



POST OPERATIONS FRAMEWORK

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I. Mission Alignment

The CVA Post model is built to be the next-generation home for America's combat veterans, carrying forward the core mission of organizations like the VFW and American Legion while eliminating the inefficiencies, barriers, and outdated practices that have caused declining engagement in recent decades.

Traditional veterans' organizations were built for a different era, with a heavy emphasis on physical presence, large buildings, and largely civilian activities. CVA takes the proven strengths of those models, comradeship, service, and advocacy, and retools them for today's veterans.

Our purpose is to create posts that are leaner, more adaptable, and more deeply focused on providing tangible, immediate benefits to veterans. That means posts are not simply gathering spaces, but operational hubs with Veteran Service Officers on site, access to wellness and employment programs, and rapid-response support capabilities.

We recognize that the needs of post-9/11 veterans differ from those of prior generations, and our model reflects that shift: practical assistance, a lean and modern infrastructure, and an unwavering veteran-only environment that fosters trust and solidarity.

By designing CVA Posts with a smaller footprint but greater functional density, we ensure that resources go directly into programs, benefits, and services rather than maintaining oversized facilities.

This approach allows us to replicate success rapidly across communities while still preserving the sense of belonging and purpose that has always been the heart of veteran organizations. In doing so, CVA positions itself not just as a successor to traditional posts, but as the clear, modern standard for what a veterans' organization should be in the decades to come.

CVA is unwavering in its commitment to a veteran-only membership and access policy. This is not a matter of exclusivity for its own sake, rather it is a recognition that the strength of a post comes from the unfiltered trust, understanding, and camaraderie that can only exist among those who have shared the realities of combat service.

In many traditional organizations, the gradual opening of membership and facilities to civilians has diluted the very culture that made those spaces meaningful. CVA will not repeat that mistake.

By maintaining veteran-only access, every interaction inside a CVA Post is grounded in mutual respect and shared experience. Members can speak freely, without the need to translate their language, soften their stories, or explain the unexplainable to those who have not served in combat. This environment preserves the authenticity of the post as a sanctuary, part social hall, part mission command, where veterans can drop their guard and connect on terms that feel natural.

The public will still see CVA's impact through community programs, advocacy, and outreach, but the post itself will remain a space reserved for those who have earned entry through service. This

policy protects the identity and integrity of the organization, ensuring that CVA remains by veterans, for veterans, and about veterans, now and in the future.

CVA's Core Post Pillars are:

Brotherhood

CVA exists to preserve and strengthen the bonds forged in combat. These bonds are different from any other type of relationship because they are built on shared hardship, mutual reliance, and the knowledge that each member has stood in harm's way. Our posts are not just social clubs for casual acquaintances, they are sanctuaries for those who understand the weight of service. When a veteran walks into a CVA post, they know they are among people who have faced the same challenges, carried the same burdens, and earned the same right to stand shoulder to shoulder.

This commitment to brotherhood extends to every aspect of our operations. From leadership decisions to post activities, the sense of belonging and mutual respect is a guiding principle. Members are encouraged to check in on each other, offer support during personal struggles, and celebrate successes together. The culture of a CVA post is intentionally designed to be a protective circle, where trust is automatic and no one is left on the outside.

Brotherhood is not a passive value, it is an active commitment. It means showing up when a fellow veteran needs help moving into a new home, sitting with them in the waiting room at the VA, or simply being there to listen when they are struggling. It means maintaining a presence in each other's lives that goes beyond the walls of the post. This is the heartbeat of CVA, and it is what separates us from organizations that treat membership as a transaction rather than a lifelong bond.

Self-Sufficiency

CVA posts are built to stand on their own two feet. While we welcome donations, we also recognize that pure reliance on outside funding or constant donations leaves organizations vulnerable to economic downturns, political changes, and shifting public interest.

Our model prioritizes revenue-generating operations within the post, such as member-only social spaces, events, and services that support the financial stability of the organization. This ensures that the post can maintain its programs and operations without compromising its mission or values.

Self-sufficiency also means building a structure where each post can operate effectively without micromanagement from the national level. While national leadership provides guidance, resources, and oversight, the day-to-day operations are handled locally by members who understand the unique needs of their community. This autonomy encourages innovation and adaptability, allowing each post to develop solutions that work best for their members.

A self-sufficient post is also a source of pride for its members. When veterans know that their post is sustained by their own contributions and efforts, it reinforces the sense of ownership and commitment to the mission. Self-sufficiency is not only a financial principle, it is a mindset that aligns with the military ethos of resourcefulness, discipline, and independence.

Advocacy

CVA is committed to standing up for combat veterans in every arena where their voices must be heard. Advocacy begins at the post level, where members identify issues that directly affect their lives, from delays in disability claims to barriers in accessing mental health care. These concerns are elevated through our national structure, where they can be addressed through coordinated campaigns, legal action, or legislative efforts.

We believe advocacy is most effective when it is informed by lived experience. Our members are the experts in their own struggles, and CVA serves as the amplifier for their concerns. By documenting real stories and connecting them to decision-makers, we transform individual frustration into collective action. Whether it is challenging unfair policies, pushing for new benefits, or defending existing rights, we are relentless in pursuing outcomes that improve the lives of combat veterans.

Our advocacy does not end with government agencies or lawmakers. CVA also works to hold other organizations accountable when they fail to serve the veteran community effectively. We are not afraid to disrupt outdated systems, call out inefficiency, or create new pathways when existing ones are closed. Advocacy for us is not symbolic, it is measured in results that veterans can see and feel in their everyday lives.

Impact

For CVA, success is defined by impact, not by publicity or ceremonial recognition. Every program, initiative, and campaign we undertake is evaluated by the tangible difference it makes in the lives of our members. If an effort does not result in measurable improvement for veterans, it is restructured or replaced. This focus ensures that our resources are directed toward strategies that actually work, rather than toward projects that only look good on paper.

