



November 25, 2024

**COAST GUARD MUTUAL ASSISTANCE BOARD OF DIRECTORS (BOD)
QUARTERLY MEETING HELD ON NOVEMBER 20, 2024, AT CGMA
HEADQUARTERS, ARLINGTON, VA.**

MEMBERS PRESENT:

Officers of the Corporation: CWO (Ret) John Baker, Vice President
AUX Michael Phillips, Treasurer
CDR (Ret) Brooke Millard, CEO & Secretary

Members of the Board of Directors:

D-MCPOCG Jahmal Pereira	CMC William Kelly	LCDR Shannon Reck
LT Anthony Alger	PO1 Pedro Gonzalez-Soto	Mrs. Taylor Hart
LCDR Emily Trudeau	PO2 Sara Pounder	Mrs. Lorraine Galvis
CWO Darien Moya	LT Kristofer Wilson	Mrs. Angela Judge

Additional Attendees: CMC (Ret) Jason Wong, Mrs. Mellissa Bell, Mrs. Sara Martin, Ms. Erica Chapman, Mrs. Andrea Cacciola

Call to Order: The Board Vice President called the meeting to order at 1303 and CMC (Ret) Wong conducted a roll call. A quorum was established.

Previous Minutes: The electronic vote held on August 27, 2024, resulted in the approval of the minutes from the Quarterly Board of Directors meeting that took place on August 21, 2024.

Treasurer's Report: AUX Phillips

- **Assets:** As of September 30, total assets reached \$56.1M, reflecting a \$2.6M (+4.9%) increase since July 1 and \$3.3M (+6.2%) year-to-date from January 1. This represents an \$8M (+16%) growth compared to September 30, 2023.
- **Revenue:** Total revenue through Q3 was \$7.7M, exceeding the \$5.2M budget by \$2.5M, largely due to \$4M in unrealized investment gains. Contributions totaled \$2M, falling \$800K short of expectations, while investment income of \$922K was \$303K below projections due to cash withdrawals for operations.



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- Expenses: Spending remained under budget in all categories, including \$363K unused in disaster assistance and \$22K in education grants, with \$852K total unspent by the end of Q3.
- Investments: The portfolio grew 15.7% year-to-date. The main portfolio, managed by Bank of America, grew \$2M, outperforming benchmarks by 66 points, while the short-term portfolio increased \$241K but underperformed benchmarks by 77 points.
- Outlook: A conservative 2025 budget aims to ensure long-term sustainability, mitigating risks from market uncertainties such as potential tariff policies and inflation.

COMMITTEE REPORTS

Executive Committee: CWO (Ret) Baker

- Centennial Event: CGMA's 100th anniversary celebration was a resounding success, showcasing its legacy, team efforts, and impact over the years.
- 2025–2030 Strategic Plan: The Board approved the new strategic plan, focusing on strengthening support for the Coast Guard community, ensuring sustainability, and adapting to emerging needs. This sets a clear path for growth and impact over the next five years.
- 2025 Budget: The Board reviewed and approved the 2025 budget, a critical step in guiding CGMA's priorities and operations for the coming year.

Nominating Committee: CWO (Ret) Baker

- Term Renewal: Board members with terms ending are encouraged to consider reapplying for a second term to continue contributing to CGMA's mission.
- Open Positions: Applications for open Board positions are currently being accepted. Approximately 75 applications have been received, reflecting strong interest in these roles.
- Selection Process: The committee will review all submissions and begin the selection process in January.

Management Committee: LCDR Trudeau

- NTR

Mutual Assistance Committee: LCDR Trudeau

- Approvals: Reviewed four cases, recommending three loans totaling \$37,225.17 and one grant totaling \$3,535.82 for Board approval.
- Denial: Denied one grant request for \$40,000 for a privately owned boat, as it did not meet eligibility criteria.



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Audit Committee: CWO Moya

- Field Work: Audit fieldwork is scheduled to begin on January 27.
- Timeline: Activities will ramp up shortly after the holidays as the audit process begins.

Education Committee: Mrs. Hart

The Education Committee did not reach a unanimous position, but the current changes reflect a consensus-driven approach. Further adjustments may be considered next year.

- Budget: Annual SEG budget set at \$870,000.
- Grant Amount: Maintained at \$750 per applicant.
- Reimbursable Items: Computers remain an authorized reimbursable expense.
- Tutoring Services: Allocated \$80,000 to reinstate Tutor.com services.
- Application Periods: Open seasons for applications will align with the start of the spring and fall semesters.
- Funding Policy: Program will be suspended once allocated funds are fully expended for the calendar year.

