



August 26, 2024

Board of Directors

ADM Linda Fagan
Chairman

RADM Joe Raymond
President

CWO (Ret) John Baker
Retired Military Member
Vice President

AUX Michael Philipps
Auxiliarist Treasurer

MCPO (Ret) Jason Wong
Secretary

MCPOCG Heath Jones
Master Chief Petty Officer
of the Coast Guard

D-MCPOCG Jahmal Pereira
MCPOCG Alternate

CAPT Eva Van Camp
Commissioned Officer

CDR Dan Trimble
IT/Cyber Specialist

LT Anthony Alger
Commissioned Officer

LCDR Emily Trudeau
Commissioned Officer

CWO2 Darien Moya
Chief Warrant Officer

CMC William Kelly
E-7 or Above

SCPO Lazaro Lopez
CPO Alternate

PO1 Benjamin Lind
Enlisted Member

PO1 Pedro Gonzalez-Soto
Enlisted Member

PO2 Sara Pounder
Enlisted Alternate

Ms. Taylor Hart
Civilian Member

LT Kristofer Wilson
Reserve Member

Vacant
Commissioned Officer
Spouse

Mrs. Victoria Hale
Enlisted Person Spouse

LCDR Shannon Reck
Medical/TRICARE
Specialist

Ms. Rebecca Ligtenberg
Work-Life Specialist

Mrs. Lorraine Galvis
Member At Large

Mrs. Angela Judge
Member At Large

COAST GUARD MUTUAL ASSISTANCE BOARD OF DIRECTORS (BOD) QUARTERLY MEETING HELD ON AUGUST 21, 2024, AT COAST GUARD HEADQUARTERS, WASHINGTON, DC.

MEMBERS PRESENT:

Officers of the Corporation:

RADM Joe Raymond, President
CWO (Ret) John Baker, Vice President
AUX Michael Philipps, Treasurer
MCPO (Ret) Jason Wong, Secretary

Members of the Board of Directors:

| | | |
|------------------------|-------------------------|---------------------|
| LT Anthony Alger | PO1 Benjamin Lind | LCDR Shannon Reck |
| Ms. Taylor Hart | SCPO Lozaro Lopez | PO2 Gonzales-Soto |
| Mrs. Angela Judge | CWO Darien Moya | CDR Daniel Trimble |
| CMC William Kelly | D-MCPOCG Jahmal Pereira | CAPT Eva Van Camp |
| Ms. Rebecca Ligtenberg | PO2 Sara Pounder | LT Kristofer Wilson |

Additional Attendees: CGMA Staff: CDR Brooke Millard, Mrs. Sara Martin, Mrs. Mellissa Bell, Mrs. Alena Howard, Mrs. Jing Patton, and Mrs. Andrea Cacciola.

Call to Order: The Board President called the meeting to order at 1330 and MCPO (Ret) Wong conducted a roll call. A quorum was established.

Previous Minutes: Minutes from the Quarterly Board of Directors meeting held on May 15, 2024, was approved by electronic vote on May 22, 2024.

Treasurer's Report: AUX Philipps

AUX Philipps presented a comprehensive financial overview that highlighted several critical aspects of CGMA's financial performance:

- **Investment Performance:** 2024 is proceeding well overall, with a year-to-date increase of \$631,847. July trends were positive, contributing to a 6.5% gain for the year's first half. However, there was a slight decline in net assets for Q2 2024, with the main portfolio falling by \$304,000, underperforming against the benchmark.
- **Revenue:** Total revenue for the year is looking strong, approaching \$3.9 million, which is \$681,000 ahead of projections. However, contributions are \$525,761 behind the target. Investment income totaled \$666,000, slightly lower than expected.
- **Expense Management:**
 - ✓ **Disaster Assistance:** \$420,000 under budget, but hurricane season may impact this.



