



Volume XXIV  
Edition II  
Apr - Jun 2024

# The Legionnaire

## AMERICAN LEGION POST 117

### **FROM THE DESK OF THE POST COMMANDER**

My American Legion Post 117 family members:

Wow! What a ride this has been being your Commander, we have accomplished so much in the short 9 months since taking office. I plan to seek re-election as your Post Commander with the goal to continue improvements and grow our Post, and support Veterans and the Four Pillars of The American Legion.

**WE were the FIRST in the District to make 100% membership for 2024!** We have set the example in the 26th District, and would like to continue this into 2025! Stop by to see the Traveling 100% Award that we received.

WE hosted our own Installation of Officers Ceremony here at Post 117 and will continue to do so well into the future.

WE hosted the 2023 Christmas VA Hospital Tour Luncheon for the Department of Pennsylvania American Legion and plan to host the Department visit again this year. We are also being considered for hosting the National Commander's official visitation!

WE continue to host the American Legion Butler County Council Meetings and 26<sup>th</sup> District Meetings here at Post 117.

WE had Post 117 members attend the Department Convention, National Convention and Department Executive Meetings. We will continue to have our members participate in future meetings *so that your voice and votes are heard at the District, Department and National Levels.*

As Commander, I have been working hard to get the American Legion Family to work together *as a family*, with communication across all entities of the American Legion - Legionnaires, American Legion Auxiliary, Sons of The American Legion and The American Legion Riders. We started a quarterly Calendar meeting for all entities to attend so that their upcoming events and fundraisers into the newsletter and into the forefront of *all the Legion Family.*

**All meetings that happen at the Post are open to any American Legion Family Member, I encourage you to attend any of these meetings to have your voice heard.**

Being the Post Commander has allowed me to meet a lot of the American Legion Family members that come to the Post to participate in the events and activities that we host, and I encourage more of our members to come out and enjoy your Post and fellow members. Watch the Calendar for upcoming events, and check out our Facebook page at *American Legion Butler Post 117, Butler, PA* for Daily Specials and Events, or our website at [www.butlerpost117.org](http://www.butlerpost117.org) where you can find helpful information and links to Veteran services.

-CONTINUED ON PAGE 5-

413 S. Main Street, Butler, PA 16001  
724-283-9014

<https://www.facebook.com/AmericanLegionButlerPost117/>

[www.butlerpost117.org](http://www.butlerpost117.org)

# April 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 DJ TRIVIA 7PM	2	3  AUXILIARY MEETING 6:30PM	4	5 BINGO 7PM  KARAOKE 9PM	6 <b>BAG LADY SUE COMEDY SHOW 8PM</b>
7	8 DJ TRIVIA 7PM	9  SAL MEETING 7PM	10  LEGION MEETING 7PM	11	12 BINGO 7PM  KARAOKE 9PM	13
14	15 DJ TRIVIA 7PM	16	17  RIDERS MEETING 6:30PM	18	19 BINGO 7PM  KARAOKE 9PM	20
21	22 DJ TRIVIA 7PM	23	24	25 HOUSE COMMITTEE MEETING 6PM	26 BINGO 7PM  KARAOKE 9PM	27
28	29 DJ TRIVIA 7PM	30				

**ADULT COMEDY NIGHT!**  
With America's Favorite Dirty Ol Bag...

**BAG LADY SUE**

**SAT. APR. 6th**  
@ 8:00pm  
**BUTLER**  
**AMERICAN LEGION**  
413 S. Main St.  
Butler PA. 16001

**WARNING! ADULT HUMOR!**

PROCEEDS BENEFIT AREA VETERANS!  
Tickets @ Bar OR Securely online  
[WWW.BAGLADYSUE.COM](http://WWW.BAGLADYSUE.COM)





# May 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					BINGO 7PM KARAOKE 9PM	
5	DJ TRIVIA 7PM				BINGO 7PM KARAOKE 9PM	11
12	DJ TRIVIA 7PM				BINGO 7PM KARAOKE 9PM	<b>ARMED FORCES DAY</b>
19	DJ TRIVIA 7PM		RIDERS MEETING 6:30PM	HOUSE COMMITTEE MEETING 6PM	BINGO 7PM KARAOKE 9PM	
26	<b>MEMORIAL DAY BBQ BY SAL</b>					



Children's Easter Party was held on Saturday March 23, 2024 at the Post. Thank you to Auxiliary Unit 117 for all their hard work. The Children had a great time.