Impact is most visible in the day-to-day outcomes we help create. When a veteran receives their long-overdue disability benefits because a VSO at the post fought for them, that is impact. When a member transitions from unemployment to a stable career through connections made at the post, that is impact. When a struggling veteran finds a reason to keep going because of the brotherhood they found in CVA, that is impact. These successes are our mission reports, proof that our presence is changing lives.

Measuring impact also means holding ourselves accountable. CVA posts track their work, document their successes, and share them with the national organization. This not only reinforces transparency but also allows successful strategies to be replicated across the country. Our commitment to impact keeps us mission-driven, results-oriented, and focused on the single objective that matters most: improving the lives of combat veterans in real and lasting ways.

II. Core Pillars of Operation

Claims & Benefits Center

Every CVA post will operate as a fully functional Claims & Benefits Center, staffed by accredited Veteran Service Officers (VSOs) who are trained and authorized to represent veterans in their claims before the Department of Veterans Affairs. These VSOs are not third-party contractors with limited availability, they are dedicated members of the CVA team whose sole mission is to help veterans secure the benefits they have earned. By placing this resource directly within the post, we eliminate the need for members to navigate confusing bureaucracies alone or travel long distances to find qualified assistance.

Having an on-site VSO means that a combat veteran can walk into their local post, sit down with a knowledgeable advocate, and begin the claims process immediately. Whether it is filing an initial claim, appealing a denial, requesting an increase, or navigating complex service-connection issues, our VSOs provide one-on-one guidance from start to finish. This approach ensures accuracy, timeliness, and a much higher success rate than self-filed claims. Just as important, it reduces the frustration and delays that often discourage veterans from pursuing the benefits they deserve.

The presence of a Claims & Benefits Center within each post reinforces CVA's commitment to being more than just a meeting place. We are an active resource hub where veterans leave with solutions in hand. By integrating VSOs into the daily life of the post, we ensure that members can address urgent needs without scheduling months in advance or dealing with unresponsive agencies. This model transforms each CVA post into both a brotherhood and a battle station.

VA Disability Claims, Appeals, CRSC/CRDP, and Education Benefits

Each CVA post will serve as a comprehensive hub for veterans seeking to navigate the complex world of benefits. At the core of this service is direct, in-person assistance with VA disability claims. Our accredited VSOs will help veterans gather medical evidence, draft clear and compelling statements, and submit claims that meet the VA's evidentiary standards. This hands-on approach not only improves the likelihood of approval but also shortens the time it takes for a decision. Veterans will no longer be left to decipher regulations on their own or risk losing benefits due to avoidable mistakes.

When claims are denied or underrated, our posts will be equipped to handle appeals with the same intensity as an initial filing. From filing a Higher-Level Review to taking a case before the Board of Veterans' Appeals, our VSOs will guide veterans through every step of the process. We recognize that appeals are often the most frustrating stage of the benefits journey, and many veterans give up before seeing it through. By having a trusted advocate in the same building where camaraderie and support thrive, veterans will be far more likely to persist and ultimately succeed.

Beyond VA compensation, each CVA post will assist with Combat-Related Special Compensation (CRSC) and Concurrent Retirement and Disability Pay (CRDP). These benefits, often overlooked or

misunderstood, can significantly increase a veteran's monthly income. Our VSOs will identify eligibility, prepare applications, and ensure that members understand the financial impact of each option. This service is particularly vital for retirees, who often discover years later that they were entitled to benefits they never claimed.

Education benefits will also be a core focus. Veterans will receive guidance on maximizing their GI Bill entitlements, vocational rehabilitation programs, and state-specific education benefits. Whether a member is looking to start a degree, attend a trade school, or transition into a new career, our VSOs will map out the most cost-effective and benefit-rich pathway. We will also connect veterans with partner institutions that share our commitment to honoring military service.

By housing all of these services under one roof, CVA posts will provide a seamless and powerful support network for our members. A veteran can walk in to share a drink with brothers and sisters in arms, and in the same visit, sit down with an accredited VSO to handle claims, appeals, CRSC/CRDP applications, or education planning. This integrated model ensures that CVA is not just a place to belong, but a place to advance, where every visit has the potential to change a veteran's life for the better.

Scheduled Benefits Briefings and Updates on Legislative Changes

CVA posts will hold regularly scheduled benefits briefings to ensure every member remains informed about the resources available to them. These sessions will be conducted by our accredited VSOs, along with subject matter experts, to break down new opportunities, clarify common misconceptions, and address questions directly from members. By making these briefings a recurring event, we create a culture of ongoing education rather than one-time information dumps. Members will know exactly when they can come in to get the latest updates, ask pressing questions, and leave with actionable steps to improve their benefits portfolio.

Legislative changes at both the federal and state level often have direct, immediate effects on veterans' benefits. Many of these changes are buried in complex bills or administrative rules that the average veteran never hears about until it is too late. CVA will bridge this gap by monitoring pending legislation, tracking new laws, and delivering timely updates in clear, plain language. If Congress passes a measure that expands disability ratings, changes education entitlements, or modifies CRSC eligibility, our members will know within days as opposed to months. This allows veterans to take advantage of new opportunities before application windows close or retroactive benefits are lost.

These briefings will also serve a strategic purpose in advocacy. By keeping our members informed, CVA can mobilize them quickly to support or oppose legislation that impacts the veteran community. **A well-informed membership is a powerful tool for influencing policy**, and our posts will be positioned as both an information source and a rallying point for action. In this way, CVA posts will not simply react to legislative changes they will have the ability to help shape them. This proactive approach ensures that our members remain ahead of the curve, maximizing their benefits and amplifying their voice in the halls of power.

