

The American Legion Department of Arizona CoViD-19 Legion Post Re-Start Booklet

May 2020

The purpose of this booklet is to assist Posts in the restart of operations after closure was required by the state ordered CoViD-19 Pandemic shutdown. It was a drastic step needed for the purpose of slowing the speed of the virus in spreading throughout our communities. It was costly in many ways and now we can move forward.

Each Legion Post is unique in how they serve their community and this booklet is serves only one purpose: *To assist each Legion Post in Arizona to restart with the least amount of loss and inconvenience beyond the closure itself.*

Because Arizona Posts vary widely on their offerings to the Legion Family members, one size does not fit all. There are many common issues most Legion Family members will face at each Post, this is for those Posts that need a “start point” for the very large job ahead: **Re-Start.**

Re-Start itself is a large effort for most Posts and perhaps the manner from which the Post’s shut-down was performed is a good place to start the effort to be back up and running as best as possible. *Undoing the Shut-down is only part of the effort.* The Re-Start includes cash flow issues from what may be diminished funds from the interruption of normal revenue streams.

Not all Legion Family members are able to come back at this time due to issues that make them susceptible to catching to the virus. We can do our best to minimize the risk but the risk is still there. Discipline in how we adapt to the new requirements placed upon the operation of the Post is crucial to long term success of the Post. Any one person’s slip can cause great harm to the viability of the Post’s continued service to the community. Help each other to make this adjustment.

The long term goal of the Post should be to return services where ALL members can enjoy the camaraderie and benefits of Legion Family membership.

The first section of this booklet is what is thought of in general terms of what was done to effectively close the a Post Operations. That closure was done with the thought of securing the Post for a return to future operations.

All Posts are going through this process. Share your knowledge learned (and earned) of working though the process of the Re-Start with other Posts.

It is important you read the Closure section before moving to the Re-Start section. You will find questions that need to be examined and considered that directly effects how you restart Post operations. Broaden your review of what is ahead to avoid missing something important.

Decide what is done first, then second, etc. Delegate and Share the workload. Work together as you work through this effort. Succeed together. Keep your Family together and strong.

Post Management Tools: Mitigate Loss From Operations Disruption

Potential Causes

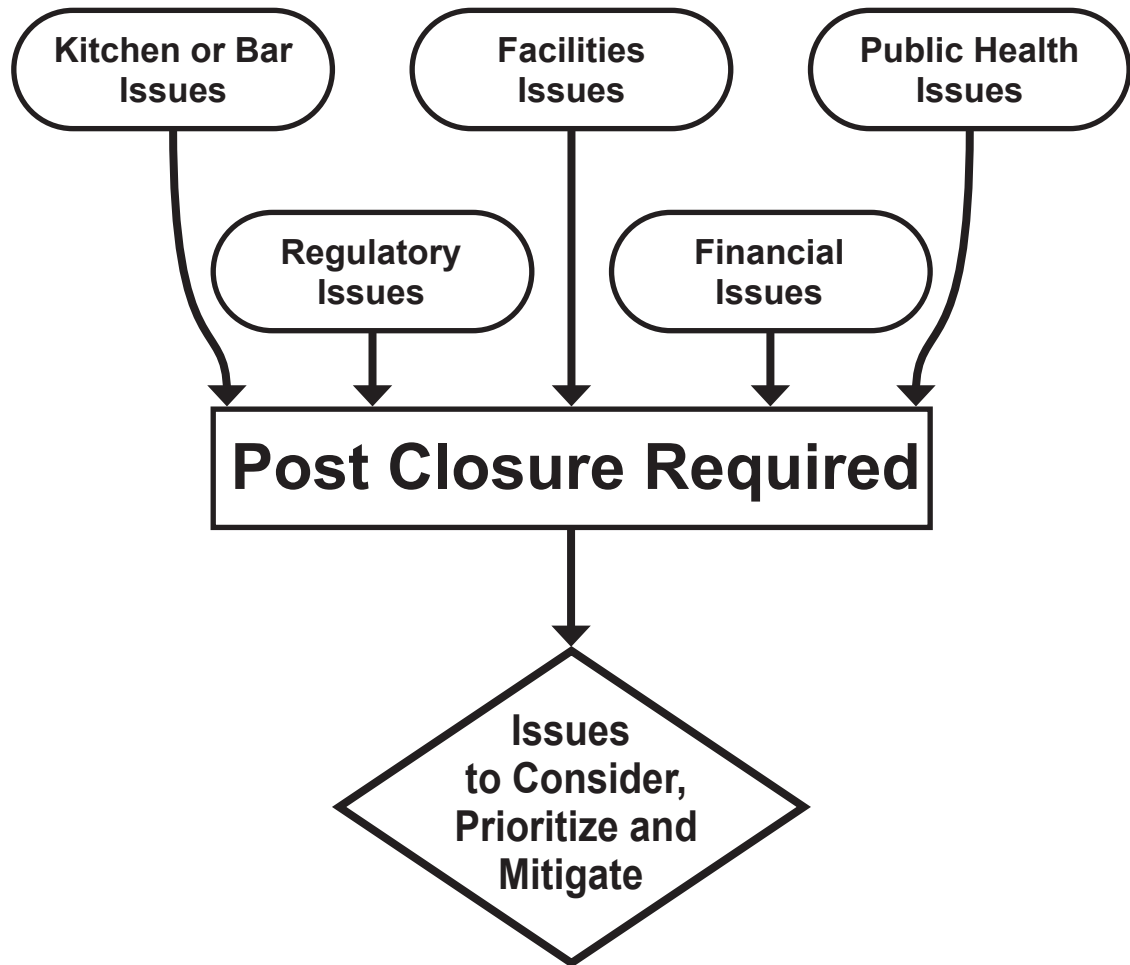
Threshold to Forced Decision
(no other options)

