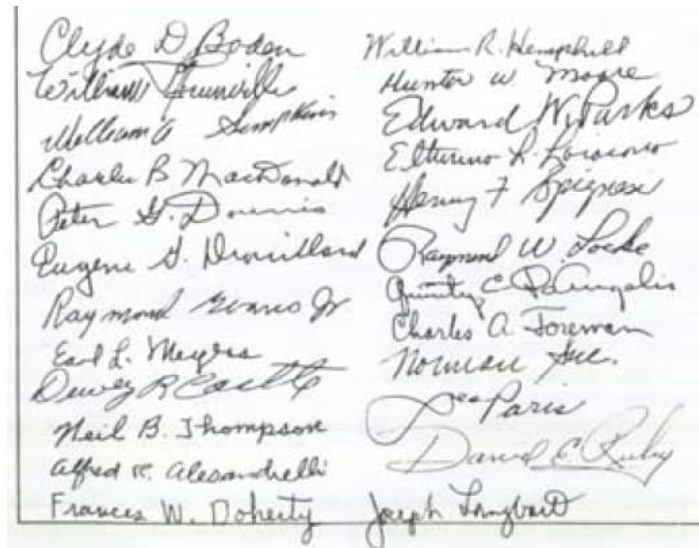


The Battle of the Bulge Association® Strategic Management Plan

Introduction

1. Legal Organization: The Battle of the Bulge Association® (the Association/BOBA) is incorporated in the state of Virginia and is registered with the IRS as a 501(c)(3) tax-exempt nonprofit organization.
2. Address:
The Battle of the Bulge Association, Incorporated
P. O. Box 330
Mechanicsville, VA 23111-0330
3. Founding:
The Battle of the Bulge Association® was formed by a group of 24 veterans of the Battle of the Bulge as Veterans of the Battle of the Bulge Association® (VBOB) in 1981. The organizational ceremony was conducted on the 37th Anniversary of the beginning of the Battle of the Bulge, 16 December 1981, at the Arlington County Virginia courthouse. The desire of the founders for the Association was to foster international peace and goodwill, to promote friendship, to perpetuate the memory of the sacrifices involved in the battle, and preserve historical data, artifacts and sites. (This information was derived from the original proclamation signed by the Association's 24 founding members: Clyde D Boden, William Greenville, William A Simpkins, Charles B MacDonald, Peter G Dounis, Eugene G Drouillard, Raymond Evans Jr., Earl L Meyers, Dewey R Castlo, Neil B Thompson, Alfred R Alesandrelli, Frances W Doherty, William R Hemphill, Hunter W Moore, Edward W Parks, Elturisso L Loiacono, Henry F Spiznasil, Raymond W Locke, Guinaty C DeAmgali, Charles A Foreman, Norman Sue, Demetri Paris, David E Ruby, and Joseph Langbart – signatures follow.)



The image shows a document with 24 handwritten signatures of the founding members of the Battle of the Bulge Association, arranged in two columns. The signatures are written in cursive and include the following names: Clyde D Boden, William Greenville, William A Simpkins, Charles B MacDonald, Peter G Dounis, Eugene G Drouillard, Raymond Evans Jr, Earl L Meyers, Dewey R Castlo, Neil B Thompson, Alfred R Alesandrelli, Frances W Doherty, William R Hemphill, Hunter W Moore, Edward W Parks, Elturisso L Loiacono, Henry F Spiznasil, Raymond W Locke, Guinaty C DeAmgali, Charles A Foreman, Norman Sue, Demetri Paris, David E Ruby, and Joseph Langbart.

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4. Existing Leadership Structure:

The Battle of the Bulge Association® (BOBA) was restructured from the Veterans of the Battle of the Bulge (VBOB) Association in 2014 moving from a 501(c)(19) (Veterans organization) to a 501(c)(3) (any charitable organization – in our case an organization of WW II Battle of the Bulge interested individuals) is managed by a Board of Directors, which consists of the elected officers, five (5) board members-at-large, and appointed officers.

