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Questions answered explained

1 message

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That list of questions all answers based on what has been proposed and presented before.

Hope this helps

MISSION 75 AND VVA OPERATIONS REALIGNMENT PLAN

**Complete Answers for the National Board, State Councils,
Chapters, and Members**

Purpose of This Paper

This paper brings together the full Mission 75 plan and the proposed office realignment.

It answers all 27 questions in the order they were asked. It also explains the research, safeguards, costs, timing, and Board oversight.

This plan is based on **10 months of research and review**. During that time, the team studied:

- Maryland.
- Virginia.
- West Virginia.
- Pennsylvania.
- Locations in approximately 14 other states.
- Office rent and total operating costs.

- Available furniture.
- Transportation.
- Staff needs.
- State and local incentives.
- Possible business and community partners.
- Access to Washington, D.C.
- The needs of chapters, state councils, and members.
- The long-term future of VVA.

This was not a rushed process.

The Board is not being asked to approve an idea that was created last week. The Board is being asked to make a responsible decision based on 10 months of work.

Two Separate but Connected Decisions

It is important to understand that there are two separate matters.

Decision One: Office Realignment

VVA must reduce the cost of its national operations.

The proposed plan is to:

1. Move most daily national operations to Pittsburgh, Pennsylvania.
2. Keep a smaller national headquarters within the Washington, D.C. metropolitan area.
3. Place that smaller headquarters in the most affordable qualified location, with Charles Town or Harpers Ferry, West Virginia, as the leading choices.
4. Keep Government Affairs connected to Congress, VA, and other federal offices.
5. Use a protected share of the savings to support state councils, chapters, members, and programs.

The VVA Constitution requires the national headquarters to be within the District of Columbia metropolitan area. It also allows the National Board to establish other offices wherever VVA's work requires them. This supports a small Washington-area headquarters and a larger operations office in Pittsburgh. (Vietnam Veterans of America)

The office move does **not** have to wait for Mission 75 to pass.

Decision Two: Mission 75

Mission 75 is the long-term plan to protect VVA by opening a careful path for later generations of veterans to join, serve, learn, and lead.

Mission 75 requires constitutional action and Convention approval.

The office move protects VVA today.

Mission 75 protects VVA tomorrow.

Why the Office Decision Cannot Be Delayed

VVA is under tremendous financial pressure.

Based on the internal cost review, the present Silver Spring operation is costing VVA close to **\$1 million each year** when rent and related office costs are considered.

We cannot continue spending close to \$1 million each year on one office while:

- Chapters need support.
- State councils need support.
- Travel is being reduced.
- Programs are being cut.
- Staffing is under pressure.
- Government Affairs needs resources.
- Membership continues to decline.
- Members need help in their communities.

Most of VVA's direct work does not happen inside one national office.

It happens through:

- Chapters.
- State councils.
- Service officers.
- Government Affairs.
- Community programs.
- Visits to veterans and families.
- State legislatures.
- Local partnerships.
- Claims and benefits assistance.

The money we save must support **you, the members**, at the state and chapter levels where the work happens.

Two Offices for About One-Third of the Present Cost

The proposed model would provide:

- A smaller headquarters in the Washington metropolitan area.
- A larger operations office in Pittsburgh.

Based on the internal estimates reviewed to date, VVA may be able to operate both locations for about **one-third of the cost of the current Silver Spring operation**.

The final amount will depend on the contracts approved by the Board.

The Pittsburgh space also offers:

- Furniture already on site.
- Lower rent.
- Lower utility and parking costs.
- Space for national operations.
- Possible financial partners.
- Possible business and civic partners.
- A city that has shown interest in VVA's presence.

The Eastern Panhandle offers:

- Much lower office costs.
- Reported lease rates of about \$10 to \$18 per square foot.
- Lower parking and living costs.
- Access to Washington.
- MARC service from Harpers Ferry and other West Virginia stops to Washington Union Station. (Maryland Transit Administration)
- Possible state business incentives.

West Virginia provides a corporate headquarters tax credit when the required conditions are met, including the creation of at least 15 qualifying jobs within the first year. That credit may offset certain state tax liabilities for up to 13 years. Eligibility must be confirmed for VVA's final plan. (WV Economic Development)

Programs that advertise up to \$12,000 for selected relocating workers are not automatic payments to every VVA employee. Each program has its own rules. Any employee incentive must be confirmed in writing before it is promised.

General Counsel and Board Protection

There is no need to restart a long legal review.

General Counsel has been involved in this work from the beginning.

General Counsel will:

- Review the final office terms.
- Negotiate the best available contracts.
- Protect VVA's interests.
- Address the present Silver Spring lease.

- Review the Washington-area headquarters location.
- Confirm required contract language.
- Present the final agreement to the National Board.

The National Board will have final review before VVA enters the final contracts.

This gives the Board proper protection without sending the entire process back to the beginning.

Protection for Members, Chapters, State Councils, and Staff

The plan includes clear safeguards.

Members will be protected

- Current members keep their rights.
- Current life members will not be charged new annual dues.
- The VVA name will be protected.
- The congressional charter will be protected.
- VVA's history will be protected.

Chapters and state councils will be protected

- They keep their names.
- They keep their charters.
- They keep their property.
- They keep their bank accounts.
- They receive part of the new Mission 75 dues.
- They receive a protected share of office savings through grants and support.

Staff will be treated fairly

Employees should receive:

- Clear notice.
- Honest information.
- Remote or hybrid options where practical.
- A reasonable decision period.
- Relocation support where approved.
- Information about available incentives.
- The opportunity to apply for positions in Pittsburgh or the Washington-area headquarters.

Staff concerns matter.

However, the needs of the whole organization cannot be stopped because a small number of people do not want to move.