Health & Wellness Access

CVA posts will be a hub for connecting members to health and wellness resources without becoming a medical facility. Instead of maintaining permanent medical staff, our approach will focus on structured, recurring partnerships. Once a month, each post will host a dedicated “Wellness Day” featuring visiting providers, such as physical therapists, chiropractors, adaptive sports trainers, and mental health professionals, who are trusted in the veteran community. This keeps operational costs low while still giving members direct, face-to-face access to high-quality care and services they might not otherwise pursue.

Our partnerships with local VA clinics and accredited community providers will be formalized so that these Wellness Days are consistent and predictable. Veterans can schedule their visits around these events, knowing they can access screenings, mobility assessments, pain management workshops, and recovery resources in one place. This structure also creates opportunities for specialized programming, such as adaptive sports demos, nutrition education, and injury prevention classes tailored to the unique needs of combat veterans.

In addition to these monthly events, CVA posts will facilitate peer-led support groups for conditions such as PTSD, TBI, and substance abuse recovery. These groups will not attempt to replace professional counseling but will serve as a trusted space for veterans to share experiences and strategies with those who understand their challenges firsthand. By combining professional outreach with peer solidarity, CVA will create a health and wellness model that is sustainable, cost-effective, and deeply aligned with our mission of self-sufficiency and brotherhood.

Training & Certification Programs

CVA posts will operate as launch pads for veterans seeking to reenter or advance in the civilian workforce, with a deliberate focus on vocational training partnerships. These partnerships will target high-demand, high-skill fields such as welding, information technology, cybersecurity, and commercial driver’s license preparation. Each post will identify and collaborate with local trade schools, community colleges, and certified training providers to deliver courses either on-site or at nearby facilities. By leveraging our network and negotiating veteran-specific agreements, CVA will ensure members have streamlined enrollment processes, reduced costs, and priority access to classes that align with industry needs.

The intent is not simply to offer classes, but to build clear pathways from training to employment. Posts will coordinate with employers who actively recruit from these fields to establish apprenticeship pipelines, hiring commitments, and job placement assistance. This will create a closed loop where a veteran can walk into a CVA post with no certification and leave weeks or months later with both the credential and a job offer in hand. Veterans will also have access to post-based study groups and mentorship from fellow members who are already working in those trades or sectors, further strengthening career readiness and retention.

By integrating vocational training into the fabric of each post, CVA will directly address one of the most pressing needs facing post-9/11 veterans; sustainable, well-paying careers. Rather than relying

solely on external job fairs or government programs, our model embeds workforce readiness into the everyday operations of the organization. Over time, these programs will not only elevate individual members but will also reinforce the reputation of CVA posts as places where veterans gain tangible skills, secure meaningful employment, and reclaim the economic stability they fought to protect.

Community College and DoD SkillBridge Integration

CVA posts will actively integrate with local community colleges to create a streamlined education-to-employment pipeline for veterans. Through formal agreements, members will have access to accelerated certification programs, degree pathways, and continuing education courses tailored to industries with high veteran demand. These partnerships will emphasize credit for prior military training, ensuring veterans do not repeat coursework for skills they already mastered in service. Community colleges will also be invited to conduct on-site enrollment sessions at CVA posts, eliminating bureaucratic barriers and helping members navigate admissions, financial aid, and veteran-specific benefits in one place.

The Department of Defense SkillBridge program will be a critical piece of this operational model. SkillBridge allows service members in their last 180 days of active duty to train with civilian employers, providing real-world experience before their military service officially ends. CVA posts will position themselves as SkillBridge hubs, connecting incoming veterans directly with partner employers in skilled trades, technology, logistics, and other high-demand sectors. By coordinating closely with DoD-approved providers and local workforce boards, posts will ensure that transitioning service members arrive already integrated into the CVA network and have immediate access to our full range of support services.

This combined approach creates a dual-entry system into civilian careers, one for those already separated and seeking retraining, and one for those still in uniform preparing for their next chapter. By embedding both community college partnerships and SkillBridge facilitation into every CVA post, we make the transition process proactive rather than reactive. Veterans will not just be handed a list of resources after discharge; they will be walked directly into classrooms, training sites, and real-world job opportunities before the first day of civilian life begins. This level of integration will make CVA posts indispensable to local veteran communities and cement our role as the modern successor to outdated veteran service models.

Employment Readiness Programs and Resume Workshops

CVA posts will operate as employment readiness hubs where veterans can refine the skills necessary to compete in today's job market. Our approach will go beyond generic job-seeking advice, focusing instead on translating military experience into civilian language that resonates with employers. Too often, veterans undersell their leadership, logistical, and problem-solving abilities simply because they lack the right terminology for civilian applications. By offering structured workshops, CVA will bridge that gap, ensuring every member can confidently present their service record as a marketable asset. These programs will also address interview techniques, professional

etiquette, and digital presence management to prepare veterans for both in-person and virtual hiring environments.

Resume development will be a cornerstone of these services. Each post will host regular resume-building workshops where members receive one-on-one coaching from career advisors familiar with both military occupational specialties and civilian hiring expectations. Veterans will be taught how to tailor resumes for specific industries, integrate relevant certifications, and highlight quantifiable achievements rather than simply listing duties. This process will include hands-on editing sessions where members leave with a ready-to-use, polished resume and a customizable template for future applications. By the time they complete the program, veterans will possess not just a document, but the confidence and know-how to continually adapt their resumes to evolving career goals.

In addition to resumes, posts will help veterans curate professional portfolios that showcase their work in a tangible format. This may include certifications, letters of recommendation, work samples, and performance evaluations from military service. Combined with mock interviews and networking events hosted at the post, veterans will be able to leave each session with actionable tools, meaningful connections, and a clear employment strategy. By offering these resources consistently, CVA posts will ensure that veterans are not merely looking for jobs, but are entering the market as competitive, well-prepared candidates capable of commanding higher wages and advancing quickly in their chosen careers.