Elected Officers:

- President
- Executive Vice-President
- Vice President for National and Regional Coordination (Chapters)
- Vice President for Membership
- Vice President for Military and Veterans Affairs
- Recording Secretary
- Treasurer

Appointed Officers:

- Editor
- Historian
- Public Relations Officer
- Parliamentarian
- Judge Advocate
- Chaplain

Duties and eligibility requirements for the elected officers, appointed officers, and board members-at-large are specified in the Association Bylaws. Detailed activities that are necessary to support the Association and ensure its continuation are included in this document.

5. The current Association: The national organization is composed of approximately 559 members. Membership is divided into two groups as follows:

- a. Veteran Members: World War II veterans who received a battle star for the Ardennes Campaign. There are approximately 45 Veteran Members. The number of Veteran Members is coming to an end due to the realism of aging.
- b. Regular Members (or Honorary Members): Regular Members are any person who is a parent, spouse, child, brother, sister, aunt, uncle or other descendant of an individual who has received such credit as above, or anyone who is interested in the work of the Association and wishes to promote the aims of the Association. Anyone who is passionate about carrying on the legacy of their ancestors are always welcome and encouraged to become Members. All who can help spread the word about the Association's mission and carry on the legacy of the Veterans who served in the Battle of the Bulge are of value to the Association. Honorary membership may be conferred on any individual for outstanding or distinctive service to BOBA.
- c. All Members qualify to receive an electronic copy of the Association's newsletter, The Bulge Bugle® (the Bugle) electronically. Veteran members receive a complimentary printed copy of the Bugle which is mailed to them.

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- d. A provision will be made for non-Veteran Members to receive a printed copy of The Bulge Bugle® at an additional cost that covers the cost of printing and distribution.

Since inception, there have been 68 Chapters chartered in the United States, and one chapter in Belgium, however the number of active chapters is diminishing due to the declining number of Bulge Veterans and the challenges in getting volunteers to support them. There are currently 22 active chapters, and the Association desires to keep a close relationship with each chapter. It is desired to maintain a listing of the active chapters and a method to contact them in each edition of the Bulge Bugle®.

The Association Mission Statement

To perpetuate the memory of the sacrifices made by those who participated during the Battle of the Bulge, to preserve historical data and sites relating to the battle, to promote friendship among Battle of the Bulge veterans, their relatives and others interested in the battle, to foster and maintain international relations and good will with all Allied countries who were a part of the battle, and to support Chapters of The Battle of the Bulge Association.

The Association Vision Statement

The Battle of the Bulge Association® will evolve from a Veteran Member-centric organization primarily focused on promoting fellowship among and honoring the Veteran Members to an enduring, financially-sound organization focused on honoring the history of the Battle of the Bulge and the memory of those who fought in the Battle, while promoting fellowship among the descendants of the Veteran Members and others interested in the Battle.

The Association Values

The organization's leadership largely consists of retired U.S. Military personnel and others who are the children of Veteran Members or are people with an interest in preserving, promoting and sharing the history of the Battle of the Bulge. They, along with the other officers and board members, can be generally characterized by the U.S. Army values of Loyalty, Duty, Respect, Honor, and Integrity.

The Association is best characterized by the Spirit of Fellowship and preservation of history. Members, especially Veteran Members, enjoy meeting, reading about, and discussing their shared experiences, and sharing those experiences with others. Non-Veteran members have developed a similar fellowship with other Members over the years. For those unable to travel to Association events, The Bulge Bugle® provides a platform to share these experiences. Past issues of The Bulge Bugle® provide a significant resource for those wanting to learn more about the Battle.

Of significance to this plan, the Association must be characterized by the Spirit of Volunteerism. Members must be willing to hold elected or appointed offices and invest time to support the maintenance and administration of the Association for the Association to remain viable in the future.

