March 18, 2015

MINUTES OF MONTHLY MEETING OF THE BOARD OF CONTROL CONvened on
MARCH 18, 2015, AT COAST GUARD HEADQUARTERS, WASHINGTON, DC

VOTING MEMBERS PRESENT: (15)

Officers of the Corporation:

CWO (Ret.) John C. Baker, Vice President
Ms. Shay Cook, Treasurer
Mr. Barry M. Boisver, Secretary

Members of the Board of Control:

MCPO Mark H. Allen
Mrs. Debbie Brandt
PO1 Anika Doehl
Mrs. Bethany Klein

CDR Beth A. Naff
PO1 David Nava
LCDR Brandy N. Parker
CWO Shannon P. Reck

LT Mark M. Sanchez
Mr. Frank Tatu
AUX Bruce A. White
CWO Shawn Wichelns

Additional attendees: Mrs. Nickole E. Sciotino and Mr. Ronald C. Wolf

1. The Meeting was called to order at 1330.

2. It was noted for the record that the minutes of the February 18, 2015, Board of Control meeting had been approved by written consent of a quorum of Board members on March 11, 2015.


4. COMMITTEE REPORTS:

Audit Committee

CDR Naff, Audit Committee Chair, reported that auditors with Murray, Jonson, White and Associates had completed the 2014 audit and IRS Form 990, and that she had met with the auditors to receive their out brief. CGMA accounts were reported to be in good order. A copy of the audit report and Form 990 will be posted on the CGMA Web site.

Nominating Committee

Mr. Boisver noted that Board positions coming open this year include Enlisted Member E-7 or above, Enlisted member E-6 or below, Coast Guard Reserve Member and Civilian Employee. The Board approved an announcement flyer for posting on the CGMA Web site.
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and distribution to the various commands in the National Capital Region. Board membership
applications will be accepted through April 30.

5. CGMA-HQ UPDATE:

Mr. Boisvere noted that 2014 figures show overall assistance trending downward for each of
the four military aid societies.

6. NEW BUSINESS:

CWO Baker made a motion to approve the 2015 Strategic Plan, which had been prepared by
the Strategic Planning Committee. Ms. Cook seconded the motion. In discussion, some
grammar issues were noted and corrected. The corrected Strategic Plan was approved
unanimously. The approved Strategic Plan is attached.

LCDR Parker, Management Committee Chair, presented a proposal to establish a grant
program for clients who face increased financial requirements due to special needs
dependents. The grant would initially be targeted toward Regular Coast Guard active duty
members and Coast Guard Reserve members on active duty for 181 days or more, and would
provide up to $3,000 for such expenses as the cost of adaptive equipment (cranial helmets,
wheelchairs, etc.) and fees for clubs/activities or membership in organizations that provide
special needs services. LCDR Parker made a motion to approve the proposal. LT Crockett
Seconded and, after discussion, the motion passed unanimously. CGMA staff will draw up
specific guidelines for implementation.

7. GOOD OF THE ORDER:

MCPO Allen noted that the CGMA Facebook page is getting increased attention, with four
positive endorsements posted and 278 “likes.”

The 2015 Annual Meeting has been set for 0900, Wednesday, April 29, 2015, to be held in a
conference room at Coast Guard Headquarters.

The next monthly BOC meeting is scheduled for 1330, Wednesday, May 20, 2015, in
Room 9GG13-01, CG Headquarters, St. Elizabeth campus, Lower Level 9.

ADJOURNMENT: The Board adjourned at 1413.

Submitted by: R. C. WOLF
Director of Administration

B. M. Boisvere
Secretary
INTRODUCTION

PURPOSE

This Strategic Plan presents the vision and mission statements and outlines the long-range goals with corresponding business objectives for Coast Guard Mutual Assistance (CGMA).

BACKGROUND

Coast Guard Mutual Assistance, as we know it today, has a long history of helping the men and women of the United States Coast Guard. Originally established in 1924 by the wives of several Coast Guard officers as the League of Coast Guard Women, the organization was to “minister to the general welfare of the commissioned officers, warrant officers, enlisted men and civilian employees of the Coast Guard and their immediate families.”

In 1941, Coast Guard Welfare was formally established and took over the mission from the League. In 1979, the name was changed to Coast Guard Mutual Assistance. CGMA incorporated in the Commonwealth of Virginia on January 1, 1998.