Rapid Response Assistance

Emergency Financial Relief Fund for Veterans in Crisis

CVA posts will maintain a dedicated emergency relief fund designed to provide immediate, short-term financial assistance to veterans facing critical situations. The purpose of this fund is not to serve as a long-term solution, but to bridge the gap during times of unexpected hardship, such as sudden job loss, eviction risk, utility shutoffs, or urgent travel to support a family emergency. This rapid-response model ensures that veterans are not left navigating complex assistance programs when immediate help is needed. Each post will have a clear, streamlined application process with minimal bureaucracy, prioritizing speed and discretion to protect the dignity of those seeking aid.

The fund will operate with strict oversight to maintain both integrity and sustainability. All requests will be reviewed by a designated relief committee within the post, ensuring that resources go to genuine emergencies while maintaining transparency and accountability for members and donors alike. Veterans receiving assistance will also be connected with longer-term support systems, including financial counseling, employment readiness programs, and benefit claim reviews, so that the immediate crisis becomes a turning point rather than a recurring cycle. By linking emergency aid to ongoing support, CVA will ensure that relief funds are a catalyst for stability rather than a temporary patch.

Funding for this program will come from a mix of post-level fundraising, national CVA grants, and contributions from corporate partners committed to supporting veterans in crisis. In addition, posts will establish relationships with local charities, housing authorities, and utility providers to expand

the scope of what can be offered in urgent situations. The emergency financial relief fund is not just a safety net, it is a statement of brotherhood and solidarity, ensuring that no combat veteran in the CVA network faces hardship alone. This rapid response capability will strengthen trust within the organization and reinforce our core value that service to one another does not end when the uniform comes off.

Veteran Ride Network for Medical Appointments and Emergencies

The CVA Veteran Ride Network will serve as a dedicated transportation program to ensure that no veteran misses essential medical appointments, benefit hearings, or emergency needs due to a lack of reliable transportation. Many veterans, particularly those in rural or underserved areas, face barriers to accessing VA facilities, specialty clinics, and service providers because of distance, cost, or disability-related limitations. The Ride Network will be staffed by vetted volunteer drivers from within the CVA membership, ensuring both trust and an understanding of veteran culture. Vehicles will be maintained to a high standard, and the program will operate on a schedule that balances routine appointments with the flexibility to respond to urgent requests.

The network will operate in coordination with local VA hospitals, community clinics, and veteran service organizations to pre-arrange transportation for high-priority medical needs. In addition, it will maintain an emergency call-up roster of available drivers to handle same-day transport for situations such as unexpected medical complications, urgent follow-up care, or rapid response to a family emergency. Where feasible, CVA posts will explore partnerships with rideshare companies, municipal transit programs, and veteran-focused nonprofits to expand coverage and ensure that transportation is available at little to no cost to the veteran.

Beyond direct transportation, the Ride Network will also serve as a means of reducing isolation and reinforcing camaraderie. For many veterans, the trip to and from a medical appointment is an opportunity for conversation, shared experience, and connection with another combat veteran who understands the challenges of post-service life. This human connection can be as valuable as the appointment itself, fostering the sense of brotherhood and mutual support that defines CVA's mission. By ensuring that no veteran is left behind due to transportation barriers, the Ride Network will become an essential component of the CVA post model, embodying both our commitment to practical assistance and our dedication to keeping veterans connected to one another.

Legal & Financial Clinics

Monthly Pro Bono Legal Consultation Days

CVA posts will host monthly pro bono legal consultation days designed to address the unique legal challenges veterans face during and after their transition from service. These sessions will be staffed by volunteer attorneys, paralegals, and law students who are either veterans themselves or have a demonstrated history of working with military communities. The focus will be on providing actionable guidance in areas such as VA benefit appeals, discharge upgrades, housing disputes, family

law, and consumer debt issues. Veterans will be able to receive preliminary advice, learn their rights, and get referrals to trusted legal professionals for more complex or ongoing representation.

The consultation days will be structured to maximize accessibility and impact. Appointments will be available on a pre-scheduled basis to ensure veterans have dedicated time with a legal professional, while a limited number of same-day walk-in slots will be kept open for urgent matters. CVA posts will maintain a secure system for intake, ensuring that sensitive legal concerns are handled with the utmost confidentiality. Where appropriate, attorneys will prepare template documents or filings on-site, giving veterans a tangible next step before they leave the post.

This program will also serve as an educational resource. Each consultation day will include a brief seminar on a rotating topic relevant to veterans, such as understanding service-connected disability ratings, navigating landlord-tenant disputes, or preparing for small claims court. These workshops will be recorded when possible, creating a growing library of veteran-specific legal resources available to CVA members. By embedding this service within the post, CVA ensures that veterans can access quality legal guidance in a trusted, veteran-centric environment, removing cost and intimidation as barriers to justice.

Wills, Trusts, and Estate Planning Workshops

CVA posts will host regular workshops focused on wills, trusts, and estate planning, ensuring that veterans and their families have the tools to protect their assets, preserve their legacies, and safeguard the future of their loved ones. These workshops will be conducted by experienced estate planning attorneys, trust officers, and accredited VA planners who understand both the legal and practical needs of the veteran community. Attendees will receive clear explanations of legal terms, step-by-step guidance on how to structure their estate documents, and advice tailored to the realities of military service, such as deployments, relocations, and service-connected disabilities.

The workshops will combine group instruction with one-on-one consultations to address individual circumstances. Veterans will learn how to draft or update a last will and testament, designate powers of attorney for healthcare and finances, and establish living wills that clearly communicate their wishes in the event of incapacity. For those with more complex needs, such as blended families or property across multiple states, the sessions will explore how to use revocable or irrevocable trusts to avoid probate, reduce tax burdens, and maintain privacy. Practical resources, including customizable templates and checklists, will be provided to ensure every participant leaves with actionable steps.

