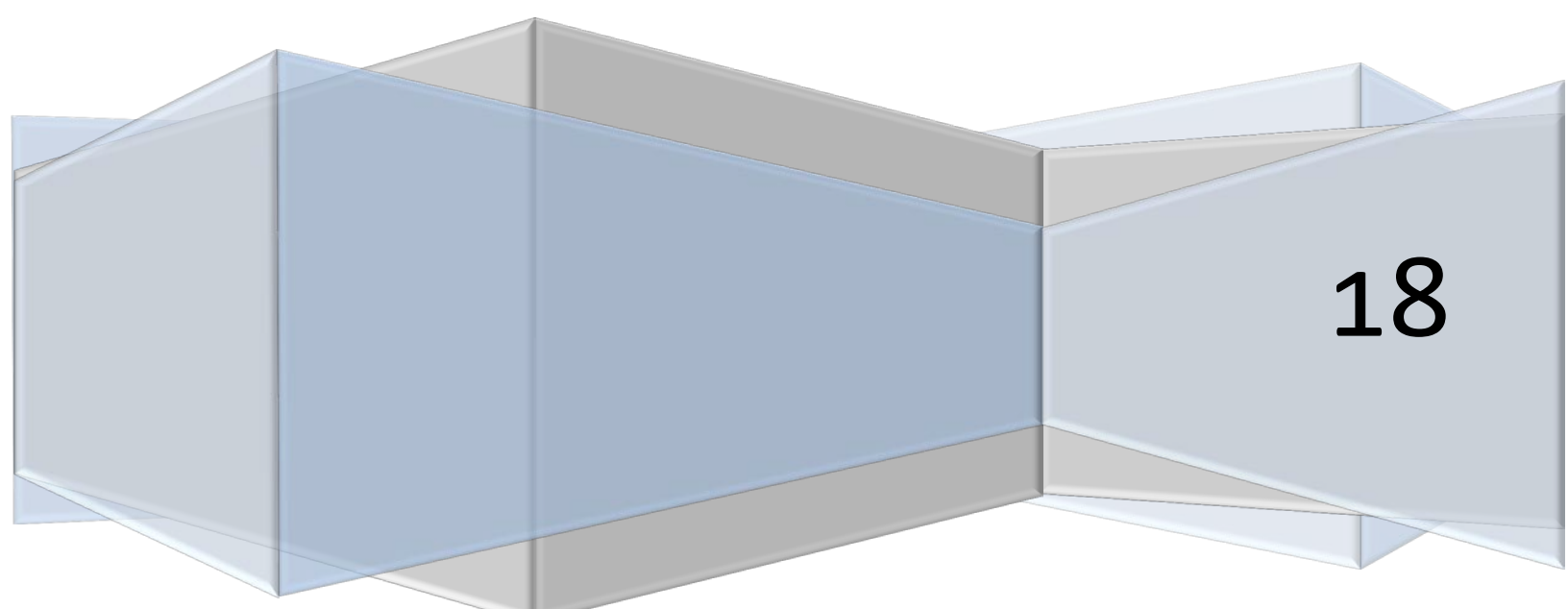
APPENDIX D

Waupaca County Veterans Services

Sustaining and Growing

Veterans Organizations and Services

Jessica Beckendorf, Jesse Cuff, Joseph McGrath



18

Jessica Beckendorf, Jesse Cuff, and Joseph McGrath

Sustaining and Growing Veterans Organizations and Services,

Waupaca, County

Waupaca County Veteran Services

“In Search of Organizational Excellence”

March 15, 2018

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EXECUTIVE SUMMARY:

Problem Solving Decision Making (PSDM) Methodology for Sustaining and Growing County Veterans Organizations, Resources, and Services

Jessica Beckendorf, Community Resource Development Educator

Jesse Cuff, CVSO Waupaca County

Joseph M. McGrath, LTC (Ret), U.S. Army FA

This project is a tribute to our fallen, wounded in action and disabled, and is further dedicated to the many veterans today struggling to return to normal ways of life, employment, and continuing contributions to their community. It is that end to which much time, effort, and expense has been dedicated to energizing excellence within our Veterans organizations and services. The references listed below exhibit a cocktail of subject matter expertise for enlisting the value of collective intelligence so necessary to our work.

A number of Waupaca County Veterans Organizations and Services had made contact in late 2015 to early 2016, with the CVSO. They expressed a host of concerns with membership attrition and growth challenges. The concerns were most related to Desert Storm Era Veterans but included other Veterans groups as well. Having discussed possible paths forward, it was decided to form a Coalition of Organizations within the County to address this and many other Veterans Challenges of the day.

One of the initial objectives was to gather the independent input of all its members as to the problem issues, root cause, existing status, and actions to correct. In order to gather ALL member balanced input, the Kepner Tregoe (*KT, 2018*) method of "root cause" Problem Solving Decision Making (PSDM) process was selected. Certain Brainstorm rules are employed to ensure ALL input is fair, balanced, and independent. The collection of these inputs is then weighted by independent vote and team grouping in order to select Priority Initiatives based upon top ranking Problem Areas. The Top most ranking Problem Areas were then provided independent thought and action to develop initiatives that would address the root causes. This is a beginning and by no means an end-all of ideas in the process of continuous improvement. It is meant to be a catalyst for future action.

Much of the collecting of human intelligence (brainstorming) throughout the process is described in *Creating a Lean Culture*, by David Mann (*Mann, 2010*). These techniques include the American developed Japanese concept of Kaizen in the search of excellence. Kaizen recognizes a problem, stops production, gains consensus, develops solutions. The graphic used to organize human intelligence in this *project* was that of the Ishikawa or Fishbone Diagram. A

completed diagram can appear as the skeleton of a fish, hence “fishbone”. The Fishbone is a Cause and Effect analysis devised originally by Professor Kaoru Ishikawa, a pioneer of quality management in the 1960’s (*Mind Tools*, 2018). It was an American driven outcome of the post WWII reconstruction effort in Japan, known similar to the Marshall Plan in post WWII Europe (Wikipedia Marshall, 2019). It can be used to discover; root causes of problem, bottlenecks in a process, and to identify where and why a process isn’t working. The outcomes focus on a foundation for Organizational Strategic Planning and pursuit of unmet customer needs. The Dow Chemical Company has adopted much of its Quality Premise from the fundamental concepts derived from these initial Champions for Quality and Excellence (Dow, 2016). The Japanese Economic Recovery benefited in part from the Marshall Plan. It went on to inspire and implement innovative ideas such as the Kaizen and Ishikawa structural framework following the war years (Wikipedia Japanese, 2018) well into the 1970s.

Our process engages all participants to gain and maintain an ownership minded culture in the final product. It actively promotes a highly visual approach to problem solving and improvement, coupled with Kepner Trego and the Lean Management methodology. It begins with inquiry, seeks excellence, and will focus on Organizational Strategy and creating a cultural climate for value creation in its final analysis. It is not a one-time thing. It is an ongoing cultural mindset.

Ultimately, the rigid search for higher customer (veterans) satisfaction leads to a quest for Organizational Performance Excellence. Fundamental Baldrige (*Blazey, 2009*) concepts lent inspiration and emphasis to our two year quest. Bits of the Baldrige Criteria on customer focus, were coupled with our process in order to drive higher values creation. It’s objective was to answer the veteran’s question; “What’s in it for me” and what would cause me to join, re-up, or buy the product. The process delivers the power of people, driving collective organizational human intelligence, through principles of professional leadership at all levels of the organization.

This Executive Summary is followed by a host of chronological steps in the process that were exercised in our work to address attrition and growth opportunity. These steps include the following: 1) Select the process, 2) Identify the problem, 3) Construct Fishbone with Key Categories, 4) Brainstorm potential root cause, 5) Group similar responses, 6) Quantify/Score the responses, 7) Tally Scores and Illustrate priority action, 8) Analyze the data, 9) Generate action solutions to address root causes, 10) Implement Corrective Actions, 11) Monitor and Continuously Improve, 12) Communicate and Share results for vigilance and continued drive for Excellence.

It will take courage going forward to implement the fruits of our labor. There exist eight basic principles according to Peters and Waterman that best-run American companies deploy to

continually seek Excellence (*Peters and Waterman, 1984*). Participants of this Project's process will recognize most of the eight from our work; 1) A bias for action, 2) staying close to our customer (Veterans), 3) Autonomy and entrepreneurship – thinking independently and competitively, 4) Productivity through people, 5) Hands-on, value driven, 6) Stick to our knitting – exploring our core competency (what we know best), 7) keeping it simple, 8) fostering a climate where there is dedication to our central values – perhaps mentorship.

The final analysis directs our attention to Communications. Bottlenecks in communication can essentially restrict the critical blood-flow to the life of an organization. Even in smooth operating organizations, a bottleneck to effective communications and marketing can slowly destroy the fabric of its foundation. Throughput can only be as good as the organization's slowest process (*Goldratt, 1992*). In this case throughput represents the communication INSTRUMENTS (social media, rapid skype type meeting inclusion, web page, etc.) deployed to sustain and grow membership rolls of the organization.

The following Index lists the initial "call to action" by CVSO Jesse Cuff. It includes a list of the host of Waupaca County Organizations and Services that would be our "owners" of our outcomes had over the many months. Subsequently, the Index lists the many quarters' activities, results, summaries, slides, and conclusions from our partnered work.

It is our hope and intent for every one of our partners to take at least one or two nuggets of value from the combined efforts, so they can improve continuously, their organization or service for our Veterans.

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WAUPACA COUNTY VETERANS SERVICE OFFICE

COURTHOUSE 3rd Floor
811 HARDING STREET
WAUPACA, WI 54981

Jesse P. Cuff
Phone: 715-258-6475
Fax: 715-258-6266

TO: Veterans Organizations of Waupaca County & Interested Parties
FROM: Jesse P. Cuff, Veteran's Service Officer
DATE: April 29, 2016
SUBJECT: FORMATION OF WAUPACA COUNTY VETERAN COALITION

There are several valuable and successful Veteran Service Organizations located within Waupaca County. Each organization offers specialization and unique interests in assisting veterans. Though every organization may have differences in eligibility to join or methods of community involvement, each serve a common goal; Promoting the common good and welfare of all eras of Veterans, their dependents, widows, and orphans. There is a common bond to assist these Veterans and their loved ones so that their service to our great country does not go unrecognized. We, the citizens of Waupaca County, and representatives of organizations serving Veterans are committed to ensuring the wellbeing of Veterans. There is strength in numbers, and it is time to unite our organizations for this common cause.

I, along with other interested parties, am proposing the formation of a Waupaca County Veteran Coalition (WCVC). The general purpose of the WCVC will be to serve the needs of veterans in our county. Comprised of a set number of representatives from each Waupaca County Veterans Service Organization, the coalition would thrive in addressing the concerns of veterans by pooling the knowledge and resources each organization has to offer into a single concerted effort. Issues and concerns could be raised in a group setting offering each representative the opportunity to voice their opinions and offer possible solutions. The WCVC would elect its own officers, be comprised of voting members equally representing their respective Veterans Service Organization, and remain responsible for its by-laws.