# June 2024

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2	3 DJ TRIVIA 7PM	4	5 ★ AUXILIARY MEETING 6:30PM ELECTION OF OFFICERS	6	7 BINGO 7PM KARAOKE 9PM	8
9	10 DJ TRIVIA 7PM	11 ★ SAL MEETING 7PM ELECTION OF OFFICERS	12 ★ LEGION MEETING 7PM ELECTION OF OFFICERS	13	14 BINGO 7PM KARAOKE 9PM <b>FLAG DAY</b>	15 <b>FLAG RETIREMENT CEREMONY 12:00 NOON</b>
16	17 DJ TRIVIA 7PM	18	19 🦅 RIDERS MEETING 6:30PM ELECTION OF OFFICERS	20	21 BINGO 7PM KARAOKE 9PM	22
23	24 DJ TRIVIA 7PM	25	26	27 ★ HOUSE COMMITTEE MEETING 6PM	28 BINGO 7PM KARAOKE 9PM	29
30						



★ June 15, 2024 12:00PM 413 S. Main Street Butler, PA 16001 ★

**-CONTINUED FROM FRONT PAGE-**

The safety of our members is our priority, so we have updated our emergency lighting and exit signs, and we are continuing to renovate and update our Post Home. Come check out the fresh paint, new ceiling tile and lighting. We have a 16 foot x 5 ½ foot art Mural to honor *all* Service branches, and *all* Conflicts that will soon be hung on the North wall of the banquet hall in the near future. Coming soon: “Warrior Hall,” a dedication area to our Members.

The kitchen strives to continue our great food service for our members – we installed a new dishwasher and a new griddle cooktop and oven, so stop in and have some lunch or dinner. Use our feedback form on the website to let us know what you think!

We are continuing our community involvement with donations of cookies and gift certificates to the First Responders of Butler City Police and Fire and Butler County Sheriff. We also donated to Butler County Can-Am Police – Fire Games.

We have allocated \$10,000.00 for local schools for scholarships for 2024, and we also continue to donate monthly at our meetings to many other local entities and non-profits that *support Veterans, children & youth*, and the *community* in accordance with the Four Pillars of The American Legion.

In closing, nominations, and election of Officers for 2025 is fast approaching. *Now is the time for your voice to be heard at the meetings.* You must attend the Meeting in May to accept a nomination for office, and attend the meeting in June to Vote. Please read the, **Know Before You Run** section of this Newsletter.

*David E. McLaughlin*

**Post Commander**

The banquet hall getting the new paint.  
The new color is Old Glory.





# **FROM THE DESK OF THE POST ADJUTANT**

*Congratulations on achieving 100% membership before any other Post in the District* and receiving the Traveling Trophy! Your hard work and dedication to your Post has really shown over this last year. I am proud of the members that make up our Family here.

*We are holding our dues for 2025 to the current \$35/year* even though there is an increase. National raised dues \$5.00 and Department raised theirs \$2.00. Currently, the Post's share is \$8.00 per member; but after the increase, the Post will only receive \$1.00 per member. The Executive Board recommended, and members of Post 117 voted in February 2024, to hold dues at \$35.00 per regular member for 2025. ***This means no dues increase for our members. Since inflation is already an issue, we felt that it is important to NOT cost you more.*** To offset this cost to our Post we will need your help and participation with fundraisers and other efforts to raise money so we can continue to have the great activities and events that we do.

*There is 3-year membership incentive for now that you can take advantage of.* Let me explain how this works – you pay your dues for \$35.00 a year total of \$105.00 in full. You will not get a renewal notice until 2028, and you will be paid for 2025, 2026, 2027 since you are already paid for 2024! The Post will receive its \$8/per year for your membership each year and you will receive your card. It is quick and easy! You can do this online at [www.legion.org/renew](http://www.legion.org/renew) You can do this at any time that you want to, UP UNTIL April 15<sup>th</sup> this year. If you wait until after April 15, 2024 the Post will only receive \$1/per member a year, so we ask if you are thinking about the 3-year incentive PLEASE DO IT NOW and help the Post retain the \$8.00!