Organizations with similar values and missions to our Association

It is valuable to recognize identical and similar organizations, as they may be candidates for information exchange and the building of formal alliances to aid in fulfilling our mission. Several Infantry Divisions continue to promote their contribution to the Battle of the Bulge and are valid candidates for developing formal relationships to perpetuate the focus on the Battle of the Bulge. The Divisions and other units that were engaged in the Battle include (but are not limited to) (refer to General Order No. 63, 1948 for the full list of units entitled to battle credits) the following and it is the goal of the Association to build an alliance with these organizations:

- 1st Infantry Division
- 2nd Infantry Division
- 4th Infantry Division
- 5th Infantry Division
- 9th Infantry Division
- 26th Infantry Division
- 28th Infantry Division
- 30th Infantry Division
- 35th Infantry Division
- 44th Infantry Division
- 75th Infantry Division
- 76th Infantry Division
- 78th Infantry Division
- 80th Infantry Division
- 83rd Infantry Division
- 84th Infantry Division
- 87th Infantry Division (currently viable and organized as the 87th Infantry Division Legacy Association)
- 90th Infantry Division
- 94th Infantry Division
- 99th Infantry Division
- 99th Infantry Battalion (Separate)
- 103rd Infantry Division
- 106th Infantry Division
- 344th Infantry Regiment
- 2nd Armored Division
- 3rd Armored Division
- 4th Armored Division
- 5th Armored Division
- 6th Armored Division
- 7th Armored Division
- 8th Armored Division
- 9th Armored Division
- 10th Armored Division
- 11th Armored Division
- 17th Airborne Division
- 82nd Airborne Division
- 101st Airborne Division
- 8th Air Force
- 9th Air Force
- 284th Combat Engineers
- 285th Combat Engineers

There are many similar organizations who deal with military historical events, the Association is the only incorporated membership association we are aware of in the United States specifically associated with and dedicated to the Battle of the Bulge. Similar organizations, with whom we wish to form closer relations, include:

- The American Legion
- The Veterans of Foreign Wars
- The National World War II Museum in New Orleans
- The Museum of The United States Army at Fort Belvoir, Virginia
- The National Infantry Museum at Fort Benning, Georgia
- National Veterans Memorial and Museum, Columbus, Ohio
- World War II American Experience, Gettysburg, Pennsylvania
- Other, smaller Army or WWII museums
- Other Divisional and Regimental associations

What We Provide

Industry:

1. Publishing: The Bulge Bugle® is a high-quality membership magazine published quarterly. All Association members receive a digital copy, and there is an option for regular Members to receive a printed copy for an additional cost. Bulge Veterans receive a complimentary printed copy as part of their basic membership dues. It does not currently contain advertising; however the membership agreed in November 2020 to solicit advertising as a potential means of offsetting the cost of the publication and raise funding for the Association. The Association website contains direction and links to the publication of other units that aid in doing research on the Bulge.
2. Travel: in the past the Association has sponsored two travel events annually, the Commemoration (of the end of the Battle) in Washington, DC, and the Annual Reunion (location and time varies). In the future, the Reunion will be planned if there is sufficient membership interest. Additionally, the Association may periodically support anniversaries or other tours to the battlefields in Europe for the membership and others interested in the Battle of the Bulge. In June 2020 the Board of Directors determined that these events must be cost-neutral to the Association, and in November 2020 the membership agreed to solicit corporate sponsorships for these events. In the future, the Association desires to not financially support (or officially endorse or get involved in) the planning of these events. However, the events may be “advertised” on our website and/or the Bulge Bugle®.

Products & Services:

1. First and foremost, the Association perpetuates the memory of the sacrifices made by those who participated during the Battle of the Bulge, and endeavors to preserve historical data and sites relating to the battle.
 - a. The Bulge Bugle® documents the history of the Battle by publishing the memories of the Veteran members. Archives of the Bugle are available to the general public to support Bulge research, but the most recent newsletters are only available to Association Members.
 - b. Personalized certificates are available for purchase on the BOBA Store, which can be accessed from the Associations’ web page for the recognition of any Veteran of the Battle of the Bulge.
 - c. The Association desires to partner with other organizations to conduct podcasts and in-person or virtual seminars relating to the importance of the Battle of the Bulge and its significance to bringing an end to World War II.
 - d. Members and Chapters are encouraged to actively participate in and/or sponsor events to educate the public, and particularly school children, on the historical significance of the Battle of the Bulge. The Association will provide resources, such as PowerPoint files and other tools, to support this educational effort at no cost.
2. The Association provides opportunities for fellowship among Veteran Members, their descendants and others interested in the Battle of the Bulge.