The Board must consider:

- All VVA members.
- All chapters.
- All state councils.
- Veterans and families.
- The financial future of VVA.
- Employees as a whole.
- The duty to protect the organization.

ANSWERS TO ALL 27 QUESTIONS

1. A statement was made regarding division of VVA membership.

How would the proposed new veterans be brought into our national membership?

Mission 75 would not divide VVA into two competing organizations.

New veterans would enter through a Mission 75 membership pathway. They would be entered into the same national membership system used by VVA.

They could:

- Join existing chapters.
- Attend meetings.
- Work on committees.
- Take part in community programs.
- Help with Government Affairs.
- Receive VVA publications.
- Take part in online and in-person meetings.
- Learn from Vietnam Veterans.
- Prepare for future leadership.

PRESENT VVA MEMBERS
WOULD STAY THE SAME
NEW MEMBERS WOULD
BE CLASSIFIED AS POST 75
AND RECEIVE REGULAR
MEMBERSHIP ISUP SCHEDULED
TO A TIERED MEMBERSHIP
DUES LIFE \$150
YEAR \$45
3 YEAR \$135

Each new member should complete an orientation covering:

- VVA's history.
- The VVA Constitution.
- The congressional charter.
- Agent Orange advocacy.
- The recognition of PTSD.
- POW and MIA advocacy.
- Vet Centers.

- Veterans benefits.
- VVA's nonpartisan mission.
- The meaning of "Never Again Will One Generation of Veterans Abandon Another."

Each new member should also be offered a mentor.

The mentor should be a Vietnam Veteran or another experienced VVA member.

Mission 75 brings new veterans **into one VVA**. It does not create a separate corporation.

2. Will the new veterans have a separate membership classification?

Yes, but only during a short transition period.

The proposed temporary classification is:

~ Mission 75 Veteran Member

This classification would help VVA track:

- Recruitment.
- Proof of service.
- Training.
- Mentoring.
- Voting eligibility.
- Leadership development.
- Member retention.

The recommended transition period is 12 months.

During that period, the member would:

- Pay annual dues.
- Join a regular VVA chapter.
- Attend meetings.
- Work on committees.
- Receive member services.
- Complete orientation.
- Work with a mentor.

After 12 months in good standing and completion of the required training, the person would become a regular VVA veteran member.

This should not become a permanent second-class membership.

The current Constitution already gives the National Board authority to create membership classes and set their dues, services, and eligibility rules. The main membership section, however, must be changed before later generations of veterans may become regular voting members. (Vietnam Veterans of America)

3. Will there be limits on what offices Mission 75 members can hold at the chapter, state, and national levels?

Yes, during a clear and fair transition.

A person should not join VVA one day and become a national officer the next day.

New members should first learn the organization, complete training, serve members, and earn trust.

First 12 months

A Mission 75 member could:

- Attend meetings.
- Work on committees.
- Help with programs.
- Hold an appointed chapter position.
- Attend state council meetings.
- Complete leadership training.
- Vote at the chapter level if the approved amendment permits it.

The member could not serve as a national officer during this period.

After 12 months

After one year in good standing and completion of training, the member could run for:

- Chapter office.
- Chapter board.
- State council office.
- State committee positions.

The member must also meet all normal rules for the office.

First national election cycle

During the first national election cycle after Mission 75 begins:

- The four national officer positions would remain with qualified Vietnam Veteran members.
- A limited number of national director positions could be opened to qualified Mission 75 members.
- Each candidate would need chapter or state service and leadership training.

Second national election cycle

During the second election cycle:

- More at-large and regional positions could open.
- Candidates would need documented service.
- Candidates would need to complete national leadership training.

Full national eligibility

After two complete national election cycles, the Convention could decide whether to open all national offices to qualified members.

That final decision would require:

- A legal review.
- A tax review.
- A financial report.
- A membership report.
- A legacy report.
- Convention approval.

The current Constitution already requires national directors and officers to have at least 12 months of membership and prior elected service. Mission 75 would build on those safeguards. (Vietnam Veterans of America)

4. Is there a guarantee or timetable for changing the VVA name or logo?

No.

Mission 75 does not require a change to the VVA name or logo.

The recommended plan is to keep:

Vietnam Veterans of America

Mission 75 may have its own program name and design, but it would remain under VVA.

For example:

Vietnam Veterans of America

Mission 75: Preserving Our Legacy and Building Our Future

There is no automatic date when the VVA name ends.

Any future proposal to change the main name or logo should require:

1. A written legal opinion.

2. A review of the congressional charter.
3. A trademark review.
4. A full cost study.
5. Notice to chapters and state councils.
6. A vote of the National Convention.
7. Any federal or state action required by law.

Mission 75 is meant to preserve VVA, not erase it.

5. What periods of service would be permitted? Would membership cover 1955 through 2026?

All current Vietnam Veteran members would remain protected.

Mission 75 would then allow qualified United States veterans whose service took place after the current Vietnam Veteran membership period to join.

The proposed Mission 75 service period would begin after the current membership period and continue into the future.

There should not be an ending date of 2026.

Mission 75 could include veterans from:

- The late Cold War.
- Lebanon.
- Grenada.
- Panama.
- The Persian Gulf War.
- Somalia.
- Bosnia.
- Kosovo.
- Iraq.
- Afghanistan.
- The Global War on Terrorism.
- Other military operations.
- Future periods of service.

A permanent ending date would create the same problem again.

The better plan is to preserve current Vietnam Veteran membership and create an open path for future qualified veterans.

The current Constitution limits regular membership to veterans who served on active duty during the dates set by federal law for the Vietnam War. Mission 75 would require changing that section. (Vietnam Veterans of America)

6. Will Reserve and National Guard members be allowed to join? Is there a set number of active-duty days?

Yes. Qualified Reserve and National Guard members should be allowed to join.