Who?
What?
When?
Why? and How?

Post Commander and Post Executive Board formally Decides to Comply with Governor's Executive Orders

A Closure List is needed for the re-start of operations

Re-start mirrors the Closure Process plus added issues



When a Post is closed for a temporary period of time — What issues require action? What has priority — outline the many issues to be addressed. Create an all inclusive “All List” to work from in addressing the various issues and their priority to be attended.

A starting point is an assumed list of what will probably need addressing that can serve as a template for a Post to create a custom action list specific to its needs.

The importance of this list is that each item the Post addresses when closing the Post and Lounge Operations will need to be addressed when re-starting operations. A expansive list will ensure key issues are not missed when performing the closure and re-start of operations.

Portions of the process are delegated and needs are narrowed to your Post’s specific needs. Keep detailed reports on What, When, Why and How. The report is generated by the “Who” as delegated by the Post Commander and Executive Board.

The report should be short and to the point, yet detailed enough to avoid confusion when reversing the process for the re-start. Contact information of key persons, regulatory notifications required, where things were stored, are

Post Management Tools: Mitigate Loss From Operations Disruption

they under lock and key, who has the key, what needed repair, etc. should be answered in the report.

The report is placed with the official documents filed at the Post.

A duplicate document is suggested for the “Restart of Operations Folder” for future use.

Generally: Let others know what needs to be undone to resume regular Post Operations.

A sample list of areas within a Post to be addressed follows:

Side Note

Areas of concern — Inescapable Costs and Actions that must be addressed

Keep everyone informed

1 Communication: Actions by the Post Commander and Executive Board communicated to the Post Membership and Family Membership. What is happening, why, and the length of closure.

How to get more information

2 Communication — Feedback: How does your Legion Family Membership contact the Post and Officers during the closure? Who does a delivery truck contact when the post is closed? Does the Post Office, Fire & Police Departments know how to reach the Post during this period?

The Bank, The Mortgage

3 Facilities Rent/Mortgage/Loans payable: Are there obligations to make payments to landlords or holders of notes payable during the closure. Is there enough money to fulfill this obligation?

Are you checking on the Post during closure?

4 Facilities Maintenance: An empty Post still requires maintenance. Is someone checking the freezer and walk-in refrigerator for proper operation? If there is water damage from leaking pipes or roof, is someone checking the facilities for issues from such? Is regular Maintenance still performed (*should be “yes.”*) **The “Maintenance Program” should continue during closure.**

No Post operations means no events

5 Event Cancellations: What is the proposed length of closure?

Events that require cancellation should have issues addressed and communicated to those that would attend.

Was perishable food purchased that will no longer be used? Will it store or should it be donated or thrown in the trash?

Take the trash out. Expired food is trash.

6 Food stored at the Post for normal operations: Will the food in current inventory be usable after the post re-starts? Can you donate it? Does it need to be thrown in the trash? Separate the current inventory into “dated” removal dates for addressing as the closure is extended. Is weekly removal and disposal an option? The Kitchen should have ZERO trash when you lock-up the Post.

Post Management Tools: Mitigate Loss From Operations Disruption

Some utilities can be reduced, but not eliminated

7

Post and Facilities Utility expenses: Vacation Mode? Minimized Use?

Electric Service	Water & Waste Water Service
Gas Service	Propane Service
Telephone Service	Waste Removal Service
Cable or Satellite Service	Internet Service
Cleaning Services	Kitchen Grease Trap Service
Kitchen Vents Service	Other Services

Alcohol Inventory

Beer goes bad. It does not age well.