*Have you thought about becoming a Paid Up for Life Member (PUFL) of Post 117?* We welcome you to consider becoming a LIFE Member of The American Legion, and forever beat any dues increase. Rates are available online at [www.legion.org/PUFL](http://www.legion.org/PUFL) or contact me and I will assist you.

## **House Committee News**

Your House Committee has been working hard around the Post, hopefully you have noticed the work that has been taking place. The Banquet Hall is about 75% done, and we are finishing the ceiling tile and lighting. The hallway has new paint and the ceiling will be done next. We have upgraded and installed all new LED Emergency Lighting in case of a power outage, and all new LED Exit lights. The Canteen area will be the final area that will be getting a fresh coat of paint and some updating, including new ceiling tiles, and new LED Emergency Lights, and some other small updates.

*We are facing a major capital expense* – the rubber roof is in serious need of replacement in the very near future. We have been patching and chasing water leaks for a long time now and the time is coming to replace it. We will be getting estimates and working with contractors and our insurance provider to see what our best options are as we pursue this major task for our Post Home. As noted, this is going to be a major expense for us to endure so all help will be appreciated with fundraising and donations when the time comes to accomplish this mission.

*House Committee meetings are ALWAYS open to ALL Legion Family Members to attend*, we meet on the 4<sup>th</sup> Thursday at 6pm. Please check the calendar, and we meet in the downstairs office conference room to allow for wing night to utilize the banquet hall. Please join us, and bring all your thoughts and ideas with you. ***We welcome and appreciate your input.***

*Dean Noechel*

**Post Adjutant /  
House Committee Chairman**

At this time some of our Veteran members as well as our Sons of the American Legion, our American Legion Auxiliary and American Legion Rider members may be considering a run for elected office in their perspective organizations. The nominations will occur during the regular scheduled meeting in May and the elections will occur at the regularly scheduled meeting in June. As you assess your motivation and drive to throw your hat into the ring you must understand the responsibility you will be taking on should you win. In this issue we will explore some of a Commander's duties.

Therefore, consider the following;

## **Before You Run...**

### **Office of the Post Commander**

Once elected, *the job of Post Commander is broad and difficult. He or she must secure the support of District and State Department officers as well as the support and loyalty of subordinate Post officers who he/she will supervise and in some cases will appoint (i.e. "Judge advocate", "Historian", etc.)* His/Her job will be nearly impossible to perform for the benefit and progress of the Post membership without securing all of this support. Simply put, a Post Commander has got to know how best to **communicate** to these other officers and departments and be available to them, visibly and as often as needed.

*A Post Commander must know, even before initial installation, the Post and state By-Laws content, the current Post House Rules and should always have copies of these close to his/her person for reference.* The American Legion since the onset of its formation has always provided specific rules and methods for not only its National Organization contained in its Constitution and By-Laws but for individual Post operation as well. Post Commanders must always operate within those boundaries and not do things "their way". Commanders and other officers must follow the American Legion rules. You can't follow the rules if you don't know what they are.

*A Post Commander must know how to preside over, direct and control smoothly the regular Veteran's meetings held at the Post* and any other meeting that he is entrusted to preside over concerning the Post. He accomplishes this by past direct meeting observation, a knowledge of meeting protocol and a firm grasp of the publication "Robert's Rules of Order" in which meeting order and protocol are spelled out and endorsed by the American Legion.

*It is up to the Post Commander to ensure that the Post's Executive Board (Committee) and other Post officers meet on a regular basis to help ensure the Post's success.* Whether the Commander likes it or not, A Post's success is usually measured by the American Legion in terms of gain or loss in membership over a given time. The Veteran membership is a reliable barometer of what the Post is doing. More often than not a Commander will be hearing from the District Commander on how his Post's membership is being perceived and what may be expected to improve it, if necessary.

*A new Post Commander must always know is how much money is in the Post Budget and coffers. A Commander must always have all minutes, records, the Post Incorporation Charter, licenses and Insurance documents handy and organized and know how to interpret them correctly.*

This is just a start with a Commander's duties – please refer to the "American Legion Officer's Guide, 2023" for further reading anytime you are at the Post.