VVA should not reject a person only because the person served in the Reserve or National Guard.

Accepted proof may include:

- DD Form 214.
- NGB Form 22.
- Retirement points statements.
- Reserve separation orders.
- Retirement orders.
- Official military personnel records.
- An official statement of service.
- Other records approved by Membership Affairs.

The basic standards should be:

1. Qualifying service in the United States Armed Forces.
2. Honorable service or another discharge status approved by policy.
3. Valid records.
4. Compliance with VVA rules.

The final rules should clearly explain:

- Active-duty service.
- Reserve service.
- Guard service.
- Training-only service.
- Short periods of service.
- Medical separation.
- Retirement status.

The current Constitution already allows a DD Form 214 or other proof of qualification, and the Membership Affairs Committee already has a duty to establish procedures for confirming veteran status. (Vietnam Veterans of America)

7. What is the IRS rule on Reserve members, and are they fully vetted veterans?

The IRS requires a 501(c)(19) organization to meet clear membership tests.

At least:

- 75 percent of the members must be past or present members of the United States Armed Forces.
- 97.5 percent must be Armed Forces members, approved cadets, spouses, widows, widowers, ancestors, or direct descendants included in the IRS rule. (IRS)

Reserve members may qualify as members of the Armed Forces, but VVA must still verify each person's records.

Being fully vetted means VVA has:

- Confirmed the member's identity.
- Reviewed official military records.
- Confirmed the type of service.
- Confirmed the discharge status.
- Placed the person in the correct membership class.

VVA should receive a yearly membership report showing that it remains within IRS requirements.

The IRS also discusses a 90 percent war-veteran test for donations to some veterans organizations. However, beginning in 2025, the IRS states that donations to a federally chartered veterans organization that is exempt under 501(c)(19) may be deductible even when membership is not limited mainly to wartime veterans. VVA should obtain written tax guidance applying that updated rule to Mission 75 before the membership launch. (IRS)

This is not a reason to stop Mission 75.

It is a reason to build accurate records and receive proper tax advice.

8. Please list every corporate and membership point that must be changed or reviewed for Mission 75.

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Mission 75 requires a full update of membership rules and systems.

VVA Constitution

The following subjects must be changed or clarified:

- Membership eligibility.
- Membership classes.
- Proof of service.
- Voting rights.
- Dues.
- Chapter office eligibility.

- State office eligibility.
- National Board eligibility.
- National officer eligibility.
- Delegate strength.
- Chapter formation.
- State council representation.
- Leadership training.
- Legacy protection.

National membership documents

The following must be updated:

- Membership Procedures Guide.
- Paper application.
- Online application.
- Proof-of-service rules.
- Discharge-review rules.
- Renewal rules.
- Annual dues rules.
- Life-member protections.
- Member identification cards.
- Database classifications.
- Privacy rules.
- Appeals.

Chapter documents

The following must be reviewed:

- Model chapter bylaws.
- Chapter voting rules.
- Election rules.
- Dues rules.
- Officer qualifications.
- Member reports.
- Mentoring duties.
- Training duties.

State council documents

The following must be reviewed:

- State bylaws.
- Representation rules.
- Delegate rules.
- Election rules.

- Dues distribution.
- Training duties.
- Membership reporting.

National election and Convention documents

The following must be updated:

- Candidate forms.
- Candidate qualifications.
- Delegate calculations.
- Election rules.
- Convention credentials.
- Voting lists.

Financial and tax systems

The following must be updated:

- Dues accounting.
- Chapter payments.
- State council payments.
- Membership percentage reports.
- Group exemption records.
- Annual tax review.
- Donation rules.
- Financial audit procedures.

Training and conduct

The following should be created or updated:

- Mission 75 orientation.
- Leadership Academy.
- Mentor guide.
- Code of conduct.
- Anti-harassment standards.
- Social media standards.
- Nonpartisan advocacy training.
- Legacy education.

Federal and state corporate records

The congressional charter and New York corporate documents should be reviewed to make sure the final constitutional language remains consistent with VVA's corporate authority.

THESE ARE
REPEATED IN OTHER
PAGES - COULD BE
REVIEWED - BUT
MAY NOT BE
NECESSARY!

This is a review and update process. It is not a plan to abandon VVA or create a replacement corporation.

9. What specific parts of the VVA Constitution must be changed?

The final amendment language should be prepared through the Constitution Committee with help from General Counsel.

The following sections must be addressed.

Article I, Section 1 — Offices

This section may not need to be changed.

It already says:

- The national headquarters must be within the District of Columbia metropolitan area.
- VVA may have other offices wherever the National Board decides they are needed. (Vietnam Veterans of America)

This supports the proposed two-office structure.

Article I, Section 3A — Membership eligibility

This is the main section that must be changed.

The new language should:

- Protect all current Vietnam Veteran members.
- Create Mission 75 eligibility.
- Allow later generations of qualified United States veterans to join.
- Require proof of service.
- Require an approved discharge status.
- Protect current life memberships.

Article I, Section 3C — Membership classes

This section should clearly define:

- Mission 75 Veteran Member.
- The 12-month transition period.
- Voting rights.
- Conversion to regular membership.
- Annual dues.
- Life-member protections.

New proof-of-service language

The Constitution or membership rules should recognize:

- DD Form 214.
- NGB Form 22.
- Reserve records.
- Retirement records.
- Other official proof approved by Membership Affairs.

Article I, Section 4 — National Board

This section should explain when Mission 75 members may seek national director positions.

The present Board has 24 members:

- Four national officers.
- Ten directors at large.
- Nine regional directors.
- The Chair of the Conference of State Council Presidents. (Vietnam Veterans of America)

That basic structure may remain in place.