ACTION

This plan provides guidance to CGMA employees, the Board of Control (BOC) and Representatives in the performance of duties. It forms the basis for the development and implementation of new programs and the delivery of service under all programs. It also makes a commitment to our primary clients/customers and provides information that they can use in deciding to support CGMA. It is not a rigid formula but rather a guide and a baseline to provide continuity and communication between the BOC and its primary clients/customers. It is the goal of the BOC to provide annual updates to the Strategic Plan.

MISSION

CGMA strives to promote financial stability and general well being of the clients/customers it serves.

VISION

As a recognized leader in promoting financial stability for its clients/customers, Coast Guard Mutual Assistance will seek to empower the Coast Guard family in meeting future financial challenges. Through partnerships with other assistance providers, we will deliver innovative financial assistance in response to emerging Coast Guard family needs. CGMA will ensure that we are always ready, and always there as a critical safety net in times of financial need and will truly look after our own.
GUIDING PRINCIPLES

All actions of Coast Guard Mutual Assistance Board of Control members, Representatives and staff members are governed by the following principles:

1. To help members of the Coast Guard family achieve autonomous financial well being
2. To foster self-respect and self-worth
3. To assure applications for financial assistance are treated confidentially
4. To treat all members of the Coast Guard community in an honorable and respectful manner
5. To provide assistance in a timely manner
6. To consistently apply our guidelines and principles fairly and equitably to all
7. To make decisions based on the merits of individual cases

PRIMARY CLIENTS/CUSTOMERS

The BOC considers these groups or individuals to be primary clients/customers of CGMA:

INTERNAL

- Board of Control Members
- CGMA Representatives
- CGMA Staff Members

EXTERNAL

- All Members of the Coast Guard Family (Primary Clients)
- Other Military Aid Societies and the American Red Cross
- Donors
- National Foundation for Credit Counseling (NFCC) and Member Agencies

SWOT ANALYSIS

Strengths of the Organization:

- Records of the corporation are open to full disclosure for BOC members to access
- Safeguarding of personal information
- Protection of funds
- BOC decision-making is subject to the make-up of the Board, with changing philosophies over time
- Physical presence in over 130 locations Coast Guard-wide that offer quick local response to clients/customers
- Authority and responsibility are distributed locally
- Wide range of programs are provided
- Integrated automated financial systems
- Adequate positive net worth
- Active outreach initiatives
- Quick response for disaster relief
- Flexibility to adapt to changing client/customer needs
- BOC represents a diverse cross section of the Coast Guard family
- BOC is willing to expand/enhance programs
- Well managed staff of professionals providing stability to organization
- Strong working relationship with other Military Aid Societies (MAS) and the American Red Cross
- Consistent History of Contributions and Donations
- Constantly Sound Audited Financial Statements

Weaknesses of the Organization:

- Outreach limitations
- BOC decision-making is subject to the make-up of the Board, with philosophy swinging as membership changes
- Training and knowledge of CGMA Representatives, Assistant Representatives, Coast Guard commands and supervisors
- Individual obligations and commitments prevent our volunteer BOC members from devoting more time to CGMA activities
- Command philosophies that conflict with CGMA’s mission

Opportunities for the Organization:

- Use personal testimonies to stimulate greater interest and contributions
- Create new programs
- Expand parameters of current programs
- Enhance Partnerships with External Organizations
- Increase the use of services
- Educate clients/customers to existing programs
- Enhance leverage with existing Coast Guard networks to support our mission
- Leverage new technologies to expand, educate, communicate and access

Threats to the Organization:

- CGMA financial reserves could become inadequate
- Changes in laws and regulations could severely impact the organization
- Donor pool could decrease
- The organization does not always meet client/customer “expectations”
- Misperception and negative press could cause reduction in support
- Poor economic conditions could cause reduction in monetary support
Coast Guard Mutual Assistance Strategic Goals

SG1: Expand or Create Programs to Meet Our Client/Customer Needs

1. Expand Respite Care to meet evolving client/customer needs
2. Expand and enhance the Quick Loan program
3. Explore grant/loan program for special needs children
4. Explore removal of the Home Study Adoption Grant cap of $1,000
5. Explore funding of Tutor Services via Tutor.Com

SG2: Improve Communication and Outreach

1. Explore the possibility of conducting a new Assessment Survey of CGMA clients/customers
2. Leverage and utilize media networks
   2a. Consult with social media experts
   2b. Develop a plan to implement lessons learned from expert consultation

SG3: Sustain Long Term Organizational Health

1. Plan for future replacement of the CGMA client/customer database and accounting system
2. Plan to find alternative facilities for CGMA-HQ in the event the Coast Guard decides not to continue to provide space, furniture, utilities or equipment within a Coast Guard owned or leased building