As your County Veterans Service Officer I am committed to helping the WCVC come to fruition. I am committed to serving the Veterans of our county just as you are. I now ask that you join me in uniting for the formation of a Waupaca County Veteran Coalition. Together we can make a difference.

If you are interested in joining such a cause by representing your Veteran service organization, please indicate your availability to attend any of the attached proposed times and return your written or emailed response to the Waupaca County Veterans Service Office. The most popular meeting date will be selected, and a basic agenda will be sent out. As always, please feel free to contact me with any questions you may have.

Sincerely,



Jesse P. Cuff



**WAUPACA COUNTY
VETERANS SERVICE OFFICE**

**COURTHOUSE 3rd Floor
811 HARDING STREET
WAUPACA, WI 54981**

**Jesse P. Cuff
Phone: 715-258-6475
Fax: 715-258-6266**

It is suggested that 2 official representatives from your organization attend the meeting which will be held at the Waupaca County Courthouse Meeting Room LL42. Check all dates you are able to attend. Please provide contact (phone, email) information for each representative attending the meeting.

Organization Name:

Organization Address:

Organization Phone #:

Organization Email:

Organization Primary Point of Contact name/info:

Organization Representative name/info:

Please indicate below which date or dates you are available to meet at the Waupaca County Courthouse Meeting Room LL42. Please mail or email your response back to the Waupaca County Veterans Service office at your earliest convenience.

- ☐ Thursday, June 16th at 6:00 PM
- ☐ Thursday, June 23rd at 6:00 PM
- ☐ Thursday, June 30th at 6:00 PM

WAUPACA COUNTY VETERANS COALITION (WCVC)

4/29/2016

MEMORANDUM FOR: WAUPACA COUNTY VETERANS COALITION PARTICIPANTS

SUBJECT: MISSION, STRUCTURE, AND OPERATION OF THE WCVC

1. The mission of the Waupaca County Veterans Coalition (WCVC) is:
 - a. To provide a venue for the Veterans Service Organizations and Veteran Community stakeholders, located in Waupaca County, to share information, create opportunities for collaboration, and honor the service of Veterans living in Waupaca County.
2. The WCVC will not be chartered or pursue 501(c)(3) status.
3. The WCVC will be composed of a set number of representatives (2) from each of the Veterans Service Organizations and Veteran Community Stakeholders operating within Waupaca County.
4. The offices associated with the WCVC will be Chair, 1st Vice Chair, 2nd Vice Chair, and Secretary. Terms of the office will be annual with elections taking place during March meetings.
5. In all matters requiring a consensus opinion, a single paper ballot will be cast by members present (1 vote per organization) and simple majority will rule.
6. WCVC meetings should occur quarterly, with the date being the third Thursday in the months of March, June, September, and December.
7. Meetings won't utilize Roberts Rules and will be informal in nature. No membership dues will be collected.
8. The coalition will not discuss confidential or case specific issues.
9. The coalition will not attempt to influence legislation or administrative rule.

RECOMMENDED PARTICIPANTS

AL Post 63 – Clintonville AL Aux Unit 63 – Clintonville AL Post 391 – Fremont AL Aux Unit 391 – Fremont AL Post 14 – Iola AL Aux Unit 14 – Iola AL Post 161 – King AL Aux Unit 161 – King AL Post 226 – Manawa AL Post 198 – Marion AL Aux Unit 198 – Marion AL Post 263 – New London AL Aux Unit 263 – New London AL Post 176 – Weyauwega AL Aux Unit 176 – Weyauwega	AL County Council and Aux AMVETS Post 45 – New London AMVETS Aux Unit 45 – NL AMVETS Post 1887 – King DAV Chapter 53 – Manawa DAV Aux Unit 53 – Manawa VFW Post 8770 – Big Falls VFW Post 664 – Clintonville VFW Aux Unit 664 – Clintonville VFW Post 1464 – King VFW Post 2732 – New London VFW Aux Unit 2732 – NL VFW Post 1037 – Waupaca VFW Aux Unit 1037 – Waupaca VFW Post 10407 – Weyauwega	MHICM Range – Waupaca SSVF – Waupaca Vets Helping Vets – Manawa HVRP / CVI – King Public Relations WVH@King Waupaca CVSO
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**WAUPACA COUNTY
VETERANS SERVICE OFFICE**

COURTHOUSE 3rd Floor Jesse P. Cuff
811 HARDING STREET Phone: 715-258-6475
WAUPACA, WI 54981 Fax: 715-258-6266

TO: Veterans Organizations of Waupaca County & Interested Parties
FROM: Jesse P. Cuff, Veteran's Service Officer
DATE: 05/31/2016
SUBJECT: FIRST MEETING OF THE WAUPACA COUNTY VETERANS COALITION

On 04/29/16 I sent an invitation letter to all Veterans Service Organizations operating in Waupaca County to meet for the first time as the Waupaca County Veterans Coalition. I provided 3 possible meeting dates with the intention of selecting the most requested date. After reviewing the responses received, I have selected the below date to meet in the Waupaca County Courthouse Meeting Room LL42.

Thursday June 30, 2016 from 6:00 pm to 7:00 pm

As I mentioned in my 04/29/16 letter, I, along with other interested parties, am proposing the formation of a Waupaca County Veterans Coalition (WCVC). The general purpose of the WCVC will be to serve the needs of Veterans in our county. Comprised of a set number of representatives from each Waupaca County Veterans Service Organization, the Coalition would thrive in addressing the concerns of Veterans by pooling the knowledge and resources each organization has to offer into a single concerted effort. Issues and concerns could be raised in a group setting offering each representative the opportunity to voice their opinions and offer possible solutions. The WCVC would elect its own officers, be comprised of voting members equally representing their respective Veterans Service Organization, and remain responsible for its by-laws.

As your County Veterans Service Officer I am committed to helping the WCVC come to fruition, and serving the Veterans of our county just as you are. I now ask that you join me in uniting for the formation of a Waupaca County Veterans Coalition. Together we can make a difference.

Sincerely

Jesse P. Cuff

The Waupaca County Veteran Coalition

Jesse P. Cuff

Waupaca County Veterans Service Office

Courthouse, 811 Harding Street

Waupaca, WI 54981

20 March 2017

The Waupaca County Veteran Coalition

The Waupaca County Veteran Coalition

Waupaca County is home to approximately 5,033 veterans and in the fiscal year 2014, the US Department of Veterans Affairs (DVA) delivered them a total benefit package of \$47.2 million (Population, 2014; Expenditures, 2014). Many veterans maintain membership in veteran-centric organizations. Approximately 36 of these veteran-centric organizations operate within Waupaca County. Valuable and successful, the Veterans Service Organizations (VSOs) offer specialization and have unique interests in assisting veterans. Each organization has differences in membership eligibility and method of community involvement; because each serves the common goal of promoting the good and welfare of all eras of veterans in addition to dependents, widows, and orphans, they are interconnected. The Waupaca County Veteran Coalition (WCVC) is a project aimed at building an organized venue for cross collaboration among a variety of veteran-centric stakeholders, and an integrated veteran-centric network built from existing community resources.

Building a collaborative network of veteran-centric stakeholders involves dynamic organizational complexity. Complexity in organizations emerges when multiple interconnected groups whose “degree and nature of relationships [are] imperfectly known,” and the system of organizations begins to display dynamic complexity when “cause and effect [of interactions] are subtle and obvious interventions produce non-obvious consequences” (Ferreira, 2001). In short, “Small changes in inputs or parameters may produce large changes in behavior” (Ferreira, 2001). The WCVC is a group of groups designed to leverage the idea that by supporting change and providing a venue where stakeholders are encouraged to adapt and create open connections between groups, large changes in behavior can be achieved (Coalition, 2017; Foster, 2012). The WCVC was formed in June of 2016 to create a venue where Waupaca County’s veteran-centric organizations share information, problem solve, and collaborate.

Purpose

Wisconsin statute provides for the employment of a County Veterans Service Officer (CVSO) in each of the 72 counties. A CVSO is a local veteran advocating for local veterans. Per Wisconsin §45.80 (5)(a) one duty of the CVSO is to:

Advise persons living in the service officer's county who served in the U.S. armed forces regarding any benefits to which they may be entitled or any complaint or problem arising out of such service and render to them and their dependents all possible assistance (Wisconsin, 2015).

While fulfilling this duty, CVSOs obtain accreditation through various VSOs recognized by the US Department of Veterans Affairs, among them are Veterans of Foreign Wars, Disabled American Veterans, The American Legion, etc. Accreditation allows CVSOs to assist veterans in filing claims with the US Department of Veterans Affairs by establishing the VSO as claimant's representative, also known as Power of Attorney (POA) representation for VA purposes. POA representation also allows a CVSO read-only access to the US Department of Veterans Affairs Veterans Benefit Management System (VBMS) allowing the CVSO to track the progress, report the status, and research historical claims data for each veteran worked with. CVSOs are, therefore, uniquely positioned and receive the appropriate training to provide POA representation.

Although Waupaca County has a strong veteran population and veterans receive a significant annual benefits package from DVA, VSOs can do more to educate and provide benefits and services to our veterans. Per a 2010 DVA report, veterans were asked “. . . whether they understand the ‘Veterans benefits available to [them]’. . . 41.0 percent of Veterans indicated that they understood their general benefits ‘A lot’ or ‘Some’” (Westat, 2010). The survey indicates that approximately 59 percent of veterans don't understand the benefits available to them due to their military service (Westat, 2010).

The Waupaca County Veteran Coalition

Additionally, a 2006 Institute for Defense Analysis report, observes significant award variation, among states, due to variations in: the mix of eligible veterans, application rates, VA Regional Office grant rates, and POA representation (Hunter, 2006). In general:

POA representation is extremely significant in individual veteran awards. Nationwide, veterans with POA representation receive an average annual award of \$11,162, while veterans with no POA receive an average of \$4,728. . . differences in the percentage of claims with POA account for 15.5% of the variation in average award across states (Hunter, 2006, p.18-19).

Empowering the veteran community with information and linking them with the CVSO office is critical to increasing benefit awareness, application, and award. Increased benefits may make all the difference in terms of poverty and homelessness for some veterans. Ensuring a healthy veteran population is not only a moral obligation, but is important for future generations to see that if they choose a service path, their country will honor them beyond their time in service.