8a

Beer: Inventory beer in stock at the Post. The inventory should have expiration dates verified for return/disposal. Does the Post keep too much inventory in stock? Now may be the time to adjust the “par” stock levels. Is there an overstock on Beer due to “volume discounts.” At the time of purchase the discounts taken may have been good decisions made, but now must be reconsidered at re-start as no longer prudent. Beer has a shelf life that may now be considered a “loss.” What is the Post’s formal policy regarding discounts on volume purchases versus keeping the inventory “tight” and money in the checking account?

Do you stock too much beer for your average sales?

What is the Beer Vendor’s return policy?

What is to be done with Beer that is past it’s use date and how much has this issue cost the Post?

What is needed in initial restock of Beer to Re-Start the Bar operations?

What is the lead time for ordering? What will it cost?

Does hard liquor go bad? How is wine stored?

8b

Liquor & Wine: Inventory of “sealed” containers of Alcohol & Wine.

Inventory “open” Alcohol and Wine separately from sealed liquor.

What is needed in initial restock of Liquor and Wine to re-start the Bar operations? What is the lead time for ordering? What will it cost, if at all?

Mixers and Supplies: What mixers have expiration dates? What fruits, etc are perishable and needing disposal? What is needed in initial restock of Mixers and Supplies to Re-Start the Bar operations?

8c

Cash Flow and Inventory: What is the cumulative cost of re-start of bar operations in total? Is this money set aside for that eventuality? Is this a priority for the re-start of the Post? Can this happen in phases to balance the cash flow?

8d

Regular Bank Deposits: Time to tighten the belt and assess all expenses

9a

Post Finances, Documents & Post Meetings

Finances: Bank Deposits are received at the Post and made at the Bank regularly? Does this happen regularly?

Insurance, Taxes, Bonding, Annual Filings (i990): Are the Post’s Building and Liability Insurance due anytime soon? Is the bonding of the Post Officers current for this membership year? Is the Post ready to file it’s i990 when due? Is there a filing due to the Arizona Department of Revenue or the County Treasurer soon?

9b

Post Management Tools: Mitigate Loss From Operations Disruption

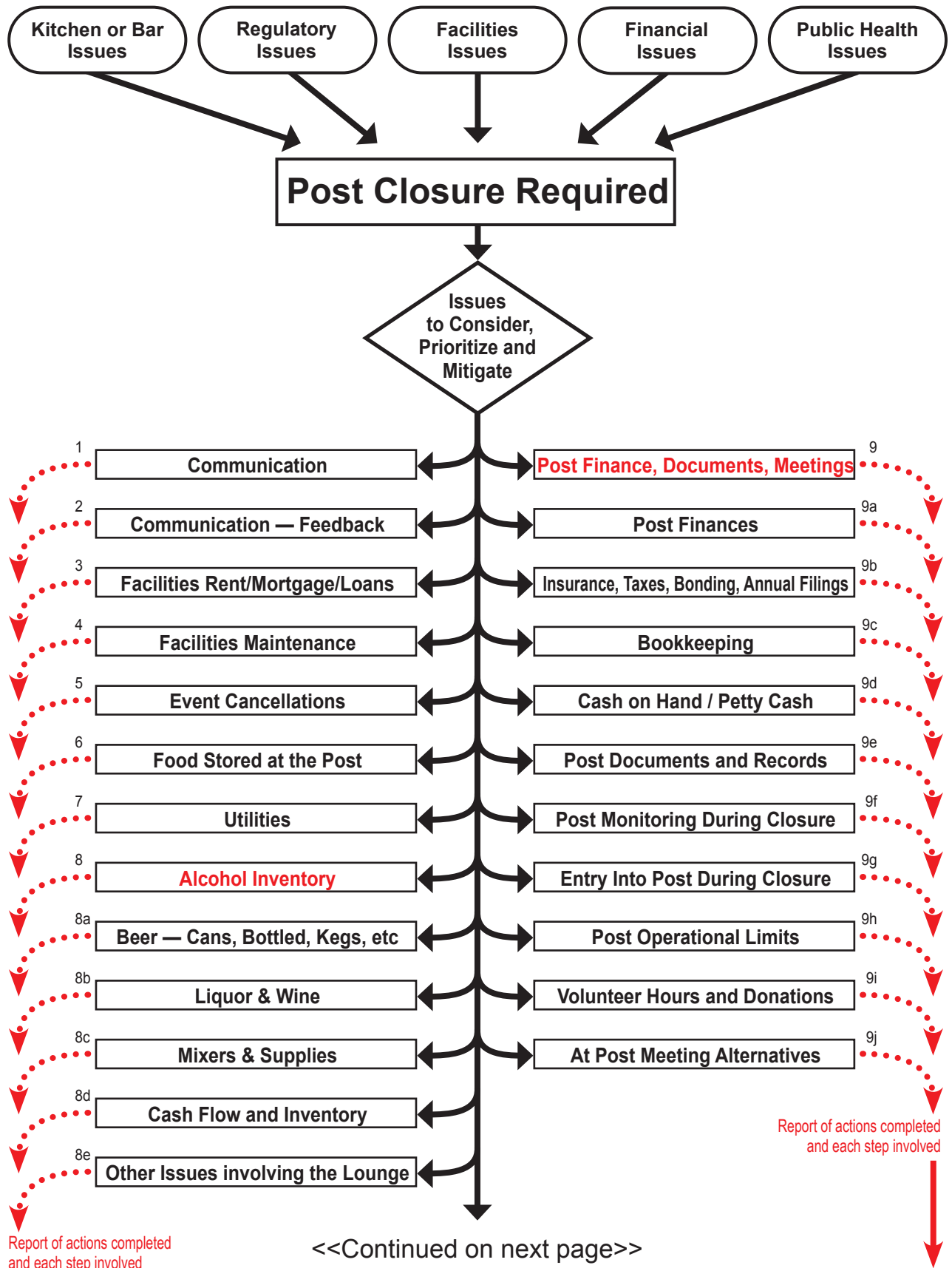
Post Finances, Documents & Post Meetings *(continued)*