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- ✓ SEG Program: Spending is getting under control. Education-related expenses are \$361,000 over budget, with 98% attributed to SEG grants. Efforts are being made to align spending by the final meeting in November.
- ✓ Overall spending: \$410,000 under budget, though this surplus is considered fragile due to potential hurricane impacts and market volatility.
- Portfolio Management: The portfolio saw a 14.5% increase in July, with a notable recovery after a historic one-day decline in August. The main portfolio is less defensive than last year, and the restricted loan fund is underweighted in cash but overweight in fixed income.
- Outlook: The need to continue improving income from contributions remains clear, alongside maintaining control over SEG spending to preserve assets for future generations.

COMMITTEE REPORTS

Executive Committee: RADM Raymond

- Introduction of New CEO:
 - ✓ The Board President introduced CDR Brooke Millard as the new CEO of CGMA. Her proven leadership, strategic vision, and deep commitment to the Coast Guard community make her the ideal choice to lead CGMA into its next chapter.
 - ✓ Leadership Focus: CDR Millard will work closely with the Strategic Planning Committee to shape CGMA's new strategic plan.
- One-Year Reflection as Board President:
 - ✓ Fundraising Challenges: The President emphasized that fundraising remains a critical concern, with recent data showing a decline in active-duty donors and contributions. Innovative approaches are urgently needed to address these challenges.
 - ✓ Financial Health & Stability: The President highlighted CGMA's strong financial position, noting the importance of maintaining a robust investment portfolio and making sound decisions to secure long-term sustainability.

Nominating Committee: RADM Raymond

- Board Member Recruitment: The election process for new Board members will start in October with an ALCOAST announcement about open positions. Nine vacancies will need to be filled in 2025, including roles for Senior Officer, Junior Officer, Warrant Officer, Senior Enlisted, Junior Enlisted, Medical/Tricare Specialist, IT/Cyber Specialist, and Commissioned Officer's Spouse. Board members are encouraged to reach out to potential candidates and encourage them to apply.



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Management Committee: PO1 Lind

- Operating Manual Modernization: The process of updating the operating manual is underway, with a chapter-by-chapter review to identify outdated content. Board members and staff are encouraged to provide feedback on unclear or obsolete policies. The review is being conducted in collaboration with all committees and staff.

Mutual Assistance Committee: Mrs. Judge

- Mrs. Judge highlighted several critical updates and initiatives. Since the last meeting, all cases have been promptly reviewed and handled. The committee has examined three chapters of the Operations Manual, offering numerous comments and suggestions for improvement. Updates are being coordinated through the management committee, focusing on removing outdated information and consolidating revisions. The handbook will be revised to align with current practices, with proposals for a 24-48 hour approval window for MAC cases and a 24-72 hour window for full board approvals. Mrs. Judge shared that discussions are underway to streamline processes, including creating a single application form for grants and loans to ease training and updates, and simplifying the application process. A feedback group may be formed to track application statuses, potentially using SharePoint or another cost-effective tool. Additionally, a post-assistance survey will ensure client needs are met, and loan amounts will be reassessed to account for inflation.

Audit Committee: CWO Moya

- CWO Moya reported the committee is supporting the management committee's efforts with the update of the Operating Manual. From the audit perspective, there are no updates to report.

Education Committee: Mrs. Hart

- Mrs. Hart reported on the committee plans to present a recommendation on how to sustain the SEG at the next meeting. Additionally, they are working on the Operating Manual.
- CDR Millard mentioned an encounter with an active-duty spouse who referred to CGMA and the SEG by mentioning, "free computers." CDR Millard noted this as an observation.



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Strategic Planning Committee: CMC Kelly

- CMC Kelly provided an update on the Strategic Planning Committee, announcing that he and MST2 Pounder will represent the committee in an upcoming strategic planning workshop at CGMA-HQ. This workshop, which will include CGMA staff, is scheduled for the end of September and will focus on developing CGMA's new strategic plan.