The local veteran community is composed of veterans, their organizations, and CVSOs. The WCVC aims to increase benefit awareness through the creation of collaborative veteran-centric events, and identify/generate solutions to barriers (barriers include communication breakdowns, access to benefits, and participation in VSOs). This type of collaboration did not exist prior to June 2016. The WCVC was organized in response to several organizations struggling to recruit and retain members as well as update practices/remain relevant. To date, cross-organizational collaboration has been activated within the community. The WCVC meets to pool knowledge, resources, and focus and unify efforts. The mission of the WCVC is, “To provide a venue for the Veterans Service Organizations and Veteran Community stakeholders, located in Waupaca County, to share information, create opportunities for collaboration, and honor the service of veterans living in Waupaca County” (J. Cuff, personal communication, April 29, 2016).

Scope

The formation of the WCVC allows the CVSO a guaranteed quarterly opportunity to interact with stakeholder representatives from all participating organizations. This interaction creates a venue to share information, provide training, and address issues within the veteran community. The WCVC is a mutually beneficial collaborative community network. An interactive map of the social network can be found at <https://embed.kumu.io/6e205c6bcc8e002328256441c1e84e4a>.

Goal 1: Spontaneous Collaborative Events. Leveraging relationships within the community network helps raise awareness of veteran benefits by creating collaborative events and generating solutions to barriers through identifying and providing access to resources within the community network. To date, the WCVC has met in June 2016, September 2016, and December 2016. The average attendance at these meetings was 27 and the average amount of unique organizations represented at the meeting was 17.

Goal 2: Share Information. Infusing benefit information into the network and steering veterans to the CVSO office for benefits processing will increase benefit delivery and veteran understanding of benefits. At each of the WCVC meetings, segments were dedicated to sharing benefit information by guests including the Waupaca County Aging and Disability Resource Center, Wisconsin Department of Veterans Affairs Veterans Outreach and Recovery, Desert Veterans of Wisconsin Fox Valley Chapter, and the Waupaca County Veterans Service Officer (CVSO).

This project does not have an operating budget. Costs include CVSO time and basic office supplies. Since this project is directly linked to the duty of the CVSO, it will be accomplished during and in conjunction with the normal course of office operations. CVSO office supplies and resources will be utilized to complete this project. The CVSO is the initial sponsor and project manager, but will transition out of a direct leadership role after the first year. After the leadership transition is complete, it is the intent of the CVSO to remain in a secretary type position to continue to coordinate meetings of the network as well as coordinate training/resources to support the mission of the network including office supplies

Project quality is measured by the number of meeting attendees, and the generation of collaborative events. The higher the meeting content quality the more buy-in and higher number of meeting attendees. The groups who buy-in will share the information provided at the

meetings and take the initiative to plan and execute collaborative events. Major milestones include the establishment of the WCVC's mission, the definition of stakeholders/network community members, initial meeting, subsequent quarterly meetings, identification of successive leadership, the transition of the CVSO into a support role, and at least one spontaneous collaborative event occurring within the first year.

Management Concerns

The CVSO initiates, plans, and manages the launch of this project. Once the project is established, the community network will transition into self-regulation and the CVSO will continue to be a contributing member, but will no longer exercise a leadership role.

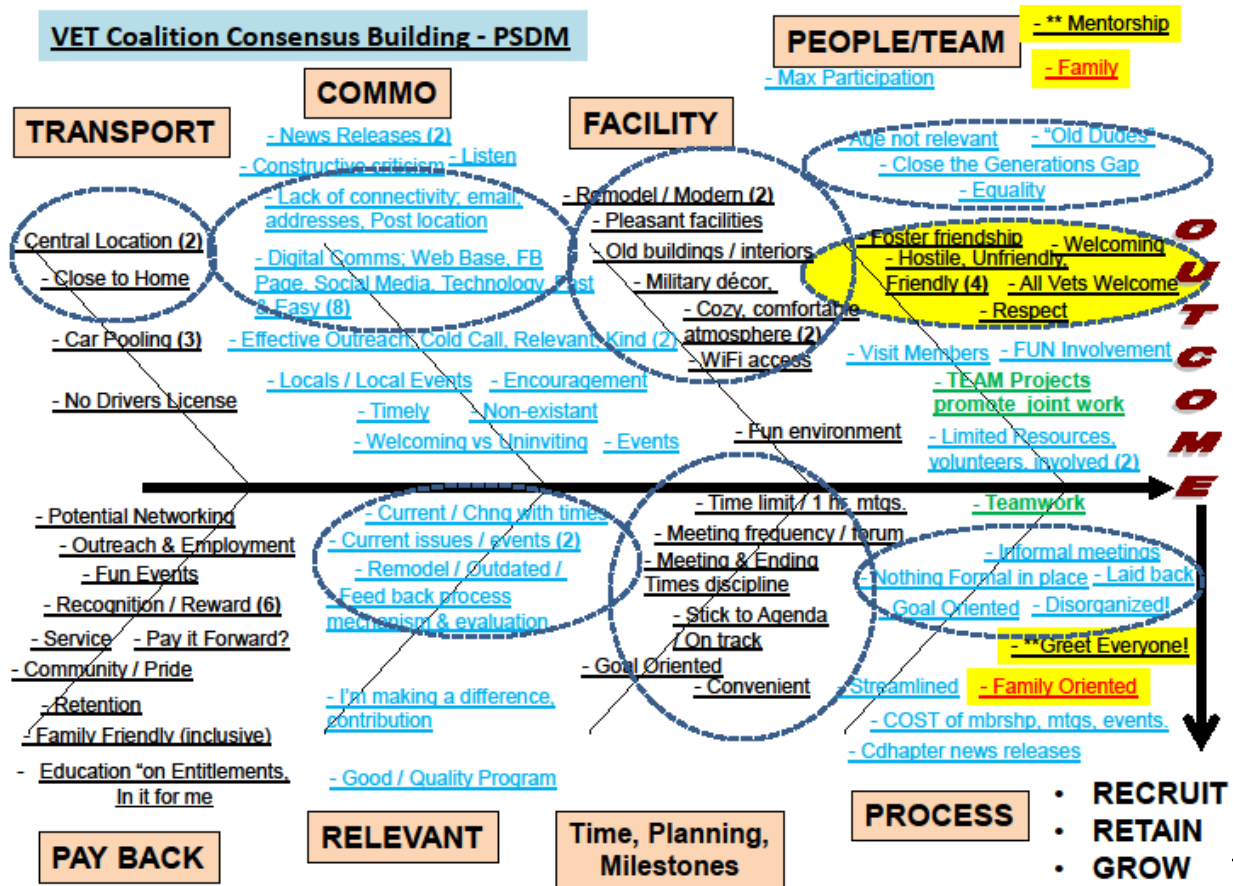
The WCVC is not a traditional project in terms of structure. This project will not have long-term sponsorship. The timeframe to initiate, plan, and execute occur within the first year of operation. Monitoring and controlling of the project will continue as long as the group continues to meet and remains relevant. Initially, the CVSO will sponsor and manage the project, but will only continue in these roles until the community network is established and self-regulating.

By June of 2017, the community network will be established and the CVSO will have a plan in place to transition out of a leadership role and into a support role. A leader will be identified and will agree to transition by the June 2017 meeting. One spontaneous collaborative event will take place within the first year of operation. Because the WCVC is meant to establish a collaborative environment where ideas and information is shared, the nature and location of the event is irrelevant. It is not the intent of the WCVC to own the project, rather to generate the potential for collaborative opportunities. The measure of success is the occurrence of any collaborative event. Due to the complexity of the network it would be inefficient to specifically direct groups to collaborate; adaptive collaboration is encouraged in the context of the information shared at the meetings and independent groups take ownership operating independently in support of the WCVC. The WCVC will continue to operate as long as the attendees find value in the venue.

Lessons Learned

This project has been a success. Benefit information is shared at the meetings and one spontaneous collaborative event—an inter-organizational Chili fundraiser— took place in February 2017. This is a first of its kind spontaneous collaborative event involving three organizations that took place within the first year of the existence of the WCVV. Additionally, one northern county VSO recently undertook an interior remodeling project in their organization's building. This work was completed after consensus in the WCVV was built around remodeling/modernizing facilities suggesting the events are correlated and causal. The time necessary for rapport building has consumed much of the time originally expected to be utilized for sharing benefit information. Name tags are being implemented to speed the rapport process, foster ownership, and provide needed time for benefit delivery.

Current work of the WCVV includes a guided problem-solving decision-making brainstorming exercise to identify problems and begin to build consensus on how to address those problems. The following image details the collaborative PDSM. Under people/team, team projects, joint work, and teamwork are identified areas of consensus. Another area of consensus noted on the PDSM slide under facility is the area of consensus remodel/modernize.



The Waupaca County Veteran Coalition

The WCVC demonstrates the potential to enhance and improve the efficiency of service delivery by integrating and sharing existing resources. The WCVC is a project aimed at building an organized venue for cross collaboration among a variety of veteran-centric stakeholders, and an integrated veteran-centric network built from existing community resources. The group of groups is subject to dynamic organizational complexity, and intends to leverage relationships and information to influence group behavior. The desired result of influenced group behavior is the generation of spontaneous collaborative events, and the sharing of information throughout the network. The intent of this project is for it to continue to operate as long as community network members find value in the collaborative venue.

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WAUPACA COUNTY VETERANS COALITION

Meeting Feedback from 06.30.16

WHO WASN'T HERE, BUT SHOULD BE AT THE NEXT MEETING? - Attendance: **26**

- Supportive Services for Veterans & Families
- Veterans Assistance Program
- Representation from WVH@King
- More reps from each post (i.e. AMVETS, VFW, etc.)
- Law Enforcement Representation
- Non Veteran Stakeholders
- Congressional / Elected Representation

TAKEAWAYS:

The Book *Team of Teams* - Gen Stanley
Transportation Study
Stevens Point Event

Vision to help Veterans / Improved
Mental Health / Aging Information
Collaboration - Local Programs / Contacts

WHAT DO YOU WANT TO DISCUSS / KNOW MORE ABOUT / CLARIFY?

Veteran Transportation
Local Mental Health Services for Veterans
Ideas for Outreach / Events

Connecting with Younger Veterans
Addressing Veteran Homeless
Family Resources

WHAT ARE THE BIGGEST VETERAN RELATED ISSUES / BARRIERS / NEEDS IN WAUPACA COUNTY?

Transportation
Communication of Resources to Veterans
Veteran Healthcare / Mental Health

Veteran Homelessness
Veteran Suicide
Family Resources

WHAT CAN WE DO MORE OF?

Promote / Advertise Veteran Benefits
Community Veteran Events
Educate Veterans - Benefit Providers

Collaboration

WHAT COULD WE DO TO IMPROVE THIS MEETING AND IMPLEMENT AT THE NEXT

Topic / Subject Matter Expert - Education
Introduce Guests - Q&A for Guests
Print Presentation Summary and Provide Copies

Rotate Location of Meetings
Increase Participation / Attendance
Stay on Topic and on Time

COMMENTS:

Create event calendar for Veteran activities in Waupaca County

Veteran golf outing event idea

Continue to bring in VA reps / DHHS / etc., to train and educate on specific issues

Veteran specific materials at hospital waiting rooms, hotel/motel lobby, gas stations, etc.