- How many “banks” do you have?
- 9c **Bookkeeping:** Are the Post Finances regularly updated during closure? Are the financial documents and records secure from loss, alteration or fraud and yet accessible to the Post Officers for continuity of business? Who has access and who should have access. How are they secured? Keys, combinations and passwords recorded and shared with those responsible for their safekeeping? Is this list stored with Post Documents?
- How many “banks” do you need?
- 9d **Cash on Hand, Lounge and Post Cash Banks:** Is the normal “cash on hand” secured at the Post? Does the cash need to be placed in the bank? Who has access to the cash when the Post is empty/closed? Should you store the “Petty Cash” elsewhere?
- How many Banks does your Post keep on hand for normal operations? Is there a need to change this policy and is the policy able to be applied at Re-Start?
- 9e **Post Documents and Records:** Are the Post’s Documents, Title, Charter and relevant operating documents (including operating permits) current and when are they subject to renewal? Are reports or filings to Department due within the shut-down period, and if so, who and how will they be dispensed with? How is the documentation secured?
- 9f **Post Monitoring during shutdown:** If the Post is in “Lock Down,” will someone be at the Post on regular intervals to check on the building(s) and check for notice of delivery? Is the schedule shared with the Post, Auxiliary and SAL officers? Who may enter the building and for what purposes? Is this stated and posted for all to know and see that may have the need to enter the Post during “Shut Down”?
- 9g **Entry into Post and Facilities during shutdown:** Under what conditions are persons allowed to enter the Post grounds and facilities? During the shut down, are gloves and masks required for entry (*to protect the cleaning the Post may have already performed or as a general precaution*). Are the requirements posted for all to see?
- 9h **Post Operations Limits:** Are there some activities still being performed at the Post during the Shut Down? Was there construction or remodeling that may be completed during the shutdown? Are rules in place to require no entry unless accompanied by the Post Officers so as to not disrupt the trades from completing their work? Can anyone wander around the Post under those conditions or must they be escorted? Who do they contact?
- 9i **Volunteer Hours and Donations:** While the Post may be in “shut down” mode, the Volunteers may very well be accruing volunteer hours that need to be recorded for the Post’s (*or Auxiliary or SAL*) annual Consolidated Report. Are those volunteers encouraged to track their time and mileage for the CPR (*CSR, etc*). Who do they contact and give the information to?
- 9j **Post Meetings:** Continue meetings via alternate means: Conference Call, Video, or e-mail. What does the Post Constitution & Bylaws state, if at all?