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- a. The Association website (<https://battleofthebulge.org/>), Facebook page (and other social media platforms), and The Bulge Bugle® keep Members informed about other Members and Chapters and work to increase visibility of the Association.
 - b. The Association commemorates the Battle of the Bulge each year, during the period 16 December (start of the battle) to 25 January (end of the battle). Typically, the Association recognizes the completion of the Battle with an event on or near January 25 in Washington, DC.
 - c. The Association may plan and conduct a Reunion when the Membership expresses an interest in supporting this cost-covering event that does not require funding from the Association.
 - d. The Association periodically supports and publicizes the opportunity for tours to the battlefields in Europe.
3. The Association fosters and maintains international relations and goodwill with all Allied countries who were a part of the Battle.
- a. The Association works with the Foreign Ministries of Belgium and Luxemburg to conduct events honoring Veterans and the historical significance of the Battle of the Bulge. Typically, these events include hosting by the Belgium and/or Luxemburg national embassies in Washington, DC and participation by foreign dignitaries at the Commemoration events in December and/or January.
 - b. Individual Chapters are encouraged to also work with local consulates to arrange similar regional events.
4. The Association supports local Chapters of The Battle of the Bulge Association®.
- a. The Association bylaws provide a framework for Chapter organization.
 - b. The Bulge Bugle®, the Association website, and the Association Facebook pages provide local Chapters with a forum to publicize their events and member accomplishments.
 - c. The Association provides encouragement to Association Members to become affiliated with a local Chapter.
 - d. The Association licenses the trademarks and copyrights of the Association to the Chapters for their appropriate use in furthering the mission of the Association and its Chapters.

Suppliers:

1. Printing and mailing of The Bulge Bugle® is done by Apple Press, Ltd., of Exton, PA.
2. Commemoration, Reunion and other events are planned by a committee who works with local hotels, transportation services and catering businesses to support the event. It is desired that each event is revenue neutral – all cost must be covered by fees collected from those attending.

Delivery Systems:

1. All members who share an E-mail address receive an electronic copy of The Bulge Bugle®. An option to have a paper copy of The Bulge Bugle® delivered by the U.S. Postal Service is available to any Member for additional cost covering the cost of printing and distribution. If desired, each Veteran Member will receive a complimentary physical copy delivered by the U.S. Postal Service. Currently, this can be arranged on The Battle of the Bulge Association® website using the “BOBA Store” option.
2. It is also possible to purchase a personalized Battle of the Bulge certificate recognizing any Battle of the Bulge veteran and have it delivered by the U.S. Postal Service.

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3. When merchandise is available, it can be delivered by the U.S. Postal Service, FedEx, UPS, or purchased on-site at Association events (generally in the hospitality room in the host hotel at the Commemoration, Reunion or other event).

Measurable Goals and Objectives

Goals:

1. The Battle of the Bulge Association® will evolve from a Veteran Member-centric organization to a Mission-centric organization.
2. The Battle of the Bulge Association® will create partnerships with other similar organizations to increase membership and support continuation of all organizations.
3. The Battle of the Bulge Association® will continue to avoid reliance and continue to execute balanced budgets wherein revenues from all activities or events meet or exceed expenses.
4. The Battle of the Bulge Association® will maintain a presence and tools that support research into the Battle of the Bulge and identify other resources.
5. The Association will have a Quartermaster Store to provide mementos such as challenge coins, T-shirts, key chains and coffee mugs for sale to Members with the goal of helping to support the Association with funds from these sales.