Identify the needs related to each generation of Veterans

Build informal VSO employment networks for underemployed Veterans

WCVV MEETING MINUTES

Date:	9/22/2016	Time:	6p-7p	Location:	Room LL43 Waupaca Courthouse
Name	Organization	Location	MEETING AGENDA RE-CAP		
Will Pope	AL Post 161	King / County AL	1. Introductions - Pledge of Allegiance and moment of silence		
Gary Mader	AL Post 161	King			
Ken Bartol	AL Post 176	Weyauwega	2. Review mission and purpose of the WCVV		
Ron Roberts	AL Post 226	Manawa			
Don Schmoll	AL Post 263	New London	3. Roundtable share - upcoming events, projects, etc.		
Bob Bohr	AL Post 63	Clintonville			
Dan Rindt	AL Post 63	Clintonville	4. Increasing impact with network building / asset ID exercise		
Jack Beggs	AL Post 63	Clintonville			
Marla Knuettel	AL Unit 263	New London	5. Tackling membership		
Kay Grosskopf	AL Unit 391	Fremont			
Verdaine Anunson	AL Unit 391	Fremont	6. Group feedback		
Armin Conradt	AMVETS Post 45	New London			
Larry Sampo	AMVETS Post 45	New London	7. Adjourn		
Nick Musson	ECWRPC	Region			
Carl Soderberg	Field Representative for Rep. Ribble	8 th District	TOTAL ATTENDANCE: <u>27</u>		
William Trombley	FVTC / Veterans Mentor Group	Region			
Heidi Cuff	Spouse of Veteran		WCVV MISSION		
Sally Swanson	VAF	Region			
Joe McGrath	Veteran		To provide a venue for the Veterans Service Organizations and Veteran Community Stakeholders, located in Waupaca County, to share information, create opportunities for collaboration, and honor the service of Veterans living in Wauapca County.		
David Rollins	VFW Post 1037	Waupaca			
Jack Klepps	VFW Post 1037	Waupaca			
Chris Gregory	VFW Post 2732	New London			
Timothy Bellile	VFW Post 2732	New London			
Donna Rindt	VFW Unit 664	Clintonville			
Dan Naylor	VVA	Waupaca			
Jesse Cuff	Waupaca CVSO	County			
Cal Stammer	WDVA – VORP	State of Wisconsin			

TOTAL ATTENDANCE: 27

WCVV MISSION

To provide a venue for the Veterans Service Organizations and Veteran Community Stakeholders, located in Waupaca County, to share information, create opportunities for collaboration, and honor the service of Veterans living in Wauapca County.

MEETING NOTES

Meeting was called to order at 6pm by the CVSO - Jesse Cuff. The Pledge of Allegiance followed by a moment of silence was observed. Jesse reviewed the mission of the WCVV then asked each attendee to introduce themselves and identify what organization they were representing.

The agenda was reviewed and roundtable sharing was rich with content.

Fremont Aux Unit 391 - is collecting puzzle books, and basic hygiene items for Veterans please contact Kay for more details.

Vets Helping Vets - meets regularly and visits Veterans in area nursing homes please contact Ron for more info.

AMVETS Post 45 - hosts events at WVH@King regularly to support that work / get involved contact Armin for more info.

New London AL Unit 263 - is focusing on Americanism and Citizenship see Marla for more info.

VFW Post 1037 - is coordinating Vets in the Classroom for Veterans Day contact Jack for more info.

SSVF - Program funding renewed, continuing to work with Veterans with Housing needs / preventing / addressing Veteran homelessness please contact Sally for more information.

FVTC - Student Veteran Association has many members, Nov 22nd Service Organization Fair, contact Bill for more information.

VVA - Stressed the importance of coordinating services and for providers to screen for Veteran status. Also discussed suicide prevention.

WDVA / VORP - AODA, mental health issues, homelessness are areas of focus.

Membership concerns were voiced. Asset mapping and SWOT information sheets were provided. Community Asset worksheet was handed out.

REMINDER TO ATTENDEE'S PLEASE COMPLETE HANDOUTS AND RETURN NEXT MEETING

WCVC MEETING MINUTES

Date: 12/15/2016 Time: 6p-7p Location: Room LL42 Waupaca Courthouse

Name Organization Location

MEETING AGENDA RE-CAP

Armin Conradt	AMVETS Post 45	New London
Bill Trombley	FVTC Veteran Supt.	
Cal Stammer	WDVA – VORP	State of Wisconsin
Charles Vanderplas	DAV 53	Manawa
Chris Hupf	Desert Vets of WI	Fox Valley
Christina Flannagan	AL Post 63	Clintonville
Dan Rindt	AL Post 63	Clintonville
Donna Rindt	AL Aux Unit 63	Clintonville
Gary Mader	AL Post 161	King
Gene Wasrud	AL Post 14	Iola
Heidi Cuff	Spouse of Veteran	
Jack Beggs	AL Post 63	Clintonville
Jack Klepps	VFW Post 1037	Waupaca
Jesse Cuff	Waupaca CVS	County
Jessica Beckendorf	UW Extension	Waupaca
Jim Jaeger	AL Post 263	New London
Joe McGrath	Veteran	
John Black	AL Post 14	Iola
Josh McFaul	Desert Vets of WI	Fox Valley
Larry Sampo	AMVETS Post 45	New London
Lee Wilhelm	VFW Post 10407	Weyauwega
Sally Swanson	VAF	Region
Sandy Liang	UW Extension	Waupaca
Steve Kienast	DAV 53	Manawa
Todd Marks	Desert Vets of WI	Fox Valley
Tony Crawley	Desert Vets of WI	Fox Valley
Troy Nielson	Guest	Guest
Will Pope	AL Post 161	King / County AL

1. Introductions - Pledge of Allegiance and moment of silence
2. Review mission and purpose of the WCVC
3. Introductions (special guest Troy Nielsen) / Roundtable share.
4. SWOT / Asset Mapping Review
5. UW Extension MFLN Presentation
6. WI Veteran Suicide Information Presentation
7. Adjourn - Next meeting Thursday March 16, 2017 6p-7p LL42

TOTAL ATTENDANCE: 28

WCVC MISSION

To provide a venue for the Veterans Service Organizations and Veteran Community Stakeholders, located in Waupaca County, to share information, create opportunities for collaboration, and honor the service of Veterans living in Waupaca County.

MEETING NOTES

Meeting was called to order at 6pm by the CVS - Jesse Cuff. The Pledge of Allegiance followed by a moment of silence was observed. Jesse reviewed the mission of the WCVC then asked each attendee to introduce themselves and identify what organization they were representing.

The agenda was reviewed and roundtable sharing was limited to introductions.

Special guest Troy Nielsen spoke to the group.

Some completed SWOT / Asset mapping information was collected, but we do have some to collect.

Jessica Beckendorf gave a brief on the MFLN. <https://militaryfamilies.extension.org/military-families/>

Jesse owes the group a brief presentation on current WI suicide information.

A team from the Desert Veterans of Wisconsin Fox Valley gave a briefing on their structure, recruiting, and business practice. A rich Q/A followed. Thank you to the Desert Vets!

<https://www.facebook.com/Desert-Veterans-of-Wisconsin-Fox-Valley-Chapter>

Bill Trombley addressed the coalition and thanked all those that attended / supported FVTC's recent veteran event.

Joe McGrath led the group in a fishbone brainstorming exercise. Results to be shared and discussed at the next meeting!

****NEXT MEETING - Thursday March 16, 2017 6p-7p LL42****

WCVC MEETING MINUTES

Date: 3/16/2017 Time: 6p-7p Location: Room LL42 Waupaca Courthouse

Name	Organization	Location
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MEETING AGENDA RE-CAP

Anthony Crawley	Desert Vets-WI FVC	Fox Valley Chapter
Cal Stammer	WDVA – VORP	State of Wisconsin
Charles Vanderplas	DAV 53	Manawa
Dan Rindt	AL Post 63	Clintonville
Donna Rindt	AL Aux Unit 63	Clintonville
Eric Hendrickson	Guest	Guest
Faith Edgren	VA-MHICM	Region
Gordon Meyer	VFW Post 1037	Waupaca
Heidi Cuff	Spouse of Veteran	
Jeremy Bonikowske	AL Post 226	Manawa
Jesse Cuff	Waupaca CVSO	County
Jessica Beckendorf	UW Extension	Waupaca
Joe McGrath	Veteran	
John Black	AL Post 14	Iola
John Foss	Sen. Ron Johnson	
Kay Grosskopf	AL Unit 391	Fremont
Ron Roberts	AL Post 226	Manawa
Sally Swanson	VAF	Region
Shannon Hardel	WVH@King	King / County AL
Steve Kienast	DAV 53	Manawa
Will Pope	AL Post 161	King / County AL
William Flemal	VFW Post 1037	Waupaca

1. Introductions - Pledge of Allegiance and moment of silence
2. Introductions (special guest Eric Hendrickson) / Roundtable share.
3. Problem Solving Decision Making Brainstorming follow-up
4. Adjourn - Next meeting Thursday June 15, 2017 6p-7p LL42

TOTAL ATTENDANCE: 22

WCVC MISSION

To provide a venue for the Veterans Service Organizations and Veteran Community Stakeholders, located in Waupaca County, to share information, create opportunities for collaboration, and honor the service of Veterans living in Waupaca County.

MEETING NOTES

Meeting was called to order at 6pm by the CVSO - Jesse Cuff. The Pledge of Allegiance followed by a moment of silence was observed. Each attendee to introduce themselves and identify what organization they were representing.

Special guest Eric Hendrickson spoke to the group.

Joe McGrath led the group in prioritizing the fishbone brainstorming exercise. This was the next step in the problem solving decision making process. Compiled results to be shared and discussed at the next meeting!

****NEXT MEETING - Thursday June 15, 2017 6p-7p LL42****

VETERAN'S Coalition: Priority Issues Discussion Summary

Thurs June 15, 2017

The meeting was delayed due to severe weather. Power outages and prior night's severe weather damage was suspected for low turnout. Nine individuals attended in addition to Jessica Beckendorf and Joseph McGrath. The meeting commenced at approximately 6:10 PM. A review was provided for those who may not have been present during the prior rating process which had resulted in the Histogram Bar Chart of Priority items to address for improvement. Group I and II results from the evening are provided in the second half of this summary. Meeting Situation and Recommendation are provided directly below.