Article I, Section 5 — National officers

This section should explain when Mission 75 members may run for:

- President.
- Vice President.
- Secretary.
- Treasurer.

The recommended opening would come after two full national election cycles and Convention review.

Article I, Section 6 — National Convention

This section should explain when Mission 75 members:

- Count toward delegate strength.
- May serve as delegates.
- May vote at the Convention.
- May seek national office.

Committee provisions

The Constitution or committee appendix should establish:

- Mission 75 Implementation Committee.
- Vietnam Veterans Legacy and History Committee.
- Leadership Training Committee.
- Membership Verification Team.

State provisions

The Constitution should explain:

- Mission 75 voting rights.
- State office eligibility.
- Representation.
- Training.
- Dues distribution.

Chapter provisions

The Constitution should explain:

- Whether Mission 75 members count toward chapter strength.
- Chapter voting.
- Chapter office eligibility.
- Mentoring.
- Dues distribution.

Finance and discipline

The rules should protect:

- Fair dues sharing.
- Financial reporting.
- Equal due process for all members.

A constitutional amendment requires a two-thirds vote of Convention delegates present and voting. Proposed amendments must be filed at least 120 days before the Convention and sent to chapters and state councils at least 60 days before the Convention. (Vietnam Veterans of America)

10. Will VVA permit allied-nation veterans who served with our military and are now United States citizens?

They may be welcomed, but they should not automatically be counted as veterans of the United States Armed Forces.

Becoming a United States citizen does not change service in an allied military into service in the United States military.

Mission 75 could create a limited class called:

Allied Service Associate

The person should provide:

- Proof of current United States citizenship.

- Proof of honorable allied military service.
- Proof of service with or in direct support of United States forces.
- Official service records.
- Proof of an approved conflict or military operation.
- Agreement to follow VVA rules.

This class should normally be nonvoting unless VVA's tax adviser and counsel approve another structure.

This is important because at least 75 percent of VVA's membership must remain past or present members of the United States Armed Forces. (IRS)

VVA could also welcome these veterans through:

- AVVA.
- An allied advisory council.
- Joint service projects.
- Honorary recognition.

11. Can the Constitution accept a DD214 or an equivalent record from the country in which the person served?

Yes, but the record must match the correct membership class.

United States veteran membership

Accepted proof may include:

- DD Form 214.
- NGB Form 22.
- Retirement records.
- Reserve records.
- Separation orders.
- Statements of service.
- Other official United States military documents.

Allied Service Associate membership

Accepted proof may include:

- The official discharge record from the allied country.
- A certified English translation when needed.
- Proof of honorable service.
- Proof of United States citizenship.
- Proof of service with or in support of United States forces.
- Proof of service during an approved conflict or operation.

An allied nation's discharge record proves allied service.

It does not make that service United States Armed Forces service for IRS purposes. Membership Affairs should be given authority to approve equivalent documents and provide a fair appeal process.

12. What would the makeup of national officers, the Board, state councils, and chapters look like?

Mission 75 would keep the basic VVA structure.

National officers

The four national offices would remain:

- President.
- Vice President.
- Secretary.
- Treasurer.

During the first national election cycle after Mission 75 begins, these positions would remain with qualified Vietnam Veteran members.

After two full election cycles, the Convention would review whether to open them to all qualified veteran members.

National Board

The present 24-member Board would remain:

- Four national officers.
- Ten directors at large.
- Nine regional directors.
- The Chair of the Conference of State Council Presidents. (Vietnam Veterans of America)

1027
Resolution To Reduce
Board To 14 vs 24

During the early transition, the Board could also receive advice from:

- One Mission 75 veteran adviser.
- One leadership and membership-growth adviser.

These advisers would be nonvoting.

Mission 75 members would later compete for regular elected positions under the approved timetable.

State councils

State councils would remain in place.

They would:

- Keep their present identity.
- Represent chapters.
- Receive part of the new dues.
- Help train leaders.
- Help chapters recruit.
- Help confirm membership.
- Support new chapter development.

Chapters

Existing chapters would keep:

- Their chapter numbers.
- Their charters.
- Their bank accounts.
- Their property.
- Their history.
- Their elected officers.
- Their local identity.

Mission 75 members would join the same chapters.

Where no chapter is nearby, VVA could offer:

- At-large membership.
- Online participation.
- Regional virtual meetings.
- New chapter development.

13. How would membership dues be structured?

All current life memberships would be protected.

Current life members

Current life members would:

- Pay no new annual national dues.
- Keep voting rights.
- Keep present benefits.
- Remain full members.

Mission 75 members

The proposed annual dues are:

\$40 per year

The suggested division is:

- \$20 to VVA National.
- \$10 to the state council.
- \$10 to the local chapter.

This means:

- 50 percent to National.
- 25 percent to the state council.
- 25 percent to the chapter.

Example

If 600 chapters each recruit four new members a month:

- Each chapter would recruit 48 members a year.
- VVA would recruit 28,800 members a year.
- At \$40 each, total annual dues would be \$1,152,000.

The proposed division would be:

- \$576,000 to National.
- \$288,000 to state councils.
- \$288,000 to chapters.

These are planning estimates, not guaranteed results.

The dues plan should also provide:

- A hardship waiver.
- A student-veteran rate.
- A deployed-member waiver.
- Online payment.
- Optional automatic renewal.
- Clear renewal notices.

New life memberships should not be offered until a financial study shows the amount needed to support the member for life.

14. State councils and local chapters will need financing. How will that happen?

Mission 75 should not give chapters and state councils more duties without giving them resources.

Funding should come from several sources.

Direct dues sharing

State councils and chapters would receive their approved share of each \$40 annual membership.