Objectives:

1. Increase support to historical programs focused on the Battle of the Bulge, (for example, physical and virtual seminars and podcasts), such that at least two events are conducted each year. This should include the creation of presentation tools (i.e. PowerPoint) to support educational efforts.
2. Continue to increase membership and participation of descendants of Bulge Veterans, and reach out to enthusiasts, researchers, writers, and others with an interest.
3. Increase membership by partnering with Divisional/Regimental associations of units that participated in the Battle of the Bulge through:
 - a. Publishing articles from other Bulge-centric associations or their members in each edition of The Bulge Bugle® and making our division "spotlights" available as a stand-alone feature.
 - b. Publication of articles from our organization and Members in other Bulge and World War II publications,
 - c. Joint sponsorship of events, such as reunions, physical and virtual seminars/podcasts, and
 - d. Attendance at their reunions and other events.
4. Income from Annual Dues will cover the total Operating Expenses of the Association.
5. Annual Dues should be balanced to cover total operating expenses and maximize Association membership.
6. All costs for the distribution of physical copies of The Bulge Bugle® will be covered by those wishing to receive physical copies.
7. The revenue from membership dues will cover the cost of publishing and electronic distribution of The Bulge Bugle®. Printing and mailing physical copies of The Bulge Bugle will be covered by an additional sales cost from Members desiring the hardcopy option. It is desired to solicit

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income from advertising, donations, and sales to help cover Bulge Bugle® production costs. The expense of physical production of the Bulge Bugle is what got us in trouble in the first place.

8. All Association sponsored events (such as the December/January Commemoration, Annual Reunion, annual conference, and support for Anniversary and other tours to Europe) should be planned to be cost-neutral to the Association.
9. Raffles/auctions and donations associated with sponsored events that raise funds over and above expenses are welcome/encouraged. These funds will aid in supporting the Association's mission and financial position.

Action Plans:

1. The President will appoint, and the Board will approve a Historian, an Outreach Director, a Social Media Director, and an Advertising Director (all non-voting). As the Association is a 501(c)(3) organization in the State of Virginia, the President may appoint a Corresponding Secretary in cases when the Treasurer (or other Association officer) is not a Virginia resident to ensure continuation of the 501(c)(3) status. In the future, it may be necessary to incorporate in another state as the officer group changes.
2. The President will organize the following committees
 - a. Finance Committee,
 - b. Membership Committee,
 - c. Outreach Committee,
 - d. Strategic Planning Committee, and
 - e. Other Committees as necessary.
3. The Outreach director, with support from the Historian and the Vice President for Military and Veterans Affairs, will formulate and execute an outreach plan focused on historical societies, institutions, and foundations, to organize and present at least two seminars and/or podcasts per year focused on the Battle of the Bulge, with the twin purposes of communicating the history of the Battle and increasing membership in the Association.
4. The Vice President for Membership, in coordination with the Vice President for National and Regional Coordination and the Chapter Presidents, and the Outreach Committee will develop an outreach plan, which will be implemented at the Chapter level, focused on increasing membership by the second and third generation descendants of the Veteran Members. This plan should be coordinated with the seminar and podcast plan above. The Outreach Committee will coordinate Association support for:
 - a. conferences, events and expositions,
 - b. publication (i.e., Booklets) creation, distribution and sales,
 - c. web page enhancements,
 - d. creation of tools to support Association Members communicating (i.e., advertising) the Association activities to the public, and
 - e. the development of an annual outreach plan.
5. The Vice President for Military and Veterans Affairs, with support from the Editor, will continue efforts to partner with other veteran-based organizations (such as Divisional and Regimental associations) that shall include:
 - a. the placement of historical articles in each organization's periodicals,