<https://www.legion.org/sites/legion.org/files/legion/publications/27IA0123%20Post%20Officers%20Guide.pdf>

Becoming an elected officer in a Post means much more than just winning a “popularity” contest. As we have seen with just some of the stated skills and knowledge that a new commander must quickly acquire, so, too, should the aspiring candidates for the other officer positions be aware of the specialty and particular skills they will need to both assist the new Commander and help the Post to grow and progress. Therefore in this writing we will explore the duties of the 1st Vice Commander. Consider the following:

# Before You Run...

## Office of the 1<sup>st</sup> Vice Commander

*The office of 1<sup>st</sup> Vice Commander* – This position emphasizes two main duties: the first is the duty/ability of the 1<sup>st</sup> Vice Commander to be able to step up and run the Post on a temporary basis as a Commander in all phases should the Post Commander be temporarily unable to do so. Among the abilities needed, not the least of which is, again, to *properly preside over, direct and smoothly control all regular Veteran’s meetings and Executive Board (Committee) meetings held at the Post in the Post Commander’s absence.*

The second main duty of the 1<sup>st</sup> Vice Commander (frankly, his or her **chief** concern) is “Post Membership and Retention”. *Membership growth and current member retentions are without doubt the primary mission of the 1<sup>st</sup> Vice Commander.*

In a successful Post a new Commander must contact the Post officers and committee chairs immediately after election to schedule a meeting where they can lay out a general plan of operation for the entire year. This is when the Membership Plan for the Post should also be decided. The 1<sup>st</sup> Vice Commander should chair and supervise a Membership committee to draw up a successful plan guaranteeing Post growth. A strong suggestion for this committee formation is for the 1<sup>st</sup> Vice Commander to be familiar with the six (6) age old questions every newspaper reporter always employs and answers which are : 1) **Who’s** (going to execute each step necessary to reach membership goals)? 2) **Where** (do you want to go?-What’s the goal?) 3) **What** ( steps are required to achieve membership goals?) 4) **When** (is the work going to be done)? 5) **Why** (must the goals be achieved and met?) 6) **How** ( are you going to do all of this?) – **“Who, Where, What , When , Why & How”** ..... Remember, no growth, no retention, NO POST!!

In order for the 1<sup>st</sup> Vice Commander to outline his/her job and know how to reach his/her goals he/she also should find the answers to the following: **1)** Regarding response to mailed dues notices, who is going to contact the 20% who don’t respond? **2)** How are you going to contact and recruit prospective new members; Who is going to contact them and how are they going to be acclimated into the Post? **3)** Who can the 1<sup>st</sup> Vice Commander really count on to really work at membership? **4)** What awards and special recognition will be given to successful committee members? **5)** What special events can be tied with membership? (Veteran’s Day, the Legion birthday, Post picnics, etc.)

Knowing how to develop an agenda is also critical for a 1<sup>st</sup> Vice Commander. Know the agenda of all your committee members. They will all differ. You can’t effectively lead until you know what they are and integrate them to yours’s . So, aspiring candidate for 1<sup>st</sup> Vice Commander... We hope you can and are willing to do the above duties. If you feel now that you can’t, please do the Post a favor and do not run for this office.... But if you do run and are qualified and determined we welcome your candidacy.



In order for new members to want to join our Post and to be able to comfortably retain those members in good standing that our Post now has, the Post must be highly regarded by the community where it resides. Every good salesman knows that to be successful he has to have something to sell. An active Post where the members enjoy themselves often creates a “word of mouth” membership campaign in and of itself. To better accomplish this we will explore the primary duties of the Post 2<sup>nd</sup> Vice Commander.

## **Before You Run...**

### **Office of 2<sup>nd</sup> Vice Commander**

The 2<sup>nd</sup> Vice Commander’s *primary job is to help run operations to “spice up” meetings & Post events and attract new members to the Post while seeing to it that current members can enjoy themselves while at the Post.* The 2<sup>nd</sup> Vice Commander must work closely with *The Post Commander, Post Finance Officer, the Post House Committee and the appointed Post Adjutant* on a frequent basis to communicate and seek approval for what the 2<sup>nd</sup> Vice Commander has in mind to achieve & organize his goals for Post Events *while maintaining the success of regularly scheduled recreation & fund raising activities held within the Post legally, within Post financial means and supported by The American Legion “Four Pillars”.*