Estate planning will also be framed as a proactive form of service, another way veterans can care for their families and communities. Workshops will highlight the importance of designating guardians for minor children, protecting survivor benefits, and ensuring that military awards, memorabilia, and other service-related assets are preserved according to the veteran's wishes. By providing this education in a trusted, veteran-focused space, CVA posts remove the uncertainty and intimidation often associated with estate planning. The goal is to ensure that no veteran leaves their legacy to chance, but instead takes control of it with confidence and clarity.

Financial Literacy and VA Loan Guidance

CVA posts will provide veterans with comprehensive financial literacy programs designed to strengthen long-term stability and independence. These sessions will cover practical budgeting, debt management, credit repair, and strategies for building savings while accounting for the unique financial challenges faced by veterans, such as transitioning from active duty pay to civilian income or navigating variable disability compensation. Instruction will be rooted in real-world application, ensuring veterans leave with tangible, personalized strategies they can implement immediately. By focusing on sustainable financial habits, CVA empowers members to take control of their economic future rather than reacting to financial crises.

An important component of these programs will be VA loan education. Many veterans are unaware of the full benefits of their VA home loan entitlement or are misled by predatory lenders who do not prioritize their best interests. CVA posts will host workshops and one-on-one counseling with certified VA loan specialists who can explain eligibility, entitlement restoration, and the differences between buying, refinancing, and leveraging VA loans for home improvement. These sessions will also cover how to avoid common pitfalls such as excessive closing costs, high-interest refinancing, or misunderstanding funding fees. The aim is to help veterans maximize this powerful benefit to build equity and long-term security through homeownership.

Beyond basic instruction, CVA posts will facilitate connections between veterans and vetted financial institutions that adhere to ethical lending standards and understand the nuances of veteran benefits. Members will gain access to trusted mortgage professionals, real estate agents experienced in working with VA buyers, and credit counselors who can prepare them for a successful loan application. Combined with broader financial literacy training, these programs ensure that veterans are not only aware of their entitlements but are prepared to use them effectively. In doing so, CVA posts position themselves as a trusted ally in a veteran's lifelong financial journey, from first savings account to home purchase to retirement planning.

Foxhole-Style Social & Brotherhood

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The Foxhole is designed as a veteran-only bar and dining space that fosters camaraderie, trust, and a sense of belonging. It offers an environment where veterans can relax, connect, and share experiences without the need to filter their conversations for civilian audiences. By keeping access exclusive to veterans, the Foxhole preserves the authenticity of the brotherhood and ensures that members feel truly at home among those who understand their journey. This setting is not simply a place to drink or eat; it is a space for forging bonds, mentoring younger veterans, and strengthening the community ties that make post membership meaningful.

To ensure the post remains financially sustainable while maintaining its veteran-only ethos, the Foxhole will leverage modern service models to extend its reach to the broader community without opening its doors to the public. Through affiliate partnerships with platforms such as Uber Eats, DoorDash, and other delivery services, the Foxhole will offer its menu to non-veterans in the

surrounding area. This approach generates a reliable revenue stream for the post while allowing the public to indirectly support veteran programs by purchasing from the Foxhole's kitchen. It also provides a way for local residents to connect with and support their veteran community, even without direct access to the post itself.

This dual-purpose model allows the Foxhole to fulfill both its mission and its financial needs. Inside, it remains a private sanctuary dedicated to veterans, preserving the culture and trust essential to the CVA experience. Outside, it becomes a hub of community engagement through food service, with every order contributing to the post's operations, benefits programs, and rapid response initiatives. By combining tradition with modern business practices, the Foxhole becomes more than just a bar and becomes the financial and social engine of each CVA post whilst simultaneously marketing to the community at large, sustaining its mission for decades to come.

Entertainment: Live Music, Gaming, Watch Parties

Entertainment within the CVA post is not simply about recreation, it is a deliberate tool to strengthen bonds and encourage consistent member engagement. Live music nights will feature both veteran and civilian artists, curated to fit the tastes and stories of those who have served. These events create a lively atmosphere that celebrates culture, talent, and shared experience, while also drawing members out of isolation and back into a supportive community. The combination of music, conversation, and camaraderie reinforces the post's role as a second home for its members.

Gaming will also play a central role, ranging from traditional pool and darts to modern console and PC setups for both casual play and organized tournaments. Many veterans, particularly from the post-9/11 era, connect deeply through gaming as a shared hobby that bridges distance, generations, and service branches. Hosting competitive leagues or cooperative gaming nights inside the post will give members another reason to gather regularly, strengthening friendships while offering a healthy outlet for stress relief and connection.

Watch parties for major sporting events, military anniversaries, and significant cultural moments will round out the entertainment program. Whether it's the Super Bowl, the Army-Navy game, or a documentary screening on a historic battle, these events provide an opportunity to celebrate victories, honor sacrifices, and keep members invested in the life of the post. By offering a rotating calendar of entertainment that blends tradition with modern tastes, CVA posts will remain dynamic, relevant, and engaging for veterans of all generations.

Advocacy & Community Impact

Dedicated Advocacy Officer per Post

Every CVA post will appoint a dedicated Advocacy Officer whose sole mission is to ensure that the voices of local veterans are heard at every level of government. This position will not be ceremonial. It will be a functional, mission-driven role focused on tracking legislation, meeting with elected officials, and ensuring that issues impacting combat veterans remain at the forefront of policy discussions. By having a single, identifiable point of contact for advocacy within each post, CVA ensures that no member's concern gets lost in bureaucratic channels. The Advocacy Officer will work

in concert with state and national leadership to coordinate campaigns, push for policy changes, and monitor the implementation of existing veteran-related laws and benefits.