Finance Committee: LT Wilson

- LT Wilson stated there are no additional comments to the Treasurers Report.
- Board Vote on Erickson Estate:
 - ✓ Motion for Vote: The Secretary requested a motion to accept the decision memo as written, recommending that the \$2.5 million estate be invested to generate perpetual income. Additionally, \$100,000 from the investment income is to be allocated for a full-time fundraising position at CGMA.
 - ✓ Motion Approval: The Vice President motioned to approve the decision memo as presented in the agenda, with AUX Phillips seconding the motion.
 - ✓ Discussion: The President supports the course set by Admiral Thomas, emphasizing that while the decision is being made now, it can be revisited in the future. This approach allows CGMA to start using the funds meaningfully while preserving the majority of the estate for long-term benefits, particularly in enhancing fundraising efforts.
 - ✓ Vote Outcome: The decision memo was unanimously approved by all board members present. Vote results 18/18 in favor.
 - ✓ Investment Process Note: CGMA only accepted the investment once all assets were liquidated into cash. Mrs. Bell reported that approximately half a million dollars are still expected, and the timing of the remaining funds has yet to be determined.

Cyber/IT Committee: CDR Trimble & Mrs. Martin

- CDR Trimble reported significant progress in transforming CGMA's operations, noting that the organization is evolving beyond what they previously knew. These changes are complex and involve a complicated process. He deferred to Mrs. Martin for details on the new system. Mrs. Martin highlighted that recent issues with the Coast Guard network blocking PDF fillable forms were quickly resolved, thanks to the committee's efforts. Addressing Mrs. Judge, she mentioned that many new features, such as online application tracking, will be part of the Salesforce system. Despite challenges with the initial vendor, which ultimately led to their dismissal, a new vendor has been brought in to complete the Salesforce implementation. CDR Trimble emphasized that the transition has been managed internally to ensure complete functionality for the representatives, with no go-live date yet but an anticipated launch in Q4. He concluded by acknowledging that these types of challenges are



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common with such complex projects, and it's better to take the time to get it right rather than rush to go live and make adjustments later.

Development Report: Mrs. Howard

- Mrs. Howard highlighted key updates.
 - ✓ Navy Federal Partnership: CGMA is one of six organizations benefiting from a \$7 million gift from Navy Federal.
 - ✓ "Make a Will" Month: The August campaign successfully added ten new clients who included CGMA in their estate plans, with 12 more planned gifts in progress.
 - ✓ Centennial Event: Invitations for the November 6th Centennial event have been sent out, and board members are encouraged to help spread the word.
 - ✓ Giving Tuesday: Lockheed Martin is providing a \$1 million matching fund to support military aid societies, with the board encouraged to assist in meeting the match.
- During the discussion, these points were raised:
 - ✓ Cost of Fundraising Expansion: Mrs. Judge inquired about potential costs related to expanding fundraising efforts, to which Mrs. Howard confirmed that no additional expenses would be incurred as materials are already printed.
 - ✓ April Campaign Timing: Ms. Ligtenberg expressed concerns about the timing of the campaign in April, given other events occurring that month.
 - ✓ Donor Behavior: CDR Trimble raised concerns about the decline in campaign coordinators, questioning the cause of this gap and where it originated. Admiral Raymond inquired whether the issue lies in the current campaign approach or whether donor behaviors have shifted. He also asked if demographic or generational trends could be analyzed in the data. Mrs. Howard responded that while data is limited, this year marks the first time they have received the ranks of active-duty members. The team is currently analyzing where donor acquisition is substantial and where they see losses, mainly focusing on the impact of retirees who stop their allotments upon retirement and how to encourage them to restart.
 - ✓ Mailing Lists: CDR Trimble inquired if CGMA purchases lists of wealthy donors. Mrs. Howard replied that the Coast Guard provides email lists at no cost, and we do not purchase lists of wealthy donors.
 - ✓ Donation Tracking: AUX Philipps emphasized the need for improved tracking of donation sources, particularly through online platforms, to enhance future campaign strategies.
- Annual Campaign Review: Mrs. Howard provided a detailed analysis of the annual campaign, noting an overall decline in campaign coordinators and donor contributions, with the exception of a slight 3% increase among reserve donors. She discussed geographic giving trends by district and proposed next steps, such as implementing a more tailored campaign structure for smaller units, extending the campaign period, and increasing personalization.