SITUATION: With just nine individuals present, the following approach was taken:

- We opened the discussion on the Top Priority, that being "Communication" abbreviated as Bar "IT" in the Histogram.
- The very first comment suggested that "communication" is exhibited in "people" and "facility" and should perhaps be combined. The discussion was steered back to the focus on the verbal component of communication which was intended by the "commo" criteria during the brainstorm "grouping" exercise at an earlier session.
- Available time for this session was a challenge. Greater time management will be necessary in future sessions in order to gain maximum human intel/brainstorm in the limited time available. Focus must be on maximum and unlimited input during any "brainstorm" phase. Rules for Brainstorming are a good way to manage this challenge.
- We divided the room in two and provided a register for a designated scribe to capture the ideas of the group. At this time approximately 15 minutes remained. Jessica joined the one group and I the other. Our objective was to facilitate ideas generation from the group on the topic of communications. Group notes follow the Recommendations below.

RECOMMENDATION: The following may be one solution to controlling future time and discussion.

Future Approach; a) introduction of the topic and communicate the objective, b) Review of the process, c) assign task by breaking into groups, d) Post and reference Brainstorm Rules & initialize INDEPENDENT thought within the group (say 10 minutes), e) each group assigns a scribe, f) individuals present their written ideas to the group (only those written bullets are accepted at this time), g) the scribe annotates these to chart paper on easel, h) group discussion begins only after ALL individual bullets are scribed. Ideas may be grouped but none erased. Group can add new bullets resulting from discussion of the bullet list. I) Group scribe briefs the Coalition on the results of independent thought and group discussion. J) Open for group Q&A following the task of gaining maximum input / human intelligence.

RESULTING BULLETS FROM EACH GROUP - Thurs June 15, 2017:

GROUP I: ADDRESSING COMMUNICATION

1. Parades
2. Radio Ads – specific to events
3. Facility – City Hall
4. Service to other Veterans (Mentor Program)

5. Similar experience connection (Mentor Program)
6. Rituals in meetings / Internal Communications ?? Award & Recognition Ceremonies ??
7. Posters at Gas Stations / Grocery
8. Internet / Facebook
9. Age Relation / relationship
10. External Visibility

Interpretation and comment regarding the Top Rated Root Cause – COMMUNICATION (JMM): Are we effective? What is the Target Audience? What is the communications media? What is the Message? Is the Mission & Vision clear? Do we have a Mission Statement? Are the Mission and Vision appealing to the Target Audience? Are these effective, functional, relevant and timely? Most of today's Target Audience is younger generation/Iraq, Afghanistan, Global based U.S. military. All are busy and they utilize extensively the internet / social media, many with cell connectivity. That would make FB and other social media a great medium of COMMUNICATION. The Coalition pretty much recognizes Social Media as important. However are the items above being considered and if so, effective? Group I perhaps had focus more on the mentorship target of communications. They focused on communication of services to other veterans, meeting rituals that might communicate values, belonging, reward, and a role that the older members can play in taking younger group under the wing to be more inclusive. They also recognized the value of current social media for outreach. Group II mentioned the necessity for it (Facebook) to be FUNCTIONAL. After asking what that meant, it was stated that it viewed functional as being relative and of value to the media visitor. The site must be attractive and appealing, easy to use, find, and provide effective links for; services, benefits change, directory of helpful contacts, contemporary articles on "need to know" information such as education benefits, investing, legal and estate planning, health and insurance, loans, seeking disability assistance, etc. Perhaps media such as Skype/other could be used to include members who can't get to the meeting place for a host of various reasons. **Essentially Communication within the Organization needs to be high speed – low drag, modern, relative & functional, organized, easy to use and find related links, directory for assistance. The Desert Veterans Group (Rep from Ron Johnson's office) spoke most about functional internet information. One key may include having an Organizational "Marketing Approach or Statement". **Do they clearly articulate a Mission & Vision in brief succinct terms?**

GROUP II: ADDRESSING COMMUNICATION

1. No dues or minimal dues
2. People with similar stories
3. Networking
4. Social Media – make it functional, useful
5. Image
6. Collaborate with other Veteran Organizations
7. Welcoming

Jesse Cuff

From: Jesse Cuff
Sent: Friday, September 22, 2017 8:20 AM
Subject: WVCV Meeting Notes from 09.21.17
Attachments: Jesse P Cuff.vcf

Good Morning Veteran Stakeholder Community,

The WVCV meeting last evening was held at the courthouse in room LL43. Attendees shared event information including:

- Next year's Connect to Courage event being held at the Public Safety Center of FVTC in Appleton sometime in March
- Anyone interested in participating in Honor Guard duties providing for Military Funeral Honors should contact Will Pope AL County Commander (popewr47@gmail.com)
- The VHRP homeless veteran program at King is accepting referrals and can always use more coffee, creamer, twin sheets, and cleaning supplies
- WVH@King has many ongoing events (<http://dva.state.wi.us/Pages/veteransHomes/VeteransHomeKing.aspx>) please check the webpage for a listing and consider supporting
- Fremont AL/Aux will be engaged in a Chili / Bake sale with proceeds going to support Hurricane Relief efforts
- Waupaca CVSO is offering a free 1 day training event aimed at Veteran Mental Health and Suicide Prevention, interested parties can register ([HERE](#)) or by copy/paste URL in search bar <https://goo.gl/forms/i7FnQetsxgFxzjLx2> Registration is limited to 40 and commanders have received notification.

Joe led us in a review of work to date and recommended we revisit/reconfirm the work done at the June WVCV meeting at the December meeting. Participants agreed and the December meeting was discussed. WVH@King generously agreed to host the December meeting. The tentative agenda for the December meeting is:

- Date: Thursday December 14th
- Time: 5p-7p
- Location: Marden Center meeting space on the WVH@King campus
- WVCV participants arriving at 5p will be treated to a facility tour
- WVCV participants are encouraged to bring a treat/hors d'oeuvres tray to pass (cookies, sweets, veggies, bars, candies) we will be enjoying these treats with coffee at the conclusion of the tour
- WVCV meeting will begin at 6p

Please help spread the message about this meeting and make every effort to attend if possible. All who are interested in Waupaca County Veteran matters are encouraged to attend. We look forward to seeing you there!

Regards,

Jesse P. Cuff
Waupaca County Veterans Service Officer
Courthouse, 811 Harding Street
Waupaca, WI 54981

WCVC MEETING MINUTES

Date: 12/14/2017 Time: 5p-7p Location: WVH@King Marden Center

Name	Organization	Location
Armin Conradt	AMVETS Post 45	New London
Bill Trombley	FVTC Veteran Supt.	
Daniel McGinnis	Riverview Gardens	Appleton
Dave Rollins	VFW Post 1037	Waupaca
Gary Mader	AL Post 161	King
Heidi Cuff	Spouse of Veteran	
Jesse Cuff	Waupaca CVSO	County
Jessica Beckendorf	UW Extension	Waupaca
Joe McGrath	Veteran	
Kay Grosskopf	ALA Unit 391	Fremont
Nick Peskie	Donation Spec.	WVH@King
Norm Ehrenberg	AL Post 14	Iola
Shannon Hardel	Interim Comm.	WVH@King
Will Pope	AL Post 161	King / County AL

MEETING AGENDA RE-CAP

1. Introductions - Pledge of Allegiance and moment of silence
2. Review mission and purpose of the WCVC
3. Introductions / Roundtable share.
4. Tour of WVH@King Marden
5. Review of process improvement work to date
6. Wrap-up exercise of process improvement work
7. Adjourn - Next meeting Thursday March 15, 2018 6p-7p LL43

TOTAL ATTENDANCE: 14

WCVC MISSION

To provide a venue for the Veterans Service Organizations and Veteran Community Stakeholders, located in Waupaca County, to share information, create opportunities for collaboration, and honor the service of Veterans living in Waupaca County.

MEETING NOTES

Meeting was called to order at 5:15pm by the CVSO - Jesse Cuff. The Pledge of Allegiance followed by a moment of silence was observed. Jesse reviewed the mission of the WCVC then asked each attendee to introduce themselves and identify what organization they were representing. The agenda was reviewed and roundtable sharing was limited to introductions.

Thank you to WVH@King Shannon and Nick for hosting the meeting and providing a great tour of the exceptional facility. Joe McGrath led the group in a review of the process improvement work to date in the theater. The group reassembled in the multi-purpose room and Joe led us in the final stage of our improvement exercise. The final report will be shared and discussed at the next meeting. Please bring ideas for our next project.

Additionally, we will be voting on shifting our meeting dates to the 4th Thursday in Feb, May, Aug, and Nov, or the 4th Thursday in Jan, Apr, Jul, and Oct. Either change would retain the 6p meeting time. We look forward to seeing you at the next meeting!

****NEXT MEETING - Thursday March 15, 2018 6p-7p LL43****

VETERANS COALITION WAUPACA CO. GROWTH OPPORTUNITY ANALYSIS

BRAINSTORM – CAUSE AND EFFECT CONSENSUS BUILDING SESSION

OBJECTIVES & DESIRED OUTCOME (Dec 2016):

- RECRUIT
- RETAIN
- GROW
- ADVANCE

Joseph M. McGrath
LTC (Ret) U.S. Army
Joseph M. McGrath

Cause & Effect Process

PROBLEM SOLVING TECHNIQUE-Cause & Effect

"EXCELLENCE"
ACOE
Army Communities of Excellence
"In Search of Excellence"

1) BRAINSTORM:

- Independent thought & ideas
- Jot down each idea on "sticky"
- Rapid ideas, nothing is crazy

2) ATTACH STICKUP TO RESPECTIVE FISHBONE CAUSE CATEGORIES

- May form downstream categories
- Each "sticky" is independent idea
- Post sticky to most relative cat.
- Causes drive / reinforce end effect

3) GROUP/COMBINE DUPLICATIONS

- Team discusses difference, redundancy or duplication
- Consensus on word-smith or elimination due to duplication
- Move & group similar ideas

4) Quantify / ASSIGN SCORE

- Each indiv. assigns score of 3,2,1 for each cause/cause group (3) being greatest contributor or priority to a problem, (1) being least impact
- Independent work on scoring
- Approach Fishbone and assign your score (numbers or colored dot)

5) TALLY SCORES for Groups

- Tally for all items receiving scores
- Sum of scores within groupings
- Record items, score, histogram
- Analyze histogram / Theory