Strategic Planning Committee: CMC Kelly

- Acknowledgment: Expressed gratitude to everyone for their diligent work, particularly for supporting members in the AOR. Highlighted CGMA as a key discussion point with OICs, leaders, and crew to raise awareness of its services and encourage increased member allotments.
- Strategic Plan: The Strategic Planning Committee is eager to collaborate with staff and other committees to develop actionable plans that support Strategic Plan objectives and specific initiatives.

Cyber/IT Committee: Mrs. Martin

Salesforce/CGMA Portal Update

- Launch: Successfully went live with the new Salesforce/CGMA Portal the day after Veteran's Day.
- Adoption: Within a week and a half, 275 out of 600 representatives have logged in. Case volume remains lower than usual, but progress is being made.
- Client Changes: Clients can now sign promissory notes online. Efforts are ongoing to assist clients with logging in and navigating the system.
- Upcoming: SEG applications will reopen in December, and clients will be encouraged to apply online. CGMA-HQ staff remain cautiously optimistic as they work diligently.
- Future Features: By Spring, the portal will support board functions, including case review, response recording, and document sharing, streamlining operations for board members.



Development Report: Ms. Chapman

Two major fall events: the Centennial Celebration and the Golf Tournament.

- Centennial Celebration:
 - Sponsorships totaled \$120,000.
 - Event came in under budget, despite a significant investment in planning.
 - Videos produced: a 10-minute video is complete; a 3-minute video is in progress.
- Golf Tournament:
 - Raised \$16,000 in sponsorships and \$2,000+ in in-kind sponsorships.
 - Budget finalization is ongoing.
 - Event Coordinator's support was invaluable; plans to rehire for future events.
 - Focused on increasing active-duty participation: achieved 70% participation, a 35% increase from last year.
 - Total participants were 103, lower than last year.
 - Scheduled at the same location for Veteran's Day next year.
- New Grant Partnerships:
 - PMI Grant: \$40,000.
 - Bob Woodrow Foundation and NFCU Partnership: Received a \$50,000 installment, with potential for a \$2 million collective donation between the four Military Aid Societies.
 - Volunteer Coordinator: Actively expanding opportunities to promote CGMA's mission at a grassroots level.

Operations Report: CMC (Ret) Wong

The Operations Department remains committed to delivering critical support to Coast Guard personnel and their families.

- Financial Assistance (Jan 1 – Nov 4, 2024)
 - Total Assistance Provided: \$7.2 million.
 - Total Cases: 4,549.
- Education Program Updates
 - Supplemental Education Grant (SEG):
 - Allocated \$1.1 million to 2,196 clients so far.
 - Program will remain suspended through November 30, 2024, due to the hurricane season.
 - Remaining \$400,000 will reopen for applications on December 1.
 - Program will pause again if the \$1.5 million cap is reached, resuming January 1, 2025, under updated CY2025 guidelines.
 - Reinstatement of Tutoring Program:
 - Pending board approval, this program will address a critical gap in educational resources and strengthen long-term engagement with CGMA.



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- Disaster Assistance
 - Total Disaster Assistance (YTD): \$1.1 million.
 - Breakdown by Named Storms:
 - Hurricane Beryl: \$293,636 (180 cases).
 - Hurricane Debby: \$21,844 (10 cases).
 - Hurricane Ernesto: \$13,534 (7 cases).
 - Hurricane Francine: \$35,114 (61 cases).
 - Hurricane Helene: \$200,289 (153 cases).
 - Hurricane Milton: \$291,943 (372 cases).
- Representative Training and Portal Transition
 - The Operations team is leading the transition from NetFORUM to the new CGMA Portal, with comprehensive training provided to all Representatives.

Finance Committee: LT Wilson

The Finance Committee carefully reviewed the proposed budget, leading to the recommendation for approval.

- Budget Motion
 - LT Wilson moved to approve the 2025 Budget, seconded by AUX Philipps.
- Discussion Highlights
 - Mrs. Judge: Asked the CEO for thoughts on the budget, its alignment with the strategic plan, and overall satisfaction with projections.
 - CEO: Expressed strong support for the budget, citing its flexibility and alignment with strategic goals, enabling progress and forward momentum.
- Voting Outcome
 - Motion to Approve: **The 2025 Budget has been approved and passed by majority vote.**

CGMA HQ Update: CDR (Ret) Millard

- CGMA Portal Migration
 - Transition from NetFORUM to the new CGMA Portal is ongoing, with daily bug fixes.
 - Acknowledged challenges, particularly for representatives, and encouraged patience.
 - Once completed, the portal will enhance efficiency and streamline operations.
- CGMA Golf Invitational
 - Successful event with participation from members across the country, showcasing national engagement.
- Strategic Progress
 - Observations from the First Ten Weeks:
 - Weaknesses:



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- Contract management, particularly in strategic marketing.
- Conducting a Communications Audit to address this gap.
- Emphasis on setting objectives, identifying audiences, and measuring effectiveness for events and communications.
- Strengths:
 - Flexibility and dedication of CGMA staff and volunteers.
 - Mission-aligned support from the community.
 - Generosity of donors.
- Centennial Video
 - Creating a three-minute video to highlight CGMA’s mission and community impact.
 - Designed to engage sponsors and reflect the diversity of the Coast Guard community we serve.
 - Content will answer key questions: Who, What, Why, Where, and How.
- Digital Marketing Internship
 - Seeking a Digital Marketing Intern (January–April) to repurpose the ten-minute video into shorter, impactful reels and social media content.
- CG Start Program
 - Partnering with FORCECOM to integrate CGMA into training for new Coast Guard members post-bootcamp.
 - Includes a 20-minute orientation assignment with videos and slides.
- Employee Compensation Audit
 - Planned for Q1 2025 to reassess compensation as CGMA’s staff has expanded beyond its original federal pay scale structure.
 - Goals:
 - Align compensation with staff roles and contributions.
 - Reward meeting of performance goals/ objectives vs. longevity.
 - Timeline: Present recommendations to staff in July 2025, board review, and potential implementation by January 2026.
- General Sentiment
 - Staff Dedication: Highlighted staff enthusiasm and openness to change.
 - Optimism for the Future: Praised the commitment to innovation and collaboration, fostering excitement about upcoming initiatives.

Old Business: CMC (Ret) Wong

- Approval of Special Board Meeting Minutes
 - The minutes from the special board meeting, held to present the Strategic Plan, were reviewed and approved.



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MCPOCG Office: Deputy MCPOCG Pereira

- **START: Sentinel Transformation and Readiness Training**
 - Launching in January/February timeframe.
- **Questions and Updates:**
 - **SEG Grant:**
 - **Topic:** Online application and communication/training for SEG.
 - **Response:**
 - CMC (Ret) Wong: Communications will be released to representatives on Monday. The program itself remains unchanged; only the application process is moving online.
 - The email will include detailed instructions on how representatives should guide clients to apply online.
- **Board of Directors (BOD) Positions:**
 - **Topic:** Status of applications for the nine open BOD positions.
 - **Discussion:**
 - Question raised regarding whether the number of current applicants is typical and satisfactory.
 - CWO (Ret) Baker: Confirmed that the number of applications is typical.
 - CMC (Ret) Wong: Will send out one more reminder to potential applicants in early January to ensure broad outreach and participation.

New Business:

- Mrs. Judge mentioned ways to enhance CGMA's strategic communications to better reflect diversity and inclusivity. Mrs. Judge highlighted concerns that the organization's 100-year video lacked representation of CGMA's internal makeup and the diversity of those served, including sexual orientation, race, and culture. She proposed forming a Strategic Communications Subcommittee to define its purpose and structure, provide feedback, and ensure inclusive messaging and imagery.
- CEO supported this approach, emphasizing the opportunity to work with a new marketing firm to develop strategies showcasing CGMA's diverse demographics and engaging generational audiences. Both encouraged board members to provide input, with plans for continued discussions and updates on the subcommittee's development.
- **Next Steps:**
 - Continued discussion with the Board on forming the Strategic Communications Subcommittee.
 - Collection and review of board member feedback to guide the subcommittee's formation and focus areas.



- Further updates to be shared with the Board as developments occur.

Good of the Order:

Monthly CEO Check-In

- Starting in January, the CEO will host a monthly optional meeting with the Board on the second Friday of each month at 1300.
- Designed as a casual forum, provides an opportunity for open communication, collaborative discussions, and direct access to the CEO.
- It aims to strengthen alignment, foster engagement, and drive progress on the strategic plan. Board members are encouraged to attend as their schedules allow to share insights, address priorities, and enhance collaboration.

Next Meeting: Next Quarterly Board of Directors meeting is scheduled for February 19, 2025, at 1330.

Adjournment: Absent any objections, CWO (Ret) Baker adjourned the meeting at 1403.

Submitted by: *Jason R. Wong* 12/02/2024
Jason Wong
Chief Operating Officer

Brooke Millard, CDR, USCG, Ret.
Reviewed by: Brooke Millard
Chief Executive Officer