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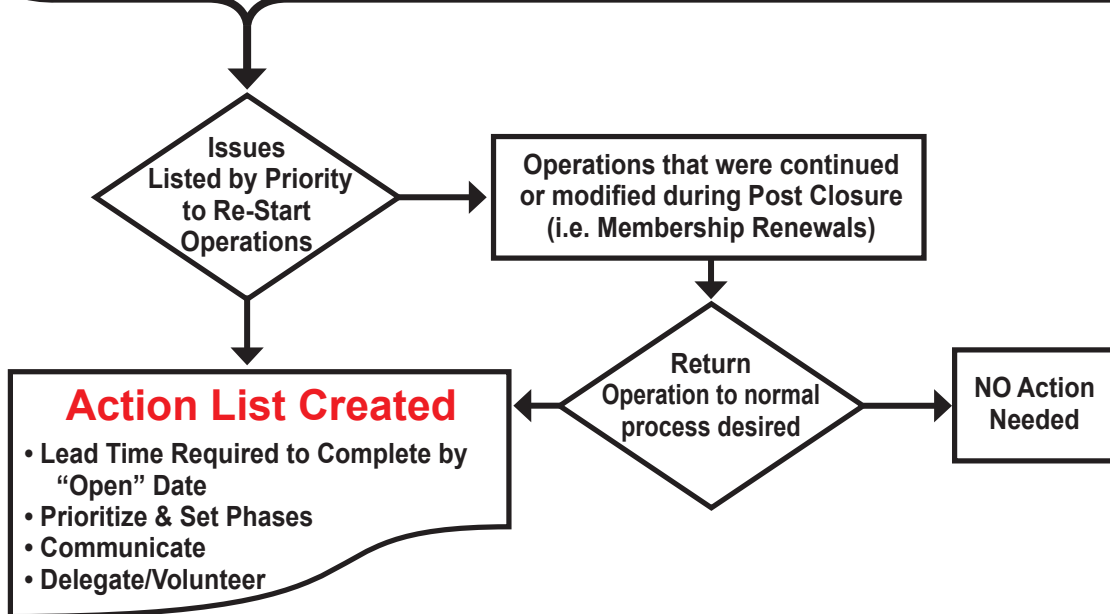
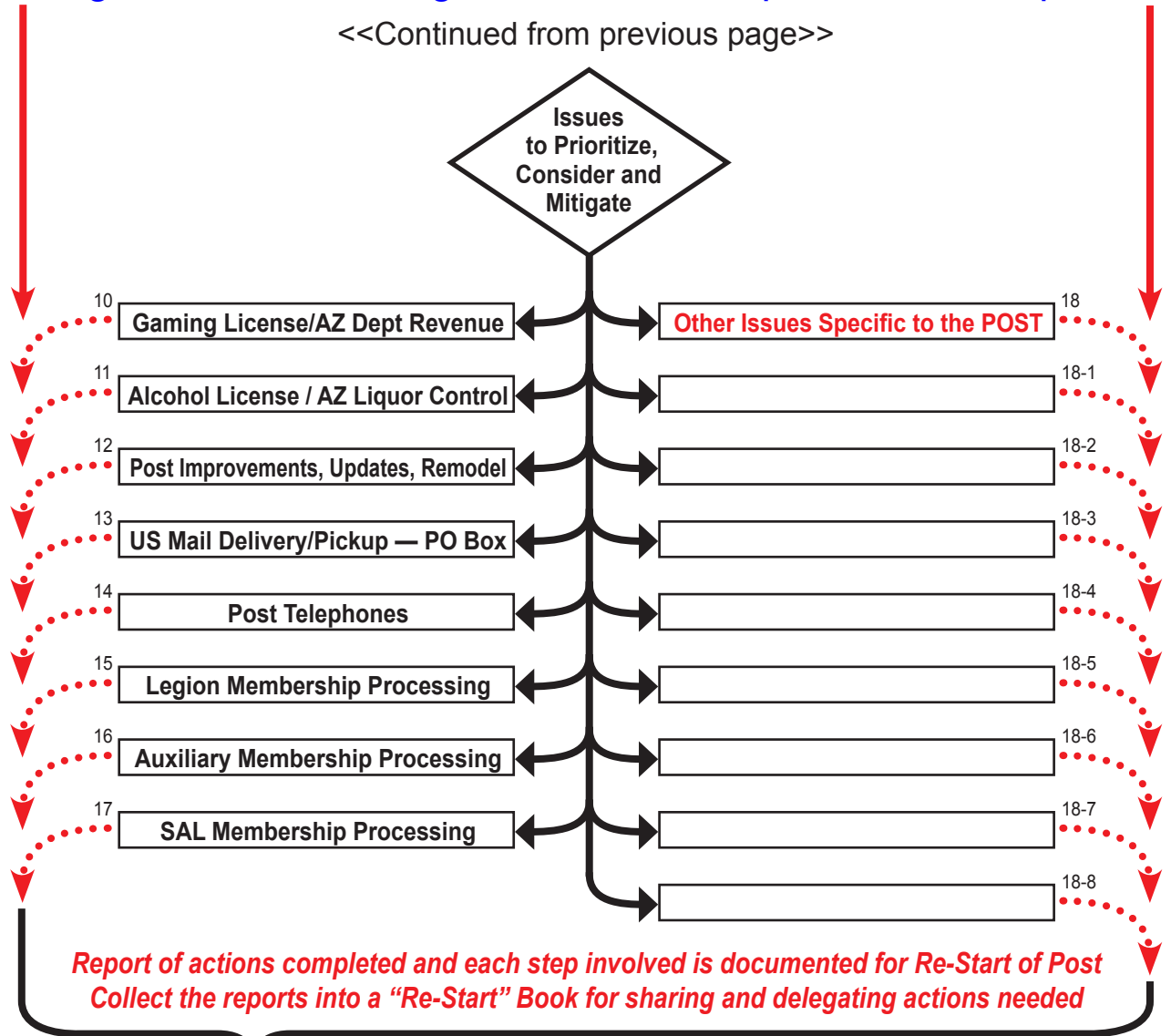
- 10 Gaming License / Arizona Department of Revenue:** Is there a requirement or notification of Stop and Start of Bingo or other regulated activity on Post grounds? Is the paperwork up to date for re-start of Bingo? Volunteers are registered and duty rosters posted for re-start? Are the supplies on hand adequate for restart. If not, what will it cost to add stock for operations? Is there enough funds to place an order?
- 11 Alcohol License / Arizona Liquor Control:** What regulatory issues may exist in re-opening the Lounge/Bar operations? Is documentation current for ongoing operations? When is next action due for the maintenance of the Liquor License?
- 12 Post Improvements, Updates and Remodel:** Was there any form of remodel scheduled or interrupted by the Post Shut-Down? Can they be performed while the post is closed? Who will oversee the activity at the Post while “officially closed”?
- 13 US Mail Delivery / Post Office Box:** Who is checking the US Mail regularly? Is the mail delivered to the Post and is the Postal Carrier able to dispense with their duty? Is a P.O. Box used, and who has the key and where is it kept on the Post grounds? Who is the alternate should the regularly assigned person not be available to check the mail? Where is the incoming mail sorted and placed within the Post? What and how do you notify someone of incoming mail that requires action?
- 14 Post Telephones:** Who answers the Post phones normally? Who answers the Post phones while closed? Are the incoming calls forwarded to another number that is attended? Is an answering machine used to redirect incoming calls. Is your recorded outgoing message a “dead end” message?
- 15 Membership Processing [The American Legion](#):** How does a member of the Post renew his/her membership? Who do they call and what is the process for delivery of the membership card once paid?
Is the Post using [MyLegion.ORG](#) to process membership at the Post level? If using the manual, paper card through the US mail method, how often are you sending membership to Department of Arizona? Transmittals sent?
- 16 Membership Processing [Sons of The American Legion](#):** How does a member of the Squadron renew his membership? Who do they call and what is the process for delivery of the membership card once paid? Transmittals?
- 17 Membership Processing [American Legion Auxiliary](#):** How does a member of the Auxiliary renew her/his membership? Who do they call and what is the process for delivery of the membership card once paid? Transmittals sent?
- 18 Other Issues Specific to your Post?**
- | | |
|---------|---------|
| 1 _____ | 5 _____ |
| 2 _____ | 6 _____ |
| 6 _____ | 7 _____ |
| 4 _____ | 8 _____ |