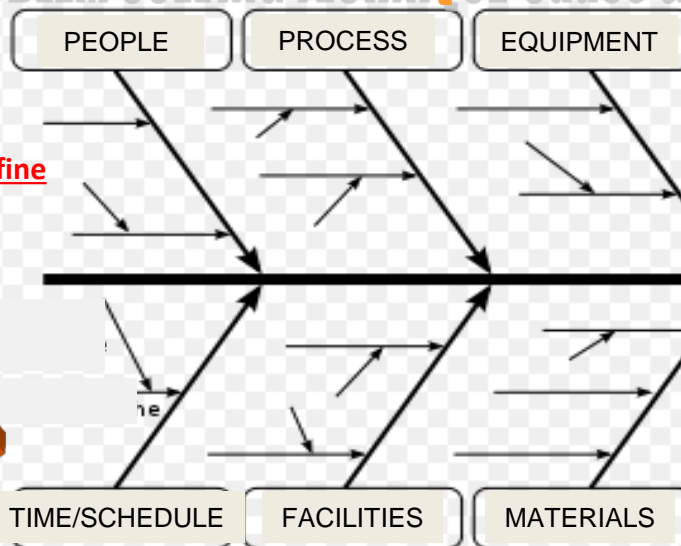
6) RECOMMENDATIONS FOR IMPROVEMENT ON TOP 5-6 DOWNS

- Brainstorm COAs
- Best COAs

CONSTANT IMPROVEMENT



Define

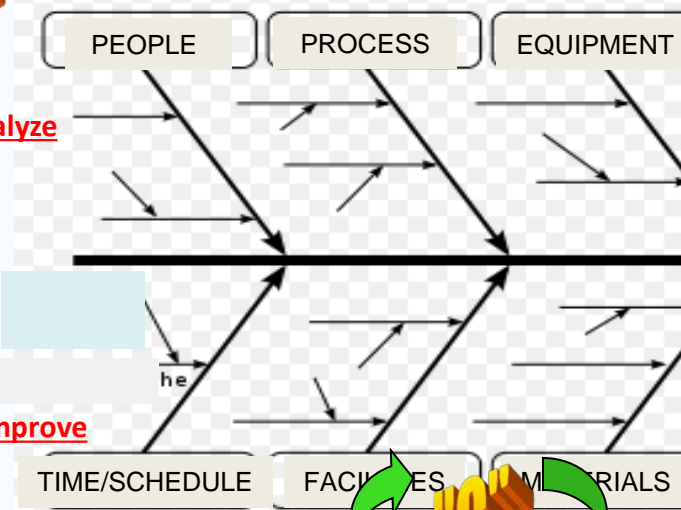


Measure

ISHIKAWA-FISHBONE



Analyze



Improve



Control



6-SIGMA

LEAN MANAGEMENT



Military Decision Making Process



STAFF
PLANS & COA

COLLECTIVE INTELLIGENCE – CONSENSUS BUILDING

Builds “OWNERSHIP”

“Power of the Mastermind” – Earl Nightingale



The above chart illustrates the hand written “item cards” posted by all individuals generated through independent thought during the ideas session. The photo demonstrates the feedback captured and posted on 4”x6” cards adhered to the various categories of the 3 foot x 8 foot chart paper. Participants were provided 10 minutes to brainstorm independently using the previously agreed upon categories driving action to the desired outcome /objective to “Recruit/Retain/Grow/Advance”



VET Coalition Consensus Building - PSDM

TRANSPORT

- Central Location (2)
- No Drivers License
- Close to Home
- Car Pooling (3)

- Potential Networking
- Outreach & Employment
- Fun Events
- Recognition / Reward (6)
- Service
- Pay it Forward?
- Community / Pride
- Retention
- Family Friendly (inclusive)
- Education "on Entitlements"

PAY BACK

COMMO

- Constructive criticism
- Lack of connectivity; email, addresses, Post location
- News Releases (2)
- Digital Comms; Web Base, FB Page, Social Media, Technology, Fast & Easy (8)
- Listen
- Effective Outreach, Cold Call, Relevant, Kind (2)
- Locals / Local Events
- Encouragement
- Timely
- Non-existent
- Welcoming vs Uninviting
- Events

RELEVANT

FACILITY

- Remodel / Modern (2)
- Pleasant facilities
- Old buildings / interiors
- Military décor,
- Fun environment
- Cozy, comfortable atmosphere (2)
- WiFi access

Time, Planning, Milestones

PEOPLE/TEAM

- All Vets Welcome
- Max Participation
- Age not relevant
- Close the Generations Gap
- Foster friendship
- Welcoming
- Hostile, Unfriendly, Friendly (4)
- Visit Members
- Respect
- FUN Involvement
- TEAM Projects promote joint work
- Limited Resources, volunteers, involved (2)

PROCESS

- Teamwork
- Informal meetings
- Nothing Formal in place
- Laid back
- Goal Oriented
- **Greet Everyone!
- Streamlined
- Family Oriented
- COST of mbrshp, mtgs, events.
- Cdchapter news releases
- Disorganized!

- ** Mentorship

- Family

- Equality

- "Old Dudes"

OUTCOME

- RECRUIT
- RETAIN
- GROW

**Resulting "fishbone" (Ishikawa diagram) developed in December 2016 by the Veterans Coalition. This was the brainstorming mechanism used with key deliverable categories, problem or desired outcome, and team developed root causes.



VET Coalition Consensus Building - PSDM

PEOPLE/TEAM

- ** Mentorship

- Family

- Max Participation

COMMO

FACILITY

TRANSPORT

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- Fun Events

- Recognition / Reward (6)

- Service - Pay it Forward?

- Community / Pride

- Retention

- Family Friendly (inclusive)

- Education "on Entitlements,
In it for me

- News Releases (2)

- Constructive criticism - Listen

- Lack of connectivity; email,
addresses, Post location

- Digital Comms; Web Base, FB
Page, Social Media, Technology, Post
& Easy (8)

- Effective Outreach, Cold Call, Relevant, Kind (2)

- Locals / Local Events - Encouragement

- Timely

- Non-existent

- Welcoming vs Uninviting - Events

- Current / Chng with times

- Current issues / events (2)

- Remodel / Outdated /

- Feed back process
mechanism & evaluation

- I'm making a difference,
contribution

- Good / Quality Program

- Remodel / Modern (2)

- Pleasant facilities

- Old buildings / interiors

- Military décor,

- Cozy, comfortable
atmosphere (2)

- WiFi access

- Fun environment

- Time limit / 1 hr. mtgs.

- Meeting frequency / forum

- Meeting & Ending
Times discipline

- Stick to Agenda
/ On track

- Goal Oriented

- Convenient

- Age not relevant

- "Old Dudes"

- Close the Generations Gap

- Equality

- Foster friendship

- Welcoming

- Hostile, Unfriendly,

Friendly (4) - All Vets Welcome

- Respect

- Visit Members - FUN Involvement

- TEAM Projects
promote joint work

- Limited Resources,
volunteers, involved (2)

- Teamwork

- Informal meetings

- Nothing Formal in place - Laid back

- Goal Oriented - Disorganized!

- **Greet Everyone!

- Family Oriented

- COST of mbrshp, mtgs, events.

- Cdchapter news releases

PROCESS

- RECRUIT
- RETAIN
- GROW

RELEVANT

Time, Planning, Milestones

PAY BACK

OUTCOME



= 1 point value



= 2 point value



= 3 point value

VET Coalition Consensus Building - PSDM

TRANSPORT

- Central Location (2)
- Close to Home
- Car Pooling (3)
- No Drivers Licence

COMMO

- News Releases (2)
- Constructive criticism - Listen
- Lack of connectivity: email, addresses, Post location
- Digital Comms; Web Base, FB Page, Social Media, Technology, Post & Easy (8)
- Effective Outreach, Cold Call, Relevant, Kind (2)
- Locals / Local Events
- Encouragement
- Timely
- Non-existent
- Welcoming vs Uninviting

FACILITY

- Remodel / Modern (2)
- Pleasant facilities
- Old buildings / interior
- Military décor
- Cozy, comfortable atmosphere (2)
- WiFi access
- Events

PEOPLE/TEAM

- Max Participation

- ** Mentorship

- Family

- Age not relevant
- "Old Dudes"
- Close the Generations Gap
- Equality
- Foster friendship
- Welcoming
- Hostile, Unfriendly
- Friendly (4)
- All Vets Welcome
- Respect

- Visit Members
- FUN Involvement
- TEAM Projects
- promote joint work
- Limited Resources, volunteers, involved (2)

PAY BACK

- Potential Networking
- Outreach & Employment
- Fun Events
- Recognition / Reward (6)
- Service
- Pay it Forward?
- Community / Pride
- Retention
- Family Friendly (inclusive)
- Education "on Entitlements, In it for me"

RELEVANT

- Current / Chng with times
- Current issues / events (4)
- Remodel / Outdated /
- Feed back process mechanism & evaluation
- I'm making a difference, contribution
- Good / Quality Program

Time, Planning, Milestones

- Time limit / 1 hr mtgs
- Meeting frequency / forum
- Meeting & Ending
- Times discipline
- Stick to Agenda
- On track
- Goal Oriented
- Convenient

PROCESS

- RECRUIT
- RETAIN
- GROW

- Teamwork
- Informal meetings
- Nothing formal in place - Let it back
- Goal Oriented
- Disorganized!
- "Greet Everyone!"
- Family Oriented
- COST of mbrshp, mtgs, events
- Cdchapter news releases



● = 1 point value

● = 2 point value

● = 3 point value

VET Coalition Consensus Building - PSDM

TRANSPORT

24

Central Location (2)

- Close to Home

Car Pooling (3)

No Driveway

3

Potential Networking

- Outreach & Employment

- Fun Events

Recognition - Reward (6)

- Service - Pay it Forward?

- Community / Pride

Retention

- Family Friendly (inclusive)

- Education "on Entitlements,
In it for me

PAY BACK

COMMO

News Releases (2)

Constructive criticism - Listen

- Lack of connectivity: email,
addresses, Post location

Digital Comms: Web Base, FB

Page, Social Media, Technology, Post

& Easy (8)

- Effective Outreach, Cold Call, Relevant, Kind (2)

Local Events - Encouragement

- Timely - Non-existent

- Welcoming vs Uninviting

Events

- Current / Chng with times

- Current issues / events (4)

Remodel / Outdated /

Feed back process

mechanism & evaluation

- I'm making a difference,
contribution

- Good / Quality Program

RELEVANT

FACILITY

38

- Remodel / Modern (2)

- Pleasant facilities

Old buildings / interior

Military décor,

- Cozy, comfortable

atmosphere (2)

WiFi access

Fun environment

Time limit / 1 hr. mtgs

- Meeting sequence / forum

- Meeting & Ending

Times discipline

- Stick to Agenda

On track

Goal oriented

- Convenient

Streamlined

- COST of mbrshp, mtgs, events

- Cdchapter news releases

Time, Planning,
Milestones

PEOPLE/TEAM

- Max Participation

22

Age not relevant

- Close the Generations Gap

- Equality

Foster friendship

- Welcoming

- Hostile, Unfriendly

Friendly (4)

- All Vets Welcome

- Respect

- Visit Members

- FUN Involve

- TEAM Projects

promote joint work

- Limited Resources

volunteers involved (2)

- Teamwork

- Informal meetings

- Nothing formal in place

- Led back

Goal Oriented

- Disorganized!

- "Greet Everyone!"