State and Chapter Support Fund

A protected share of the verified office savings should be placed into a:

State and Chapter Support Fund

This fund could support:

- State council operating grants.
- Chapter operating grants.
- Membership recruitment.
- Community projects.
- Veterans claims and benefits work.
- Leadership training.
- Travel.
- Computers.
- Communications.
- Help for struggling chapters.
- New chapter development.

Small grants

Suggested grants could include:

- \$500 for a chapter membership event.
- \$1,000 for a local service project.
- \$2,500 for a state membership campaign.
- Larger grants for approved regional projects.

National support

National should provide:

- Membership forms.
- Training.
- Technology.
- Online tools.
- Posters.
- Social media materials.
- Mentor guides.
- Leadership handbooks.

Partnerships

VVA may seek support from:

- Businesses.
- Foundations.
- Colleges.
- Veteran-friendly employers.
- Community foundations.
- State and local governments.

No partner should control VVA policy, elections, or advocacy.

Reporting

State councils and chapters should receive regular reports showing:

- How much was saved through the office move.
- How much was placed in the support fund.
- How much was distributed.
- How the money was used.
- What results were achieved.

We cannot spend nearly \$1 million a year on one office when we may be able to operate two offices for about one-third of that cost.

The savings must reach the members.

15. What are the projected effective dates? How will Mission 75 be rolled out? Is a financial budget required?

Yes. A full written budget is required.

The office move and Mission 75 will follow separate timelines.

Office realignment timeline

Immediate action

- General Counsel continues contract work.
- Final terms are negotiated.
- The Board receives the final contracts.
- The Board approves or rejects the final agreement.
- Staff receives a transition plan.
- The move begins in planned steps.

This action should not be delayed while Mission 75 amendments are prepared.

Mission 75 timeline

First 30 days after Board direction

- Establish the Mission 75 Implementation Committee.

- Complete tax guidance.
 - Begin constitutional drafting.
 - Begin the full budget.
 - Begin Leadership Academy design.
 - Begin Legacy Committee planning.
- Days 31 through 90
- Draft membership rules.
 - Draft dues-sharing rules.
 - Meet with state council presidents.
 - Hold chapter briefings.
 - Prepare training.
 - Prepare the membership system.
 - Begin discussions with Student Veterans of America.

Days 91 through 180

- Complete the amendment package.
- Complete the budget.
- Complete the membership application.
- Test database changes.
- Complete training materials.
- Submit amendments before the Convention deadline.

After Convention approval

During the first 90 days:

- Begin a pilot program.
- Train chapter and state leaders.
- Accept the first Mission 75 members.
- Begin mentoring.
- Begin dues sharing.
- Begin quarterly reporting.

First full year

- Expand Mission 75 nationwide.
- Measure membership growth.
- Measure retention.
- Review tax compliance.
- Review finances.
- Report to the Board and members.

Required budget items

The budget must include:

- Membership technology.
- Legal and tax services.
- Training.
- Communications.
- Printing.
- Staff time.
- Pittsburgh moving costs.
- Washington-area headquarters costs.
- Equipment.
- Travel.
- Insurance.
- Employee relocation support.
- Chapter grants.
- State council grants.
- Emergency reserve.

The budget must show:

- One-time costs.
- Yearly costs.
- Expected dues income.
- Expected office savings.
- Expected chapter and state support.

16. Mission 75 has been called a long-term phased transfer. What is being transferred, and what is the timetable?

Mission 75 does not transfer VVA to another corporation.

It transfers knowledge, experience, and responsibility from one generation to the next.

What is being passed forward includes:

- VVA history.
- Leadership skills.
- Committee knowledge.
- Government Affairs experience.
- Chapter management.
- State council leadership.
- Service officer knowledge.
- Advocacy experience.
- Public trust.
- The founding values of VVA.

Mission 75 does not transfer away:

- The VVA corporation.
- The congressional charter.
- The VVA name.
- The VVA logo.
- VVA property.
- Chapter funds.
- State council funds.
- Member records.
- VVA history.
- VVA's mission.

The old phrase stating that the transition would continue until the last Vietnam Veteran was unwilling or unable to serve is too open-ended.

The revised plan uses dates and clear trigger points.

Phase One: Protection and Design

Months 0 through 6

Actions:

- Complete the amendment package.
- Complete tax guidance.
- Complete the budget.
- Create the Leadership Academy.
- Create the Legacy and History Committee.
- Prepare membership systems.
- Move forward with the separate office realignment.

Trigger to advance:

- Complete amendment package.
- Complete tax guidance.
- Complete budget.
- Board approval to submit the proposal.

Phase Two: Convention and Preparation

Months 6 through 18

Actions:

- Follow the constitutional amendment process.
- Brief chapters and state councils.
- Hold question-and-answer meetings.
- Complete technology.
- Train mentors.
- Prepare the pilot program.

Trigger to advance:

- Convention approval.
- Membership system ready.
- Training ready.
- Proof-of-service rules ready.
- Dues system ready.

Phase Three: Membership Entry

Months 18 through 30

Actions:

- Begin accepting members.
- Begin orientation.
- Begin mentoring.
- Begin approved voting rights.
- Provide quarterly reports.

Trigger to advance:

- One year of proper financial reporting.
- One year of membership compliance.
- Training completed.
- No major system failure.

Phase Four: Chapter and State Leadership

Months 30 through 42

Actions:

- Qualified Mission 75 members may run for chapter office.
- Qualified members may run for state council office.
- Chapters receive growth grants.
- State councils provide regional training.

Trigger to advance:

- At least 12 months in good standing.
- Required training completed.
- Chapter or state service documented.

Phase Five: Shared National Leadership

Months 42 through 60

Actions:

- Qualified members may seek selected national director positions.

- National committees become multigenerational.
- A full report goes to the Convention.

Trigger to advance:

- Two years of clean reports.
- Tax compliance confirmed.
- Training standards met.
- Convention review completed.