Post Management Tools: Mitigate Loss From Operations Disruption



Post Management Tools: Mitigate Loss From Operations Disruption

<<Continued from previous page>>



Legion Post Operations Re-Start Processes Action List

To Start:

After reading the closure section of a Post, you may have identified some issues that your Post attended to that may need to be addressed in the Re-Start. At minimum, you may have realized some issue that escaped your closure process that may need additional effort now. Either way, the Re-Start process is a very big task that should not be minimized. To minimize this effort is to ignore the details that are key to the Re-Start, either legally or with significant consequences later that remain unknown at this time. That one reason is why this is a process that can seem overwhelming.

Lets take the entire process you have ahead of you and break it down into smaller easy tasks that you can delegate. The more Post Family members involved with the re-Start spreads the respect for those who help with the Post's Re-Start.

While you proceed through the tasks, keep your Post membership informed. Let them know who is doing the work and how that effort contributes to the Post. This is an opportunity for you to ask for their help in a variety of ways and spark involvement in the events that will bring the spark back to your Post's events.

The Process

- 1 **Closed Doors of the Post.** What was done. What needs to be unraveled
- 2 **What was your shut-down process?** What was done to keep the Post facilities ready for Re-Start. Are they up-to-date?
- 3 **A Calendar Meeting.** Create your list of what needs to happen. Set the Priorities, write them down and share the list with those attending. This is where you start creating your "ALL List."
 - a **REVIEW** the suggested list of items on the following pages and determine if they apply to your circumstances. Cross out those that do not apply.
 - b **ADD** to the list in the spaces provided those additional items that apply to your Post that were not listed.
 - c Assign a level of importance by rating each item an "A" for the most important, a "B" for important, but not critical and "C" for Needs to be done after the Important work is completed. *If it does not rate a letter code, leave it blank and plan on adding that item in PHASE TWO.*
 - d **New Regulations and "Best Practices"** are assigned to a small group to review and educate themselves on the suggested issues sent to your Post by the Department of Arizona. They include CDC Guidelines, State Guidelines, Health Code, and other guides. This small group is responsible for understanding & integrating those issues at the Post. *This team will be responsible for setting minimums that ALL membership must follow in the social aspect of gathering at the Post.* They are charged with reminding and helping the membership understand the limits/requirements the Post must follow to remain open. *The Post Commander and Executive Board must visibly support them in this mission for the success of the Re-Start.*
 - e **Fill in the Task List with the "A"** list items until all are entered. **Fill in the Task Lists with the "B"** list items until all are entered. **Do the same with the "C"** List. This will be the **Phase ONE Task List** and needs to be completed before the doors of the Post may be opened to the Membership.
- f Complete the **Phase TWO Task List** with those items that are remaining. This is the list that follows the Phase ONE List completion, but may be completed after the Post is open to the membership in limited numbers.
- f **START.** *Delegate and report daily where you are on the TASK LIST. Make headway to completion.* You may find a issue to add as the effort gets underway, this does happen. What priority did you assign to that issue? Make sure everyone works from current Action Lists.
- 4 **Programs of the Legion:** Where did you stop and what is relevant TODAY. Some programs were canceled for this summer. What programs remain that are relevant to your contributions under the Legion's Four Pillars? Find your starting point and consider what is next, what can be done now.
- 5 **When does your Post resume normal support of the Legion Programs** and Post activities? Discuss this with the Family to assess where you are and where you should be.
- 6 **Start preparations for a possible second wave of the CoVid-19 Pandemic.** What is needed to service and what keeps the Post in a proactive posture. What would your next shut-down involve. What lessons were learned and what should you avoid. Tighten the budget to ensure the Post is able to survive and thrive.
- 7 **As you accomplish your Action Lists, share your successes** with other Posts. Give feedback to your District and Area Commanders. If you have questions, ask those same officers for the information you need. Start within the chain of command. The District and Area Commanders serve the Posts and membership.

While you proceed through the tasks, keep your Post membership informed. Let them know who is doing the work and how that effort contributes to the Post's resurgence.