- Front Oriented

- Streamlined

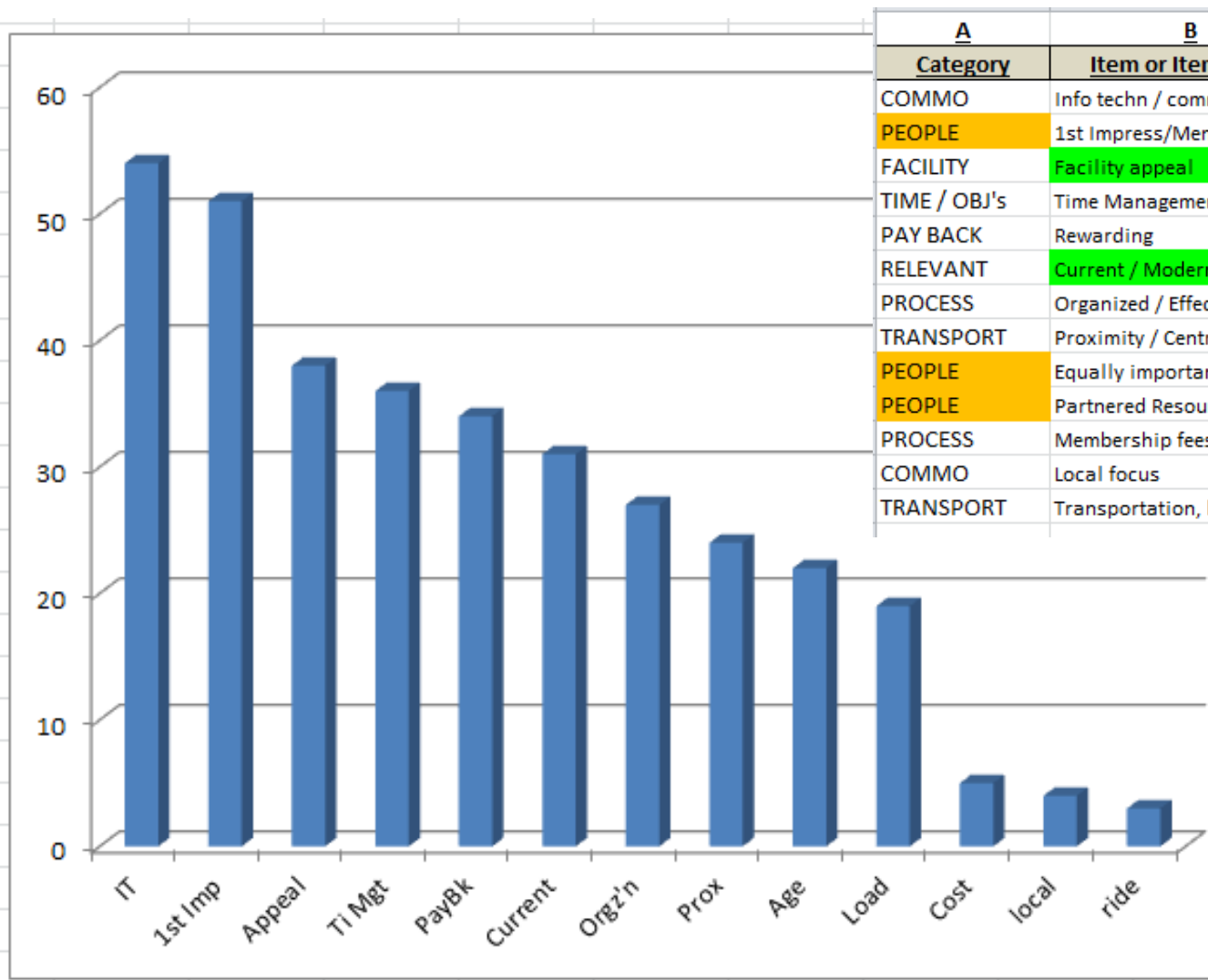
- COST of mbrshp, mtgs, events

- Cdchapter news releases

PROCESS

- RECRUIT
- RETAIN
- GROW

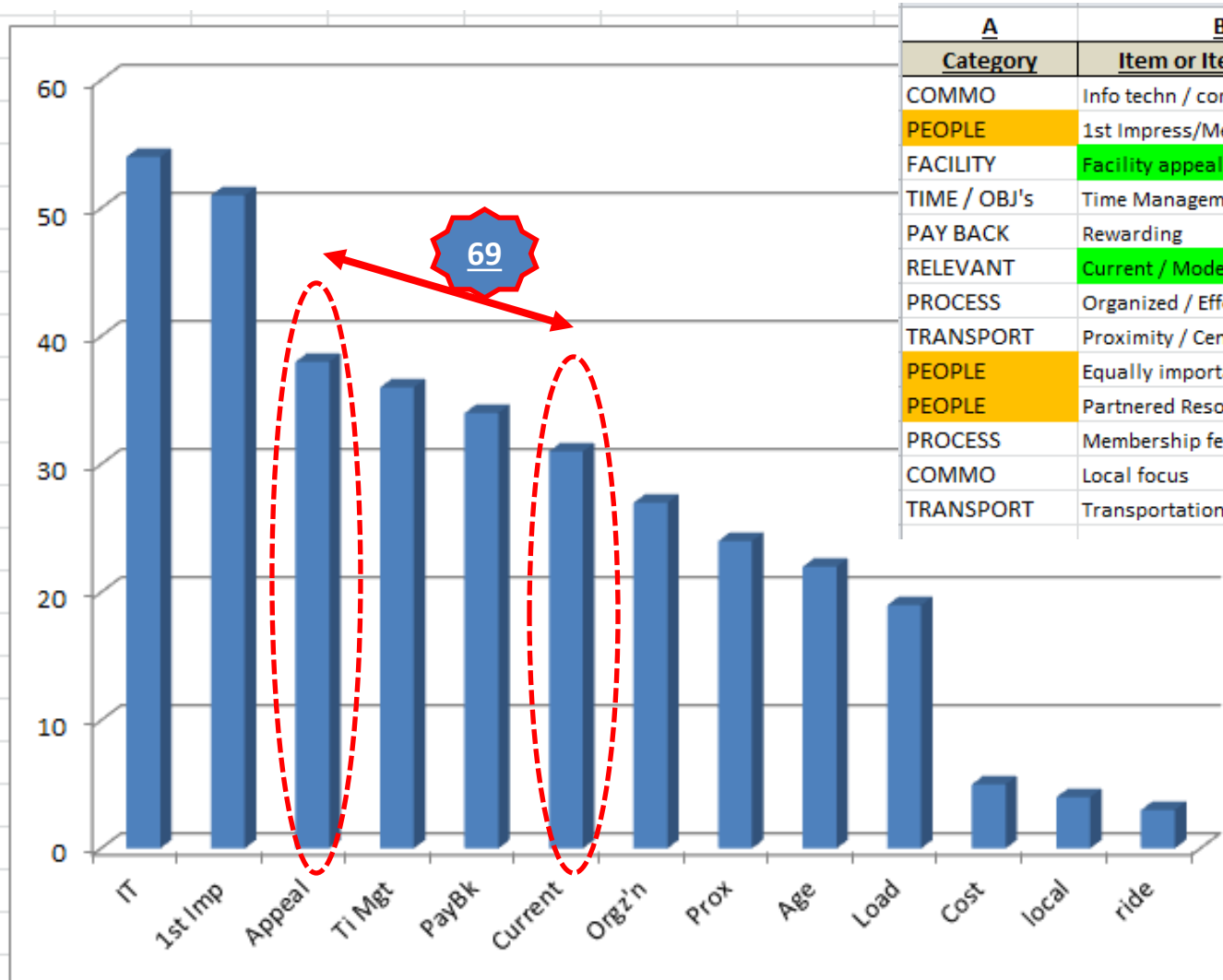
Priority Ratings for Category Items



ANALYSIS PHASE

This Histogram graphically illustrates key and critical items worthy of further course-of-action analysis. Group Consensus has identified the greatest priority beginning with the highest numbered items from left to right. The raw data and descriptions are shown in the accompanying chart.

Priority Ratings for Category Items



A	B	C	D	E
Category	Item or Item Group	Abbreviation	Score	
COMMO	Info techn / commun	IT	54	
PEOPLE	1st Impress/Mentor/Friend	1st Imp	51	
FACILITY	Facility appeal	Appeal	38	
TIME / OBJ's	Time Management	Ti Mgt	36	69
PAY BACK	Rewarding	PayBk	34	
RELEVANT	Current / Modern	Current	31	
PROCESS	Organized / Effective	Orgz'n	27	
TRANSPORT	Proximity / Centralized	Prox	24	
PEOPLE	Equally important Eras	Age	22	
PEOPLE	Partnered Resources	Load	19	
PROCESS	Membership fees	Cost	5	92
COMMO	Local focus	local	4	
TRANSPORT	Transportation, license	ride	3	

ANALYSIS PHASE

This Histogram further illustrates the very close relation between the **FACILITY** category with that of the "RELEVANT" category, both highlighted in green. If combined, these two would provide a commanding lead priority to pursue. "FIRST IMPRESSIONS" is perhaps the best explanation for this perceived result. The "**PEOPLE**" category also provides an interesting interpretation. If one considers the combined impact of individuals and mentorship possibilities, then the three related items combined (in orange) will yield a total score of 92. The "people" category and their exhibited attitude has significant impact on the desired outcome and is truly worthy of further analysis. Isn't it interesting that we still end up with the TOP 3 including; COMMO, PEOPLE, FACILITY??

SLIDE TWO: The Ishikawa or Fish Bone diagram is a methodology used extensively in brainstorm and root cause, Kaizen and Kepner Tregoe analysis. Essentially a disciplined “Cause and Effect” approach to problem solving while gaining the greatest unbiased human intelligence input. The After Action Review (AAR) Kaizen process is used immediately following an event, failure, complaint, or disconnect that demands improvement. Kaizen is from the Japanese concept of stopping the assembly line operations to immediately correct gaps in the process. The concept is used successfully in joint development collaboration to uncover unmet needs with customers and cross functional departments. It is also useful in facilitating collective intelligence gathering for competitive advantage through SWOT (Strength, Weakness, Opportunity, Threat) analysis. Various terms are seen on the slide that are employed in a host of continuous improvement methodologies including; Lean Management, Six Sigma DMAIC, PSDM, Kaizen, MDMP (decision making), AAR analysis. These only signify the global nature of the technique for collective intelligence gathering. ****DMAIC:** Define, Measure, Analyze, Improve, Control ****MDMP:** Military Decision Making Process, ****KT:** Kepner Tregoe Planned Innovation, ****ACOE:** Army Communities of Excellence, ****SWOT:** Strength, Weakness, Opportunity, Threat

SLIDE THREE: The above chart illustrates the hand written “item cards” posted by all individuals generated through independent thought during the ideas session. The photo demonstrates the feedback captured and posted on 4”x6” cards adhered to the various categories of the 3 foot x 8 foot chart paper. Participants were provided 10 minutes to brainstorm independently using the previously agreed upon categories driving action to the desired outcome /objective to “Recruit/Retain/Grow/Advance”

SLIDE FOUR: Annotated “fishbone” (Ishikawa diagram) developed in December 2016 by the Veterans Coalition. This was the brainstorming mechanism used with key deliverable categories, problem or desired outcome, and team developed root causes.