Phase Six: Full Integration Review

Months 60 through 72

Actions:

- Review membership rules.
- Review leadership rules.
- Review chapter and state results.
- Review the Legacy Committee.
- Review finances and tax status.
- Decide whether all national offices should open.

Final trigger:

- Two national election cycles completed.
- Financial review completed.
- Tax compliance confirmed.
- Legacy protections operating.
- Convention approval.

This gives Mission 75 a five-to-six-year transition with clear milestones.

17. Where do our legacy work and committees come into play?

Legacy protection must be permanent.

Mission 75 should create a:

Vietnam Veterans Legacy and History Committee

The committee would protect:

- VVA history.
- Vietnam Veteran oral histories.
- Chapter records.
- State council records.
- Agent Orange advocacy.

- PTSD recognition.
- POW and MIA work.
- Women Vietnam Veterans' history.
- Vet Centers.
- The Vietnam Veterans Memorial.
- VVA testimony.
- VVA resolutions.
- The VVA name and symbols.
- The founding promise.

The committee should review any proposal involving:

- The VVA name.
- The VVA logo.
- The congressional charter.
- The Declaration of Principles.
- A major change to VVA's mission.

A qualified Vietnam Veteran should chair the committee as long as a Vietnam Veteran is willing and able to serve.

After that, the chair should be a trained member with a proven record of protecting VVA history.

The committee should receive:

- A yearly budget.
- Archive support.
- A digital history program.
- An oral-history program.
- A speaker program.
- A yearly report.

The present Constitution already recognizes standing committees for membership, Government Affairs, benefits, finance, women veterans, POW and MIA matters, Agent Orange, health care, and other important work. Mission 75 would protect those committees and add a permanent legacy role. (Vietnam Veterans of America)

18. Are we developing training programs for future leaders?

Yes.

Mission 75 should create the:

VVA Leadership Academy

Training should be required before a member moves into higher leadership.

Member orientation

- VVA history.
- Constitution.
- Member rights.
- Member duties.
- Code of conduct.

Chapter leader training

- Running meetings.
- Chapter finances.
- Membership records.
- Recruitment.
- Mentoring.
- Conflict resolution.
- Community service.

State council training

- State bylaws.
- Chapter support.
- Financial oversight.
- State legislation.
- Public speaking.
- Media work.

National leader training

- Congressional charter.
- IRS rules.
- National budget.
- Board duties.
- Fiduciary duty.
- Government Affairs.
- Nonpartisan advocacy.
- Ethics.
- Communications.
- Crisis management.

Special training

- Robert's Rules.
- Anti-harassment standards.
- Social media conduct.
- Suicide prevention awareness.

- Toxic exposure.
- Women veterans.
- Reserve and Guard issues.
- Student veterans.
- Family and caregiver needs.

Vietnam Veterans should serve as teachers and mentors.

That is how experience is passed forward with dignity and respect.

19. Why would younger veterans want to join VVA? What do we have to offer them?

Younger veterans will not join only because we ask them.

They will join if VVA offers something useful.

VVA can offer:

- Help with VA benefits.
- Strong congressional advocacy.
- Mentoring.
- Leadership training.
- Community service. **DEVELOPMENT**
- Student support.
- Career connections.
- Business support.
- Family support.
- Toxic-exposure advocacy.
- Mental-health advocacy.
- Service officer help.
- A national voice.
- A place to continue serving.
- A path to real leadership.
- A chance to learn from Vietnam Veterans.

Younger veterans have told us they want:

- Less internal fighting.
- Less partisan conduct.
- More service.
- More honesty.
- More respect.
- A real voice.
- Respect for all military jobs.

- Online and in-person options.
- Help for families.
- Practical results.

They do not want to be treated as guests for many years.

They want to learn from Vietnam Veterans while having their own service respected.

20. It was written that Mission 75 has no ending, but it ends when no Vietnam Veterans remain in leadership. Is that correct?

No.

The transition should not end based on the death, age, health, or ability of the last Vietnam Veteran in leadership.

The transition should end after:

- The planned phases are completed.
- Two national election cycles are completed.
- Tax compliance is confirmed.
- Financial reports are complete.
- Leadership training is working.
- Legacy protections are operating.
- The Convention approves full integration.

The special transition rules may end.

The legacy of Vietnam Veterans does not end.

The following must remain permanent:

- The VVA name.
- The congressional charter.
- The Declaration of Principles.
- The Legacy and History Committee.
- Vietnam Veteran education.
- Agent Orange history.
- PTSD history.
- POW and MIA work.
- The founding promise.

21. How will Mission 75 affect state councils and local chapters?

State councils and chapters will not be dissolved.

They will keep:

- Their charters.
- Their numbers.
- Their names.
- Their bank accounts.
- Their property.
- Their history.
- Their elected officers.
- Their local control within VVA rules.

They will gain:

- New members.
- New annual dues.
- More volunteers.
- More future leaders.
- National training.
- Membership tools.
- Grants.
- Student-veteran partnerships.
- Community-service opportunities.

Each chapter will be asked to:

- Welcome members.
- Review proof of service.
- Assign mentors.
- Provide orientation.
- Follow dues rules.
- Submit membership reports.
- Follow the code of conduct.

Each state council will be asked to:

- Help chapters understand Mission 75.
- Provide training.
- Support smaller chapters.
- Track membership.
- Help form new chapters.
- Report progress.

No chapter or state council should receive a new duty without support.

That is why both Mission 75 dues and office savings must reach the state and chapter levels.

22. Are there plans to work with Student Veterans of America?

Yes.

Mission 75 should direct VVA to seek a formal working partnership with Student Veterans of America.

Possible work could include:

- Campus presentations.
- Membership outreach.
- Internships.
- Government Affairs fellowships.
- Mentoring.
- Benefits education.
- Community service.
- Leadership training.
- Career support.
- Veteran business programs.
- Nonpartisan civic education.