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- Social Media Strategy: Mrs. Howard also discussed the importance of refining the social media strategy, focusing on converting engagement into donations. She highlighted the need to expand into interest-based groups, implement an evergreen campaign and ensure that allotments are tracked within GA4 rather than through emails.

Operations Report: Mrs. Patton

- Total Financial Assistance: Since our Quarterly Board meeting on May 15, 2024, CGMA has provided financial assistance totaling \$1.1 million to 542 of our members and their families.
- Hurricane Beryl: Provided \$192,222 in disaster grants to support Coast Guard members and their families based in the south-east Texas and Louisiana region, affected by Hurricane Beryl that made landfall as a category one hurricane on July 9, 2024. The majority of grants are for food loss and minor home damage (minor water damage, tree/debris removal, broken windows, and roof and fence repairs). We have several cases pending where we need more information and will be accepting grant applications until 90 days past the event in accordance with our policy.
- Other Disasters: Ready to assist anyone impacted by TS/Hurricane Debbie, and members and families in Juneau, Alaska impacted by the Mendenhall River flooding.
- SEG: To date, we've allocated \$1.1 million in Supplemental Education Grants to support 2,196 clients. With our annual budget of \$1.5 million, we plan to keep the program suspended until the end of hurricane season on November 30, 2024. The remaining \$400,000 will be available to our clients in December. Working with the Education Committee for plan for CY 2025.

CGMAHQ Update: MCPO (Ret) Wong

- Master Chief Jahmal Pereira, Deputy MCPOCG, was welcomed to the Board, with emphasis on the crucial support from MCPOCG for CGMA's mission. Deputy Pereira's aviation background and experience as CMC in D9, DCO, and DCMS were noted.
- Jenna Nichols has joined as the new part-time Special Events Coordinator.
- The Board members were thanked for their responsiveness and assistance, particularly in approving a loan for a CWO in Singapore and providing Cyber/IT support when the CG network affected PDF forms.
- The introduction of the new CRM/CGMA portal represents a significant shift to online applications aimed at streamlining processes and reducing man-hours. However, the Board was reminded to be mindful of potential risks, such as diminishing the role of Representatives and the importance of maintaining personal connections, as Representatives are key to fundraising, training, and awareness efforts.

Old Business: MCPO Wong

- NTR



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New Business: MCPOCG Office & Open Floor

- MCPOCG's Office: D-MCPOCG Jahmal Pereira is actively seeking ways to strengthen partnerships, particularly between CGMA and the Coast Guard Foundation. He highlighted his ongoing efforts to understand and navigate the dynamics of these relationships to ensure they are mutually beneficial. Deputy Pereira regularly communicates with the Chief's Mess through weekly emails and is enthusiastic about engaging MCPOCG in CGMA initiatives. While getting up to speed on CGMA's operations, he is committed to ensuring the partnership's needs are fully met.

Good of the Order: MCPO (Ret) Wong

- Centennial video: Technical difficulties experienced, will forward link to all board members. [CGMA 100 Year Anniversary \(youtube.com\)](https://www.youtube.com/watch?v=...)

Next Regular Meeting: Next meeting is scheduled for November 20, 2024, at 1300-1500.

Adjournment: Absent any objection, RADM Raymond adjourned the meeting at 1452.

Submitted: Jason K. Wong
Acting Board Secretary
Chief Operating Officer &
Acting Chief Executive Officer