The Advocacy Officer will also be responsible for building and maintaining relationships with local organizations, schools, and community leaders to promote veteran causes and educate the public on the realities of military service. This proactive engagement will shift the post's role from a private veterans' club to a recognized community stakeholder, capable of influencing local decision-making and shaping public understanding of veteran issues. By hosting public forums, panel discussions, and service-related awareness campaigns, the Advocacy Officer creates opportunities for the broader community to stand alongside veterans in meaningful ways.

Furthermore, the Advocacy Officer will maintain a direct communication channel with post members to gather their input on pressing issues and proposed initiatives. This ensures that advocacy efforts are always rooted in the lived experiences of the combat veterans the post serves. Whether it is addressing gaps in VA healthcare, improving transition assistance programs, or advocating for stronger employment protections, the Advocacy Officer's work will embody CVA's core mission, standing in the gap for those who served, and making sure their sacrifices translate into tangible, lasting change.

Legislative Tracking and Grassroots Campaigns

CVA posts will maintain a structured legislative tracking program to monitor bills, regulations, and policy proposals that directly impact combat veterans. This system will not simply rely on national updates but will be managed at the post level, ensuring that local members are kept informed about issues in their state and region. The goal is to equip every member with the knowledge they need to understand how legislation will affect their benefits, healthcare, employment opportunities, and rights. Legislative updates will be distributed regularly through post meetings, newsletters, and secure online channels, allowing members to respond quickly when action is needed.

Beyond passive tracking, CVA will actively organize grassroots campaigns to influence policy outcomes. Each post will be trained in rapid mobilization, turning legislative awareness into coordinated member action. This may include coordinated phone banking, letter-writing drives, social media pushes, and attendance at public hearings. By moving as a unified voice, CVA can demonstrate to lawmakers that combat veterans are not just watching, but actively shaping the laws that govern their lives. This grassroots model ensures that CVA remains agile, capable of responding to both emerging opportunities and threats to veteran rights.

These campaigns will be built on strong relationships between posts, state-level leadership, and the national advocacy network. When one post identifies a critical legislative issue, the network can rally quickly, ensuring that pressure is applied from every angle, local, state, and federal. This interconnected advocacy model makes CVA more than a collection of posts; it creates a national movement with the precision and discipline of a military operation, ensuring that combat veterans remain a political and cultural force.

Partnerships with Veteran-Friendly Businesses

CVA posts will develop formal partnerships with veteran-friendly businesses to create a mutually beneficial ecosystem that supports both the organization and its members. These partnerships will be carefully vetted to ensure that participating businesses demonstrate a genuine commitment to employing veterans, offering military discounts, or contributing to veteran causes. By aligning with companies that share CVA's mission, posts can expand opportunities for members while also reinforcing the idea that veteran support is more than a slogan, it is a measurable and sustained commitment.

These business relationships will be leveraged to provide direct benefits to CVA members, including job placement pipelines, internship programs, and apprenticeship opportunities. Additionally, veteran-owned businesses will be prioritized in procurement for post operations, from catering to event services, creating a closed-loop system where veteran dollars circulate back into the veteran community. Posts may also negotiate exclusive member discounts, preferred service agreements, or sponsorship arrangements that strengthen the financial health of the organization while offering tangible value to members.

In return, CVA will give its business partners visibility and recognition through branded events, social media promotion, and collaborative community initiatives. This not only incentivizes ongoing support but also builds a culture where supporting combat veterans is seen as a point of pride for local businesses. By embedding veteran-friendly partnerships into the operational DNA of each post, CVA ensures that every interaction, whether in employment, commerce, or community engagement, reinforces the bond between veterans and those committed to their success.

III. Operational Model

Standardized Post Floor Plan and Layout

The CVA post model will follow a standardized floor plan designed for efficiency, profitability, and a strong member experience. Unlike the sprawling, high-overhead halls of legacy veterans' organizations, each post will be intentionally lean in square footage to maximize revenue per square foot and reduce maintenance costs. This smaller footprint allows for better utilization of space, ensuring every area of the post serves a direct purpose, whether it is operational, social, or mission-driven. A consistent layout also enables a predictable member experience across all locations, making it easy for veterans to walk into any CVA post and immediately feel at home.

The core spaces will include the Foxhole bar and food service area, a dedicated claims and benefits office, a multipurpose meeting room, and flexible-use event space. The Foxhole will function as the primary revenue driver, with an adjoining kitchen and serving area designed to efficiently handle both in-house member service and outbound delivery orders through affiliate platforms like Uber Eats and DoorDash. Offices will be soundproof and functional, creating a private environment for one-on-one veteran services such as VA claims assistance, legal clinics, or confidential peer

support conversations. The multipurpose space will be modular, allowing for quick conversion between training sessions, advocacy meetings, social events, or live entertainment.

The standardized design will also make posts easier and faster to replicate, lowering build-out time for new locations and ensuring operational consistency nationwide. By prioritizing compact, functional, and adaptable spaces, CVA can open more posts in diverse markets while keeping costs low and profitability high. This approach will help ensure that every post not only fulfills its mission to serve veterans but also operates as a financially sustainable hub, capable of supporting itself without relying solely on external funding or grants.

Staffing Requirements by Pillar

Claims & Benefits Center

Each post will require at least one full-time accredited Veteran Service Officer (VSO) on site, responsible for handling VA disability claims, appeals, CRSC/CRDP applications, and education benefit processing. For posts with higher traffic, an assistant or intake specialist should be added to help manage walk-ins, schedule appointments, and follow up on pending claims. Training for these positions will be standardized and coordinated with CVA's national accreditation program to ensure consistent quality across all locations. This pillar will also require periodic visits from regional benefits experts to conduct legislative updates and specialized workshops.

Health & Wellness Access

While posts will not employ medical staff directly, an in-house wellness coordinator (Quartermaster) will be designated to manage partnerships with VA clinics, mental health providers, and rehabilitation specialists. This individual will be responsible for scheduling monthly wellness events such as adaptive sports days, group therapy sessions, and peer-led support circles for PTSD and TBI recovery. Volunteers with relevant backgrounds, such as retired medics or certified fitness trainers, can be integrated on an as-needed basis. The coordinator will also maintain a calendar of available resources so veterans can be referred quickly to appropriate care providers.