The 2<sup>nd</sup> Vice Commander must **be available to serve (and contribute) on the Commander’s Budget committee and be in regular attendance at all Executive Board (committee) meetings.**

The 2<sup>nd</sup> Vice Commander *must have and exercise the ability to reach out to community persons of import and resource contacts to schedule, book and pay for events within the aims and purposes of The American Legion, membership and fund raising event sources (such as golf outings, country clubs, other dinner and social events etc. where The American Legion and Legion fund / membership raising events might occur.*

The first tool of communication for the Legion 2<sup>nd</sup> Vice commander is to **maintain a thorough Post event and community “Event Calendar”** for the fiscal year ( current month of

June through the next year’s month of July). The 2<sup>nd</sup> Vice should have this calendar completely “booked up and scheduled” two (2) to three (3) months in advance solidly with events, dinners and “dinner speakers”, event locations and know the extent of the Post member AND guest participation per event. He must know and have “back-ups”, in advance, in mind with contact information at the ready should the primary venue participants or location” cancel” unexpectedly.

The 2<sup>nd</sup> Vice Commander must coordinate and have **the approval** of the *Commander*, the *Executive Committee*, the *Post Finance Officer*, the *Post House Committee* and communicate what he is doing with events to the *Post Adjutant* **BEFORE** he sets his event calendar.

Finally the 2<sup>nd</sup> Vice Commander *must advertise in all available Post AND community media venues* (newspaper, local radio, Post website, Post Newsletter etc.) of what’s occurring each month on his event calendar. He needs fiscal approval for advertising from the Finance Officer before he does this. Are you willing and able do this, aspiring candidate? If you are NOT, then please don’t bother running.

As any General knows and has been told for centuries *"An Army travels on its stomach and its stomach is supplied by MONEY"*. This old adage is true enough for our Post as well. Whether it be dues, donations, fund raisers, direct sale of food or liquor to our members and authorized guests or Post produced artifacts ( such as "poppies") our Post and all others must have monetary income to operate within our community. In any Post the fiscal monetary day to day management is overseen and supervised by the Post Finance Officer. Here is an overview of the duties of this Post office.

## Before You Run...

### The Post Finance Officer

*The Post Finance Officer must be honest and should have direct financial experience in handling financial affairs.* The Post must have expert advice in formulating and administering its financial and monetary policies. The Post Financial Officer provides this advice.

The Post Finance Officer is **DIRECTLY ACCOUNTABLE TO THE VETERAN MEMBERS OF THE POST**. He or she does this in conjunction with a close business relationship with the Commander and the Executive Committee and *must present a complete, accurate monthly financial report at every monthly regular veteran's meeting to the Post veterans.* The Finance Officer should serve as *the chair of the finance committee and must be in charge of receiving and distributing all Post funds.* The appointed Post Adjutant , in all matters relating to finance, should carry on his work in close correlation to the Finance Officer as well. Post accounting forms assist in meeting the requirements of The American Legion Posts in maintaining a correct and permanent membership and finance record. Regarding this *the Finance Officer should have at least a rudimentary knowledge of Book Keeping. The Post Financial Officer must be prompt in remitting / returning Legion National and Legion State Department fees to State Department Headquarters upon receipt within the Post.* It is absolutely essential that the Post Finance Officer maintain accurate financial records for all Post operations and activities.

Technically the Post Financial Officer must be familiar with how to compose (build) financial information lists; recognize the information contained; the familiarity with how to extract that information and the ability to interpret financial "spread sheets". Additionally the Financial Officer must know his or her way around today's computers and the keyboard that goes with them (how to type) The Post Finance Officer is responsible for meeting and disbursing all payroll on a timely basis to compensated Post employees and his name must appear on all Post checks written from all Post financial accounts ....and just like your books at home this officer must balance all Post books to a tee.

The position of Post Finance Officer is a highly skilled, detail driven and unbelievably **CRITICAL** position to the Post and its survival. Currently our Post is indeed blessed to have an excellent Finance Officer in place particularly with regard to some recent past rough times. But, in the future, her position could become "open" should she ever choose to vacate it.

Would you be qualified to step up and run for this office? Look closely at the duties and requirements listed above...would you be capable? ( and we have only scratched the surface here on this position ).