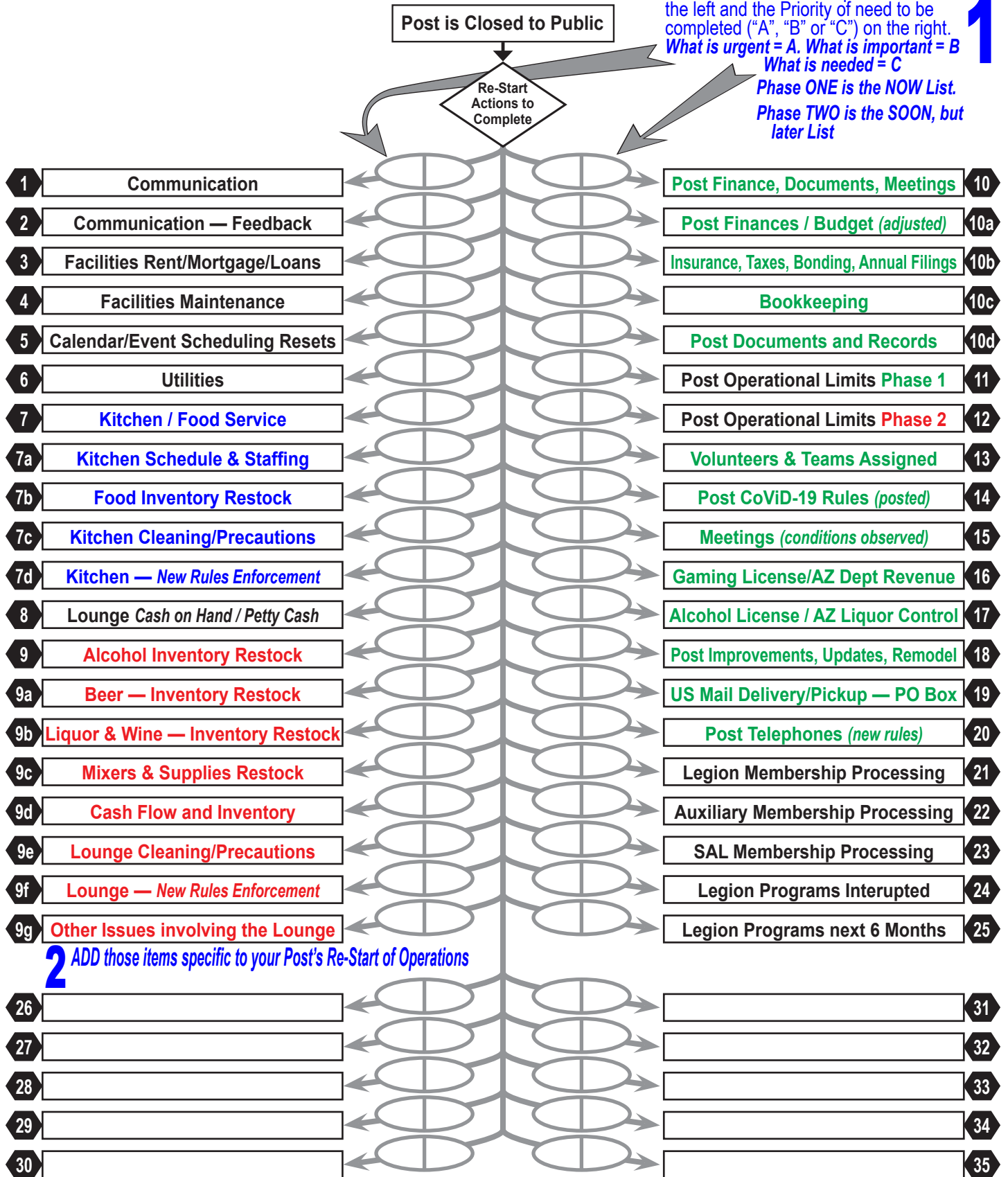
What was once thought of as a kitchen issue only, the cleanliness of the Post is now a facility-wide issue for the overall safety of all who enter the Post. In most cases, the required cleanliness of the Post exceeds the old practices used in the Kitchen of past. Education of all members is important. Everyone must help keep the Post a safe and clean place to socialize.

For God & Country...Good Luck!

Legion Post Operations Re-Start Processes Action List

List the Phase for this Operation on the left and the Priority of need to be completed ("A", "B" or "C") on the right. What is urgent = A. What is important = B What is needed = C
Phase ONE is the NOW List.
Phase TWO is the SOON, but later List

1



2 ADD those items specific to your Post's Re-Start of Operations

3 Place the Actionable items in their respective "Action Lists" of Phase ONE or Phase TWO by order of importance or by required "Lead Time". Complete each item's "Assigned to" and related details needed to complete successfully. Check the Lists EACH day until all are completed.

Post Re-Start Action List

Post #

Deadline Date(s) to Re-Start in Phase 1: ___/___/2020

Page ONE

Item#	Phase	Priority	Assigned To:	Action and Details	Completed?
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Post Re-Start Action List

Post #

Deadline Date(s) to Re-Start in Phase 1: ___/___/2020 Page TWO

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Post Re-Start Action List

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Deadline Date(s) to Re-Start in Phase 1: ____ / ____ /2020 Page THREE

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Post Re-Start Action List

Post #

Deadline Date(s) to Re-Start in Phase 2: ___/___/2020 Page FOUR

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Post Re-Start Action List

Post #

Deadline Date(s) to Re-Start in Phase 2: ___/___/2020

Page FIVE

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May 2020

April 2020							May 2020							June 2020						
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19	20	21	22	23	24	25	17	18	19	20	21	22	23	21	22	23	24	25	26	27
26	27	28	29	30			24	25	26	27	28	29	30	28	29	30				
							31													

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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	3	4	5	6	7	8
Mothers Day	10	11	12	13	14	15
	17	18	19	20	21	22
	24	Memorial Day	25	26	27	28
	31					29
						30

June 2020

May 2020							June 2020							July 2020						
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										1	2									
3	4	5	6	7	8	9	7	8	9	10	11	12	13	5	6	7	8	9	10	11
10	11	12	13	14	15	16	14	15	16	17	18	19	20	12	13	14	15	16	17	18
17	18	19	20	21	22	23	21	22	23	24	25	26	27	19	20	21	22	23	24	25
24	25	26	27	28	29	30	28	29	30					26	27	28	29	30	31	
							31													

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
	7	8	9	10	11	12
Flag Day	14	15	16	17	18	19
Fathers Day	21	22	23	24	25	26
	28	29	30			