Training & Certification Programs

A vocational programs coordinator will oversee relationships with local trade schools, community colleges, and DoD SkillBridge liaisons. This position will manage class schedules, coordinate space usage in the post for training events, and handle registration for veterans seeking certifications in fields like welding, IT, and CDL preparation. To maximize reach, the coordinator will also develop remote learning options for veterans who cannot attend in person. This role can be part-time at smaller posts but may require full-time staffing in larger urban markets with high demand.

Rapid Response Assistance

The emergency assistance officer will oversee the post's relief fund, ensuring requests for financial help are vetted, documented, and processed promptly. This officer will also manage the veteran ride network, recruiting volunteer drivers and scheduling transportation for medical appointments or urgent needs. A small team of vetted volunteers can assist with logistics and driving, with training in confidentiality and veteran-specific support. This role should work closely with the benefits team to ensure veterans in crisis are connected to long-term solutions, not just one-time aid.

Legal & Financial Clinics

A legal and financial services coordinator will be responsible for recruiting and scheduling pro bono attorneys, financial advisors, and VA loan specialists to participate in monthly clinic days. While this role does not require legal credentials, it demands strong organizational skills and a network of trusted professionals. The coordinator will maintain records of services provided, ensure compliance with any legal restrictions, and collect feedback from veterans to improve offerings. This role may also cross over with the benefits center to streamline estate planning and financial guidance for veterans applying for benefits.

Foxhole Social

The Foxhole manager will oversee bar operations, food service, and affiliate delivery partnerships such as Uber Eats and DoorDash. This position requires experience in hospitality management, inventory control, and compliance with state alcohol service laws. The Foxhole manager will also work with the events coordinator to schedule live music, watch parties, and other social gatherings that strengthen the brotherhood culture. Bartenders, cooks, and kitchen staff can be hired on a part-time or contract basis depending on demand, but all staff must complete CVA's cultural orientation to ensure they understand and respect the veteran-only environment.

Advocacy & Community Impact

Each post will have a dedicated advocacy officer tasked with legislative tracking, organizing grassroots campaigns, and building partnerships with veteran-friendly businesses. This officer will work closely with national leadership to ensure consistent messaging and to coordinate nationwide advocacy pushes. They will also be the primary liaison between the post and local media outlets when community initiatives are launched. Volunteers can assist with event planning and campaign logistics, but the advocacy officer serves as the primary public-facing representative for the post's civic engagement efforts.

Funding Streams

CVA posts will be sustained through a diverse mix of revenue sources designed to maintain operational independence while ensuring long-term financial stability. Membership dues will form the foundation, creating a steady and predictable income stream from veteran members who understand the value of maintaining their own community hub. These dues will be kept at a level that is affordable for all members while still contributing meaningfully to the post's upkeep and core programs.

The Foxhole bar and food service will be a significant source of revenue, offering a veteran-only gathering space that also generates income through food, beverage sales, and affiliate delivery partnerships such as Uber Eats and DoorDash. These services will allow the post to reach beyond its walls, generating revenue from the broader community while keeping physical access exclusive to veterans. Special events such as watch parties, live music nights, and tournament gaming will not only strengthen camaraderie but also boost food and beverage sales.

Events and sponsorships will serve as the third major stream, with posts hosting fundraisers, ticketed gatherings, and corporate-sponsored activities. Strategic partnerships with veteran-friendly businesses will provide both financial support and promotional opportunities, increasing the visibility of CVA's mission. In addition, grants will be pursued aggressively, particularly those available for veteran services, workforce development, mental health programs, and nonprofit infrastructure. As a 501(c)(19), donations to CVA posts will be fully tax-deductible, making them attractive to individual donors and corporate philanthropists. By combining membership dues, social venue revenue, event income, sponsorships, grants, and tax-deductible donations, CVA will position its posts to operate with both sustainability and growth potential.

Compliance with 501(c)(19) Regulations

Every CVA post will be structured and operated to meet the strict requirements of a 501(c)(19) tax-exempt veterans' organization, ensuring that all revenue streams and activities remain compliant with federal law. This classification requires that at least 75 percent of the organization's members be past or present members of the U.S. Armed Forces, and that substantially all other members be cadets, spouses, widows, widowers, ancestors, or lineal descendants of such members. CVA will exceed this threshold by maintaining veteran-only membership for core access, with any auxiliary or affiliate involvement limited strictly to those meeting IRS eligibility criteria.

In addition to membership eligibility, 501(c)(19) organizations must use their funds exclusively for veteran-related purposes such as promoting social welfare, supporting community programs for veterans, and providing assistance to disabled or needy veterans and their families. CVA posts will adhere to this mandate by channeling all surplus revenue back into member programs, such as claims assistance, emergency relief funds, vocational training, and post facility maintenance, rather than private benefit. No part of the organization's earnings will inure to the benefit of private individuals, except as reasonable compensation for services rendered.

Regular audits and recordkeeping will be a core part of operational discipline. Each post will maintain transparent financial statements, minutes of board and membership meetings, and documented evidence that its programs directly advance its stated veteran-support mission. CVA's national leadership will provide compliance oversight, ensuring that every post operates within IRS guidelines and remains in good standing with federal and state regulatory authorities. This proactive compliance not only safeguards the organization's tax-exempt status but also reinforces public trust, which will be essential when pursuing grants, sponsorships, and major donations.