SLIDE FIVE: Annotated Veterans Coalition “fishbone” for brainstorming with key deliverable categories, problem or desired outcome, and root causes. Stippled circles represent possible groupings and possible critical deliverables. Font color and yellow highlight identify cross-category similarities. Taking this further dictates that priority numerical assignment be given by team members for each agreed upon “grouping” and appropriate stand-alone items. In other words, independent scoring “tags” or “written” annotation are provided by team members once again without discussion. The scoring theme will be 1-3 with 3 having greatest impact (most critical) and 1 having least.

SLIDE SIX: Scores have been assigned to key groups and independent causes on the chart. Numerical scores are assigned for each colored tab with green being lowest weighted contributor assigned a **1**, yellow is a mid weighted contributor at **2**, and red accounting for the greatest contributing cause with a score of **3** being assigned. These tabs will be tallied in the next slide

SLIDE SEVEN: The tallied scores are exhibited in this slide. It can be seen that the highest tallies are exhibited in groupings at the top half in the areas of Communications, Facility, and People. These tallied groupings will be used to table and graph in order to histogram results for analysis.

SLIDE EIGHT: The resulting Histogram from data results of Slide Seven is illustrated in this slide. They clearly demonstrate Priority Causes in need of action to influence improvement in our quest for retention, growth, and relevance. The corresponding data is exhibited in the Chart in the upper right of the diagram. The Cause Categories are named in Column A. Abbreviations exhibited for each cause are shown in Column C. These were used to further clarify the added meaning of each of the Causes of Column A as interpreted from the groupings of participants input during the brainstorm exercises.

SLIDE NINE: This slide illustrates the brainstorm results by graphical **Histogram** of priority / **key causes**. It demonstrates the results of all the Cause and Effect brainstorm sessions. We usually chart the “top” 3-4 or 6-8 items as “Priority”, while independently (by organization perhaps) satisfying the low hanging fruit as targets of opportunity. Priority Items will require planning for change and in some cases will become part of a Strategic Plan. Targets of Opportunity may be solved by one organization simply providing a flyer of benefits or initiating calls to membership prior to an upcoming meeting.

This Histogram further illustrates the very close relation between the **FACILITY** category with that of the “RELEVANT” category, both highlighted in green. If combined, these two would provide a commanding lead priority to pursue. “FIRST IMPRESSIONS” is perhaps the best explanation for this perceived result. The “PEOPLE” category also provides an interesting interpretation. If one considers the combined impact of individuals and mentorship possibilities, then the three related items combined (in orange) will yield a total score of 92. The “people” category and their exhibited attitude has significant impact on the desired outcome and is truly worthy of further analysis. Isn’t it interesting that we still end up with the TOP 3 including; COMMO, PEOPLE, FACILITY??

KT – PROBLEM SOLVING / DECISION MAKING

ACTION LIST & REPORT

****GOING FORWARD****

PEOPLE:

1. Plan to show appreciation to other components of the family
2. Show true appreciation to the membership
3. Make it inviting
4. Work toward the betterment of the mission (No in-fighting)
5. Current membership information; phone#, email address, street address
6. How can we make our meetings more welcoming to spouses and for the whole family
7. Allow spouse involvement in meeting. I don't want to take more time from family (in light of PTSD among Desert Vets in current environment and Operational Force multiple deployments among Reserve/National Guard)
8. Commander open to new ideas – not too routine; more activities, listen,
9. Positive attitude
10. Elect the right people for the right office.
11. Have a short joint meeting with the Post and Auxiliary of upcoming functions
12. How can we take a fresh look at meeting rituals to be more inclusive
13. People – multigenerational, Family oriented,
14. Encourage established members to bring potential younger people to the meetings
15. Process Loop illustrated: Organization needs numbers >>> Department and Units recruit to meet numbers>>>> Members are not involved>>>> Dwindling Active and Aging members
16. My way or the highway mentality (**no consensus building mechanisms JMM)
17. Provide Child Care
18. Joint meetings (split for separate business) (**Auxiliary inclusive JMM)
19. Assign a Mentor
20. Bring / include family all

FACILITY:

1. Consider dropping certain Formality in certain areas or times; Dress – Don't make me wear the "goofy" hats. Allow options outside the Garrison hat such as Veteran Ball Caps. Some of us have had enough
2. Make facility more family oriented; consider child care during meetings, etc
3. Right size
4. Proper acoustics
5. Update / modernize as can be done
6. Planning – 1,3,5 years out
7. Facility Improvements; dated – how to fund (Grants available, Raise \$\$)
8. Poor Lighting
9. No Electronics or Visual media
10. Better Accessibility
11. Outside seating / picnic area
12. Better parking lot lighting
13. Permanent Coat Closet

TIME MANAGEMENT:

1. Limit time of speaker to xx amount of minutes
2. Brainstorm more of upcoming events, be fair when the ideas come in. Don't let 2-3 people run the show
3. Leadership prepares for meeting 1-2 weeks before regular meeting to ensure everything that needs to get done does and things not necessary are not brought up
4. Checklist of activity planning
5. Advance notice of when and where to meet and plan events, be on time.
6. Use more help
7. How can we make sure everyone gets a voice while respecting the time of all members
8. Timely notification
9. Communicate needs to the membership
10. Encourage others to become involved
11. Not too long or short
12. Meeting times convenient
13. People on time
14. Less idle chatter distracting others
15. Big Complaint – Meetings too long,
16. Stay on Task
17. Roberts Rules of Order *Maybe post a Poster Size; Meeting Rules (JMM)
18. Back to Communication, or, Lack of
19. The right person in charge timing and preparing
20. Need to have a Leader in meeting
21. Keeping it on topic

COMMUNICATION:

1. Explore Facetime Media projected meetings for ease of participation and broader geographic reach
2. Identify the best means to reach the most members
3. Communications person / team must be adept
4. Not all members have multiple modes; email, text, FB
5. Meetings too long
6. Communicate all information
7. What communication tools are the best (online vs. offline)
8. Explain the program – outreach
9. Why aren't members joining? What do they want? (**Survey/Outreach ??? JMM)
10. Better Newsletters
11. More information on Location, time, date (** regarding meetings, events, special occasion JMM)
12. Group emails and text messages
13. Be a Good Listener
14. Check on members who don't come to meetings (** Friendly, Understanding & Courteous outreach/calls JMM)
15. More members having site on mylegion.org
16. Sent out newsletter
17. Posters
18. Lack of consistent MARKETING OUTREACH
19. Expand outreach areas
20. Communicate benefits of membership
21. Communicate Mission
22. Formal newsletter is needed to provide adequate well thought information to the members; 1) needs to be timely, same time every quarter, 2) needs to review progress and thank members who participate, 3) need to look forward to provide info on upcoming activities.
23. Quit demanding that I "Listen UP". There are many more catchy themes and Marketing messages. This takes me back to boot camp. I graduated and paid the dues. Don't make me and family see this. Negative connotation/implication
24. Need a designated photographer for Veteran activities to document who/what/where/when/why. Also will provide for printing in a newsletter to make the letter more ATTRACTIVE. (**APPEARANCE/IMPRESSION surfaces throughout the 5 priorities of the consensus JMM)
25. SOCIAL MEDIA needs ACTIVE ADMINISTRATION
26. Current membership information; Phone number, email, address, etc
27. Lack of consistent Marketing Outreach
28. Expand outreach areas

PAYBACK:

1. Express the mission for buy-in (what about the organization)
2. Educate on the founding of the organization
3. Incorporate members that will allow their family involvement
4. Free beverages
5. Free dinner
6. Free meetings
7. Do we ask spouses what they value/want
8. Do we ask potential members what they value/want out of membership
9. Self satisfaction, pride of a person helping veterans or other people in your community
10. Mentor new members
11. True recognition and appreciation to their efforts
12. Do we ask existing members what they value/want
13. Making sure you can deliver on your promise
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SUMMARY – IMPROVING OUR VETERANS ORGANIZATIONS AND SERVICES

REVIEW OF EFFORT – “WHERE WE’VE BEEN”: Where we go from here is the question each individual and organization must answer. We have outlined a process that can be used within your own organizations to improve continuously. It provides a tool to seek Organizational Excellence, realizing we may get close but never arrive. The journey never ends.

Too often we meet and walk from a gathering where we heard nothing but the comments, war stories, and reflections of just a couple individuals. The meeting goes on a tangent from its intended purpose. Not everyone is courteous of time constraints and protocol. This is not to say that these are not valid and important discussions. It does not say that their discussion is not well meaning. It does not say that they have ill intention. It only reinforces the rules of proper etiquette and time management within our organization’s agenda. It also reinforces the necessity of fair representation by all members to have equal time for input. Often times we must engage ingenious means to draw the information out. The quiet person may have the answers, yet too timid to bring them forth. Too many times we may lose members interest because a meeting goes on too long or gets drawn into a direction that should either be chaired or placed on a future agenda.

TODAY & CURRENT – “WHERE WE ARE AT”: The Cause and Effect Brainstorm technique and its RULES for Brainstorming are paramount. They ensure that we get all ideas represented as the most effective means of fair and consistent gathering of Human Intelligence to address and positively influence root cause analysis. We may have strayed at times, but continuously we met to adjust and steer our journey to success. We refined our brainstorm rules as we moved forward. We continuously sought improvement in our own process, a journey that started many decades ago in that Post WWII era. We have a package of information that can be filed and forgotten, or, we can be vigilant and discuss the outcomes. We can bring the ideas to the floor of our next meeting. We might uncover how many are really thinking the same. It must be remembered however, that there are ways to poll or survey anonymously that will preclude ridicule from the nay-sayers. THAT IS CRITICAL.

GOING FORWARD – “WHERE WE ARE GOING”: The Priority Categories that we discovered such as Communications, People, Facility still need to be addressed individually by the Organizations. The Action Items and Root Causes need to be reviewed to examine whether they are relevant to our Organization’s particular situation. Here again, we must be honest and brave to truly interpret whether the item has merit and we will put aside old bias or perhaps outdated traditions that may not be relevant to today’s Veteran.

We can explore new media, techniques, and strategy for our Communications. Perhaps we can conduct joint training sessions to not only improve our own Organizations outreach, but also to effectively collaborate among our organizations with real-time digital options. The world is limitless and as a TEAM we can; RETAIN, GAIN, GROW, AND ENRICH!