# Before You Run...

## **Executive Member at Large**

The title of “Executive Board Member at Large” is a somewhat unique elected position that The American Legion created to try to ensure a “check and balance” system with the Executive Board officers themselves and the regular veteran members of the Post. These elected Post officials are a liaison / link between the two bodies and report on, discuss and bring up Post matters that the other Board members may be unaware of. Let’s look at how this position operates within a Post.

Taken directly from ***The American Legion, Inc., Dept. of Pennsylvania By-Laws, Article 4, Sec.3,*** it states : “The at large members of the Executive Committee [board] shall serve for a term of two (2) years. Initially , half of the at large positions will be filled by that number of candidates receiving the most votes and they shall serve for two (2) years. The remaining positions will be filled by that number of candidates receiving the next highest number of votes who shall serve for one (1) year only. Thereafter , an election shall be held annually to elect half of the members”.

This year (2023) our Post has **two** Executive Board “at large” positions to elect. The Legion states in its By-Laws that each Post shall have an even number of “at large” members and our number is four (4).

\*It is important to note that at large members of the Executive Board can vote and can also help establish a quorum count to hold a meeting in the absence of any other officer (appointed officers, non elected, cannot do either of these).

The Post Commander may appoint/direct “at large” Board members to serve on any Post committee He deems appropriate.

As stated earlier, the “at large” positions are somewhat unique and require a candidate who has the experience and a “good ear to the ground” regarding the overall Post membership, its needs and the Post overall. If you feel you can attend most, if not all, of the Executive Board meetings and contribute, our Post welcomes your candidacy for these positions.

The appointed Office of Post Adjutant is one of the very most important and critical offices of the Post. It is also the most time consuming and most detail driven office that our Post maintains. While the Post Commander’s duties are primarily those of an executive and inspirational Post Leader, the Post Adjutant’s Role in the organization is that of “Chief Engineer” who sees to it that the Post’s operating and administrative machinery are well oiled and maintained. New Post elections sometimes mean new Adjutants appointed by the Commander.

# Before You Accept This Appointment Consider This...

## The Office of Post Adjutant

The Adjutant is the primary administrator for our Post and one who provides documentation continuity for our organization. He reports to and assists daily our Post Commander.

The Post Adjutant is the personnel officer and the personal point of contact for all of our active Post members, incoming transferring members as well as departing members as needed.

The Adjutant must maintain accurate membership records. He must check up and assist with the work of the other officers and committees. He must PUBLISH and distribute official orders, announcements and communications with our Post members as they come into our Post from our Commander, the District Legion Office and the various State and National American Legion offices (and Officers) and get those published orders, announcements and communications to “flow” to all of the members of the Post who need to know in a timely and accurate manner.

The recording and keeping of accurate Post veteran meeting minutes is one of the most, if not the most, critical jobs that our Post Adjutant has. Written meeting minutes are viewed, even in civil matters, as the official actions of what our veteran members enact, do or don't do and who did those actions. Our veteran members ultimately run our Post and they are the reason the Post exists. The Adjutant is accountable to them for recording, storing and providing access to absolutely accurate written meeting minutes and it is the Post veterans who must approve those minutes by vote on a reread at the next regular veteran's meeting. One can point to many outside civil legal hearings and disputes that were decided on the existence, accuracy and content of a Post's minutes. Remember the news reporter's "Five 'W's"; "Who, What, When, Where, Why and How" when taking and recording minutes. Remember "Not on paper, didn't happen" .... and it's the Adjutant's duty to ensure that it is on paper ... accurately.

The Adjutant has the additional responsibility of maintaining and being able to access All Post records in a comprehensive secure filing system. Occasionally "Special Post Meetings" may be called by the Commander or the various District and State Department American Legion officers for the Post and it is the duty of the Post Adjutant to get the meeting notices published, written and mailed promptly to those individuals attending those meetings in the time prescribed according to the Post By-Laws.

The Office of Adjutant involves a great deal of work and attention to detail. Some degree of additional compensation may be paid to our Adjutant for the degree of work the position entails. The American Legion Constitution, past meeting minutes and officer / committee reports will give insight into our Post's policies and traditions. The "Post Adjutant's Manual" has detailed instructions on the handling of membership cards, per capita payments and other duties. Every adjutant should have a copy.