IV. Expansion Strategy

Criteria for Establishing a New Post

CVA's expansion strategy will be deliberate, data-driven, and mission-focused. The primary criterion for establishing a new post is the presence of a sustainable combat veteran population within the targeted area. This ensures that the post's core membership base is both strong enough to maintain operations and diverse enough in age, background, and service experience to foster a vibrant brotherhood. A preliminary feasibility study will be conducted for each potential location, evaluating veteran demographics, proximity to other posts, local economic conditions, and the availability of partnerships with veteran-friendly businesses, educational institutions, and service providers.

The second criterion is leadership readiness. No CVA post will be established without a committed, qualified leadership team in place, including at minimum a Post Commander, Quartermaster, and Adjutant who have been vetted and trained in both CVA's operational standards and its cultural expectations. These leaders must demonstrate a clear ability to recruit members, manage operations, and uphold the organization's values of brotherhood, self-sufficiency, advocacy, and impact. Leadership capability is a determining factor in whether a post will succeed or fail, and CVA will not compromise on this requirement.

The third criterion is financial and facility viability. New posts must have a sustainable financial plan that includes projected revenue streams from membership dues, food and beverage sales, events, and grants, as well as an identified location that meets CVA's standardized floor plan and operational needs. This does not require owning a building from the outset, but the facility must provide adequate space for the Foxhole, claims and benefits center, meeting areas, and other core functions. CVA's national leadership will review and approve each proposed post location and budget to ensure that it meets the organization's standards and has the structural foundation to thrive.

Recruitment of Local Leadership

The recruitment of local leadership is one of the most critical steps in establishing a CVA post, as the quality of leadership directly determines the culture, efficiency, and longevity of the organization at the local level. CVA will prioritize recruiting combat veterans with proven leadership ability, strong reputations within their community, and an unshakable commitment to the mission. Potential leaders

will be sought through a combination of direct outreach to veteran networks, partnerships with existing veteran service organizations, targeted social media campaigns, and personal referrals from trusted CVA members. Each prospect will undergo a structured interview process to assess their organizational skills, communication abilities, and alignment with CVA's values of brotherhood, self-sufficiency, advocacy, and impact.

Leadership recruitment will follow a “mission-first” standard. Titles such as Post Commander, Vice Commander, Quartermaster, Adjutant, and Sergeant-at-Arms are not simply ceremonial; each carries clear operational responsibilities that must be understood and embraced from the outset. Leaders will be selected not just for their willingness to serve, but for their ability to make strategic decisions, solve problems under pressure, and inspire other members to remain active and engaged. A strong emphasis will be placed on building leadership teams that balance military experience with civilian skill sets, ensuring that each post has both tactical discipline and operational business sense.

Once selected, all leaders will complete CVA's mandatory Leadership Induction Program before officially assuming their positions. This training will cover operational procedures, compliance with 501(c)(19) regulations, grant and fundraising strategies, and techniques for building and sustaining membership. Ongoing mentorship will be provided from national leadership to ensure local leaders feel supported and connected to the broader CVA network. By enforcing these recruitment and training standards, CVA ensures that every post launches with a leadership core capable of delivering measurable results from day one.

National Oversight

National oversight within CVA is designed to ensure that every post operates with consistent quality, financial integrity, and alignment to the organization's mission. The National Command Council will function as the central governing authority, establishing operational policies, setting strategic priorities, and providing the framework that all posts must follow. This oversight is not intended to micromanage day-to-day operations, but rather to maintain a unified standard across the organization so that a CVA post in one state delivers the same quality of services, programs, and member experience as a post in another. National oversight will also act as a safeguard against mission drift, ensuring that every post stays true to CVA's core values and operational pillars.

The National Headquarters will maintain direct communication with each Post Commander and leadership team through scheduled reporting, quarterly leadership summits, and a centralized digital management system. Posts will submit regular operational and financial reports, which will be reviewed by the National Quartermaster's Office for compliance with 501(c)(19) regulations and organizational standards. These reports will include membership counts, financial statements, activity summaries, and updates on advocacy or community impact projects. Any post falling short of minimum operational benchmarks will receive targeted support, including strategic guidance, leadership coaching, or in some cases, temporary national management until stability is restored.

National oversight also includes the responsibility to secure resources and opportunities for all posts at scale. This includes negotiating national-level partnerships with veteran-friendly businesses, coordinating grant applications that can be distributed to local posts, and producing standardized

marketing and outreach materials. By centralizing these functions, CVA prevents duplication of effort, ensures professional quality across all communications, and allows local leadership to focus on direct member engagement and program delivery. In this way, national oversight strengthens, not stifles, local autonomy, giving each post the structure, tools, and resources it needs to succeed while maintaining the integrity and reputation of the CVA brand nationwide.

Integration into National Advocacy Network

Each CVA post will be an active node in a unified, nationwide advocacy system that coordinates efforts to advance veteran-related policies and initiatives. This integration ensures that no post operates in isolation when it comes to legislative action, community outreach, or policy influence. The National Advocacy Office will distribute position briefs, action plans, and communication toolkits to all posts, allowing local leaders to speak with a unified voice on priority issues. By aligning local advocacy with national objectives, CVA can mobilize its membership base across the country to respond quickly and effectively to emerging legislative developments.

The advocacy network will operate on a two-way communication model. National leadership will track legislation, regulatory changes, and funding opportunities at the federal level, while posts will provide intelligence on local and state issues affecting veterans in their region. This flow of information ensures that CVA can launch coordinated grassroots campaigns that have both national reach and local relevance. When a key bill needs support, for example, CVA members in targeted districts can be activated to contact legislators, attend hearings, or organize community rallies, amplifying impact beyond what any single post could achieve alone.

Integration into the national advocacy network also enables CVA to build credibility as a legislative force on par with legacy veteran service organizations. By tracking the outcomes of advocacy campaigns and demonstrating measurable wins for veterans, CVA can strengthen its influence with policymakers and position itself as the modern successor to the VFW and other declining organizations. Every post will have the tools, training, and support to not only serve its members but also to contribute to a larger mission, shaping the future of veteran policy in the United States.