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- b. co-sponsoring events commemorating World War II and encouraging attendance at such events, and
 - c. encouraging membership in each organization. Consideration should be made to partner with local BOBA chapters and other organizations whose primary focus is to preserve the history of the Battle of the Bulge. The creation of a joint membership, where dues would support membership in multiple organizations might have the potential of keeping these organizations active as membership declines. For example, if someone desires to join their local BOBA chapter and National, National could kick a small amount back to the local chapter to help ensure their viability. Support for the local chapter would require that all local chapter members must be members of the national organization.
6. The Vice President for Military and Veterans Affairs, with support from the Executive Vice President and Outreach committee, will investigate ways and means to reduce overall operating costs through partnering with other organizations, such as gaining economies of scale by partnering with other organizations to jointly sponsor events.
 7. The President, with support from the Executive Vice President and the Advertising Director, will develop a plan to solicit corporate sponsorships and government/private sector grants to offset Operating Expenses and thereby reduce future dues increases. The plan should include:
 - a. a cost/benefit analysis of sending someone to a grant writing course(s) and/or
 - b. soliciting professional assistance in the grant process and/or
 - c. Recruiting a volunteer who is already experienced at grant-writing.
 8. The President, with support from the Executive Vice President and the Advertising Director, will develop a plan to solicit contributions in the form of matching gifts from corporations, (i.e., the Member's employer matches gifts from Members to BOBA), and bequests from Members to support BOBA. It is desired to develop tools to enable members to support BOBA with Required Minimum Distributions / Qualified Charitable Distributions and inclusion of BOBA into estate planning/distributions. The plan should also consider including solicitations for such gifts in The Bulge Bugle® and on the website.
 9. The Treasurer, with support from the Finance Committee, will develop a balanced budget for every fiscal year and submit it to the board for approval during the previous year, along with suggested amounts for Annual Dues.
 - a. The Operating Expenses of the Association will equal or be less than the anticipated income from Annual Dues and sponsorships/grants, (if any).
 - b. The Membership Dues will be evaluated annually and balanced against the objectives of maximizing Association Membership and covering Operating Expenses.
 - c. The full cost of publishing The Bulge Bugle® will equal the anticipated income from physical distribution and advertising. (See item 11 below.)
 - d. The full cost of each event (i.e. the December/January Commemoration and the Annual Reunion) will be targeted not to exceed the anticipated income from events. The event planner will submit the expected costs and agenda details to the Finance Committee for approval before communicating event details to the general membership.
 10. The Treasurer, with support from the Editor, will renegotiate the contract with the publisher to realize the maximum savings possible in anticipation of Members electing not to receive physical copies of The Bulge Bugle® and electing to only receive the electronic version of the Bugle. Alternate methods of production of The Bulge Bugle® should be evaluated periodically.

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11. The Advertising Director, in conjunction with the Treasurer, Vice President for Membership, and the Editor, will develop and execute an advertising sales plan to sell advertisements in The Bulge Bugle® and on the Association's website and Facebook page.
 - a. The plan should include solicitation of corporate advertising, with a focus on selling the ads as donations in the form of business expenses, as well as so-called journaling, in which Members purchase space to celebrate and/or memorialize others, especially Bulge veterans.
 - b. The plan should also include the development of advertising rates.
 - c. The plan should include the development of a periodic membership survey to determine interest in journaling.
12. The Executive Vice President with support from the Chaplain, Public Relations Officer, and Advertising Director, will develop an acceptable advertising content and sponsorship policy for approval by the Board.
13. The Membership Director, with support from the Editor and Outreach Director will determine the extent to which current and possible future members desire a printed Bugle and determine a per copy cost and Membership cost that optimizes income and sales of Bugles.
14. The Board should take actions annually to promote and preserve monuments both in domestic and central European locations. This should include all existing VBOB and Battle of the Bulge monuments. A monument should only be removed by action from the BOBA board. A document containing the precise location of all monuments should be maintained and updated and published on the Association website.

Review and Updating:

The President of the Association has responsibility for development and maintenance of the Battle of the Bulge Association® Strategic Plan. At their discretion, they may appoint a Strategic Planning Committee to monitor progress and update this Strategic Plan as required. The committee serves on a volunteer basis and answers to the President and the Board of Directors. The Strategic Plan should be reviewed at least annually and updated when necessary. Input for consideration of the addition to or modification of the plan should be taken from the Board of Directors and Association members. The updated plan will be provided to the President for Board review and approval. Upon Board approval, the plan should be published for the entire Membership of the Association and available on the Association's website.

It is desired that this background document should be used to develop a true strategic plan, including a SWOT (Strengths, Weaknesses, Opportunities, Threats) approach.

World War II Battle of the Bulge Veteran membership is dwindling and will eventually be nonexistent. There are other organizations that also are focused on preserving the history of the Battle of the Bulge that BOBA should contact and attempt to coordinate activities. A new committee should be formed to approach a fresh update to the plan and include a SWOT analysis. The 2025 Board recommended that the new committee should be called BOBA 2030 and develop an updated strategic plan. This must examine the sustainability of the organization in the future. This committee should be a small group familiar with SWOT development to come up with a plan for the future.