VVA could offer student veterans:

- A reduced first-year rate.
- A mentor.
- Access to VVA leaders.
- Work on legislation.
- Opportunities to attend hearings.
- Help with VA benefits.
- A path into chapter and national service.

Student Veterans of America should remain independent.

The goal is cooperation, not control.

23. Why would younger veterans join VVA when the American Legion and VFW also have trouble recruiting?

There is no guarantee they will join.

VVA must earn their trust.

VVA can be different by offering:

- A clear purpose.
- Work members can begin on the first day.
- Community service.

WE HAVE BEEN
TAKING OF VETERANS
FOR YEARS w/o
APPEAL ETC

- Online meetings.
- Hybrid meetings.
- Online dues.
- Short volunteer projects.
- Evening and weekend events.
- Faster leadership development.
- Respect for all service.
- Strong nonpartisan advocacy.
- Honest financial reporting.
- Clear Board information.
- A respectful culture.

VVA should welcome:

- Women veterans.
- Reserve members.
- Guard members.
- Combat veterans.
- Noncombat veterans.
- Support personnel.
- Cold War veterans.
- Gulf War veterans.
- Global War on Terrorism veterans.

Our difference will not be our name alone.

Our difference must be our conduct, our mission, and our results.

24. Mission 75 may be a far reach, but it may be the only logical and workable plan to keep VVA moving forward. Is that a fair statement?

Yes.

Mission 75 is a large plan.

It will require:

- Patience.
- Training.
- A budget.
- Tax guidance.
- Constitutional amendments.
- Chapter support.
- State council support.

- Convention approval.

However, it may be the best path because it:

- Keeps VVA alive.
- Protects the charter.
- Protects the VVA name.
- Protects current members.
- Protects life memberships.
- Welcomes future veterans.
- Keeps chapters.
- Keeps state councils.
- Builds future leaders.
- Avoids creating an untested replacement corporation.

Support from the Board and state council presidents is important.

The members and Convention delegates must also have their proper voice.

Mission 75 should be presented as a member-owned preservation plan.

25. Who will this affect, how will we do it, what will it affect, and when will it happen?

Mission 75 and the office realignment will affect nearly every part of VVA.

Current members

What changes:

- Current members may see new veterans joining.
- Current members may become mentors.
- Current members may take part in new training.

What does not change:

- Membership rights.
- Life membership.
- Voting rights.
- Chapter rights.
- State council rights.

When:

- Education begins during the planning period.
- Rights remain protected at all times.

Mission 75 members

What changes:

- Qualified later-generation veterans may join.
- They pay annual dues.
- They receive training and mentoring.
- They earn leadership rights in steps.

When:

- Membership begins after Convention approval.
- Chapter and state leadership begins after the required membership period.
- National leadership opens later.

Chapters

What changes:

- Chapters receive new members.
- Chapters receive dues.
- Chapters provide mentoring and orientation.
- Chapters may apply for grants.

When:

- Training begins before the first members enter.
- Dues sharing begins with paid membership.

State councils

What changes:

- State councils receive dues.
- They support chapters.
- They help train leaders.
- They help track membership.

When:

- Planning begins early.
- Full duties begin after Mission 75 approval.

National Board

What changes:

- The Board oversees the office move.
- The Board reviews final contracts.
- The Board oversees Mission 75.
- The Board receives regular financial and membership reports.

When:

- Immediately.

National officers**What changes:**

- National officers lead communication.
- They protect fairness.
- They help prepare future leaders.
- They remain accountable to the Board and Convention.

When:

- Throughout the process.

Staff**What changes:**

- Some positions may move to Pittsburgh.
- Some positions may stay near Washington.
- Some work may be remote or hybrid.
- Duties may change.

How staff will be treated:

- Clear notice.
- Respectful communication.
- A written transition plan.
- Relocation information.
- Remote options where practical.
- Opportunities to apply for available positions.

When:

- The staff plan begins with Board action on the office move.

Government Affairs**What changes:**

Government Affairs keeps access to:

- Congress.
- VA.
- Federal agencies.
- National coalitions.

How:

- A smaller Washington-area headquarters.
- Rail and road travel.
- Remote work.
- Regular Capitol Hill coverage.

When:

- Access continues without interruption.

Pittsburgh operations

Possible functions:

- Administration.
- Finance.
- Membership.
- Communications.
- Technology.
- Training.
- National Veterans Service support.
- Meeting support.

When:

- Contract and move planning should proceed now.

Washington-area headquarters

Possible functions:

- Official headquarters address.
- Government Affairs workspace.
- Executive meeting space.
- Required records.
- Small conference space.
- Support for Washington-area staff.

When:

- The location should be secured as part of the office transition.

AVVA

What changes:

- AVVA remains separate.
- AVVA keeps its own identity.
- Joint programs may grow.

Possible cooperation:

- Family programs.
- Caregiver support.
- Volunteers.
- Fundraising.
- Community service.
- Education.

Members and families

The final purpose is to:

- Protect services.
- Increase support.
- Strengthen chapters.
- Strengthen state councils.
- Preserve VVA.
- Place more money where members receive help.

26. Why have we not continued to explore Southern Maryland instead of moving operations to Pittsburgh?

VVA has already completed a broad review.

This review has taken approximately 10 months.

The team studied Maryland and locations in approximately 14 other states.

The review included:

- Rent.
- Utilities.
- Parking.
- Furniture.
- Transportation.
- Hotels.
- Employee costs.
- Partnerships.
- Incentives.
- Access to Washington.
- Long-term savings.
- Support for members.
- Support for chapters and state councils.

No Maryland option reviewed offered a full package close to the combined savings, furniture, partnerships, incentives, and operating value of Pittsburgh and the Eastern Panhandle.

This does not mean Maryland has no commercial space.

It means that available space is not always affordable or sustainable space.

A Maryland property might cost less than Silver Spring and still cost much more than the proposed two-office plan.

Why Pittsburgh is the leading operations choice

Pittsburgh offers:

- Lower rent.
- Furniture already in place.
- Lower parking and utility costs.
- Possible financial partners.
- Possible civic and business partners.
- Affordable lodging.
- Space for most national operations.
- A lower overall operating cost.

Why the Eastern Panhandle is the leading headquarters choice

The Eastern Panhandle offers:

- A location within the Washington regional footprint, subject to the final address and contract.
- Office costs reported at about \$10 to \$18 per square foot.
- Lower parking costs.
- Lower operating costs.
- Rail service toward Union Station.
- Possible state incentives.
- Lower living costs for employees.
- Access to Washington without paying central Washington-area prices.

Why the Board does not need another year of study

General Counsel has been part of this work since the beginning.

General Counsel will:

- Complete negotiations.
- Protect VVA.
- Address the present lease.
- Review the final terms.
- Present the final contracts to the Board.

The Board will have final review.

This is proper oversight.

It is not necessary to restart 10 months of research because a few people would prefer not to move.

Staff concerns

Employees must be treated kindly and fairly.

However, VVA cannot remain under a crushing financial burden only because moving may be difficult for some people.

The Board's duty is to protect the whole organization.

Every month of delay sends more money to one building instead of:

- Members.
- Chapters.
- State councils.
- Veterans benefits.
- Government Affairs.
- Training.
- Travel.
- Community programs.

The research phase has been completed.

The contract and decision phase must now move forward.

27. Why is there no time to discuss Mission 75 during the Wednesday presentation? Will other proposals be allowed?

Mission 75 deserves fair time.

It deals with:

- Membership.
- Leadership.
- The Constitution.
- The charter.
- Chapters.
- State councils.
- Staff.
- Finances.
- Legacy.
- VVA's future.

The Wednesday presentation should provide the Board with:

- A clear summary.
- The written answers in this paper.
- Time for direct questions.
- A clear list of decisions being requested.
- A clear list of matters that still require Convention action.

If every question cannot be answered during one meeting, the Board may schedule a focused follow-up session.

That follow-up should not restart the entire 10-month office review.

Other serious proposals should be allowed to be presented under fair rules.

Each proposal should include:

- Written details.
- Costs.
- Funding.
- Legal structure.
- Membership rules.
- Leadership rules.
- A timetable.
- Risks.
- Measurable results.

Mission 75 should be judged by the same fair standard.

However, no proposal should be allowed to delay action forever by asking VVA to keep studying matters that have already been fully reviewed.

The Board may separate its decisions:

1. Act now on the office realignment.
2. Move Mission 75 into the constitutional and Convention process.
3. Continue receiving member input without stopping urgent financial action.

WHAT THE BOARD IS BEING ASKED TO DECIDE

The Board is not being asked to approve every future detail today.

The Board is being asked to give clear direction.

Office Realignment Decision

The Board should authorize:

1. General Counsel to complete negotiations.
2. Final review of the Pittsburgh operations contract.
3. Final review of the Eastern Panhandle headquarters contract.
4. Action on the present Silver Spring lease.
5. A written staff transition plan.
6. Continued Washington access for Government Affairs.
7. A protected State and Chapter Support Fund.
8. Final Board review before contracts are signed.

Mission 75 Decision

The Board should authorize:

1. Mission 75 as VVA's main preservation plan.
2. Drafting of the required constitutional amendments.
3. A written tax and membership compliance plan.
4. Creation of the Leadership Academy.
5. Creation of the Legacy and History Committee.
6. A full financial budget.
7. State council and chapter briefings.
8. Preparation for Convention consideration.
9. Talks with Student Veterans of America and other possible partners.
10. Quarterly progress reports to the Board.

WHAT THE BOARD IS NOT BEING ASKED TO DO

The Board is not being asked to:

- Dissolve VVA.
- Give away the charter.
- Give away the VVA name.
- Close chapters.
- Close state councils.
- End life memberships.
- Remove the rights of Vietnam Veterans.
- Approve unknown contracts.
- Sign a final lease without review.
- Promise incentives that have not been confirmed.
- Open every national office immediately.
- Give control of VVA to another organization.

FINAL RECOMMENDATION

VVA has reached a point where waiting carries more risk than acting.

Ten months of work have gone into this plan.

Maryland and locations in approximately 14 other states were reviewed.

No location reviewed offered a stronger full package than:

- A furnished operations office in Pittsburgh.
- A smaller, affordable headquarters in the Eastern Panhandle.
- Continued access to Washington.
- Possible financial and civic partnerships.
- Possible state incentives.
- Major yearly savings.
- More support for members, chapters, and state councils.

We cannot continue spending close to \$1 million each year on one office when we may be able to operate two offices for about one-third of that amount.

The savings must not simply remain at the national level.

The savings must support:

- Members.
- Chapters.
- State councils.
- Government Affairs.
- Veterans benefits work.
- Training.
- Travel.
- Technology.
- Community service.
- The future of VVA.

Mission 75 does not ask Vietnam Veterans to surrender their organization.

It asks Vietnam Veterans to protect what they built, teach the next generation, and make sure VVA continues to serve veterans long into the future.

The office realignment protects VVA today.

Mission 75 protects VVA tomorrow.

The Board will retain final contract review.

The Convention will retain its constitutional authority.

Current members will retain their rights.

Chapters and state councils will remain in place.

The VVA name, history, charter, and founding promise will be protected.

After 10 months of research, the responsible next step is not another year of delay.

The responsible next step is careful action.