

MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF
SPIRIT OF AMERICA WORLDWIDE

February 21, 2020

Pursuant to proper notice, the Board of Directors of **Spirit of America Worldwide**, a California Nonprofit Public Benefit Corporation (“*SoA*”) held a meeting via teleconference on Friday, February 21, 2020 at noon ET.

1. Attendance and Quorum

Present during the meeting were Chairman of the Board Bob Oster and Board Members Jim Hake, Michael Bigham, Fred Khosravi and Natalie Cryer.

Chief Operating Officer Isaac Eagan and Chief Financial Officer Dori O’Donnell were also in attendance. Peggy Findley acted as Secretary during this meeting.

2. Chief Executive Officer’s Update

Mr. Hake requested and received Board Approval of the prior meeting minutes. He also reviewed financials, cash and funding commitments in 2020.

Further discussion focused on Spirit of America’s organizational and programmatic logic models/theories of change. With the support of Board feedback from the prior Board meeting, diagrams were replaced with a distilled version of the main points. Additional conversation centered on continued development and refinement Spirit of America’s 2030 strategic plan.

3. Development Update

The Board was updated on major new grant commitments since the last Board meeting. Staffing update: We have three priority hires for Q1 2020 to head up major donor-focused communications and marketing efforts.

4. Field Operations Update

Projects completed this year to date total 24. Team members continue to engage with relevant US partner headquarters to assess evolving priorities to provide tailored programming in support of those priorities.

Staffing update: We are in the final stages of hiring the program support staff mentioned in the prior Board Meeting.

5. Finance/Administrative and Human Resources Update

The 2019 audit is underway with the first on-site visit on February 19th. Human Resources has implemented a new hiring framework to help identify the right talent with the right fit for the organization. We continue to formalize the onboarding and offboarding processes,

our ADP platform as an HR dashboard for policies, documents and personnel information. Professional Development continues with working groups established to address internal topics related to communication, recognition and the new performance review process.

The Intacct Integration 2.0 is complete with report testing underway. We should finish the final stage of the Salesforce and Intacct Integration by the end of March 2020.

Staffing update: Potential Accounting Manager candidates have been identified and are undergoing the interview process. With the addition of an operations manager, the finance and administration team should be fully staffed by the end of March 2020.

6. Research Project

The Board approved a special project to investigate and answer the question: can Spirit of America’s citizen service model and methodology be applied domestically to add unique value in the United States? Mr. Hake was directed to oversee the project and ensure the investigation does not demand time of Spirit of America’s staff or impact current operations.

7. Adjournment

There being no further business to come before the meeting, upon motion duly made, seconded and unanimously carried, the meeting was adjourned.

Dated: Friday, February 21, 2020



Board Secretary

**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF
SPIRIT OF AMERICA WORLDWIDE**

May 5, 2020

Pursuant to proper notice, the Board of Directors of **Spirit of America Worldwide**, a California Nonprofit Public Benefit Corporation (“**SoA**”) held a meeting via teleconference on Tuesday, May 5, 2020 at noon ET.

1. Attendance and Quorum

Present during the meeting were Chairman of the Board Bob Oster and Board Members Jim Hake, Michael Bigham, Fred Khosravi, John Phelan and Natalie Cryer.

Chief Operating Officer Isaac Eagan and Chief Financial Officer Dori O’Donnell were also in attendance. Peggy Findley acted as Secretary during this meeting.

2. Chief Executive Officer’s Update

Mr. Hake requested and received Board Approval of the prior meeting minutes. For Board discussion, he provided various reports detailing expense and cash flow management. In addition, the Board was brought up to date on commitments through 2021.

The team welcomed our new Special Assistant to the CEO in early April.

3. Development Update

Mr. Hake proposed a revised fundraising plan for the rest of this year taking in to consideration the challenges of traditional fundraising during a pandemic. The Board provided their input on best practices going forward. Ideas on informational events and how to best use the Spirit of America cover story in the Spring issue of *Philanthropy Magazine* were also discussed. Members of the Development Team joined the call to further review 2020 fundraising.

Staffing update: Our new Development Manager came on board in mid-February and our new Director of Development Communications will join the team in mid-May. The Major Gift Officer position is paused.

4. Field Operations Update

Projects in Syria were highlighted during the Board meeting. Our Middle East Regional Director joined the conversation and talked about a successful project focused on providing lifesaving PPE supplies that were delivered to partner forces in northeastern Syria. More broadly, it was noted that the Spirit of America field team had been very active in March and April providing assistance in response to coronavirus needs identified by deployed US troops and diplomats.

Staffing update: Spirit of America welcomed our new Program Associate in March.

5. Finance/Administrative and Human Resources Update

The audit is near completion. We have engaged external experts to assess our current cybersecurity requirements. They have validated and support our current protocols. The Intacct Integration is complete with report testing underway. We expect to complete the final stage mid-May.

Staffing update: The Finance Team welcomed a new Accounting Manager in April.

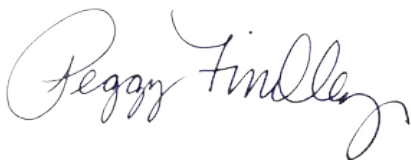
6. Research Project

During the prior meeting, the Board approved a special project to investigate and answer the question: can Spirit of America's citizen service model and methodology be applied domestically to add unique value in the United States? Due to the Coronavirus, this project was suspended on April 20th. Initial learning and recommendations will be presented at the July 7 Board meeting.

7. Adjournment

There being no further business to come before the meeting, upon motion duly made, seconded and unanimously carried, the meeting was adjourned.

Dated: Tuesday, May 5, 2020



Board Secretary

**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF
SPIRIT OF AMERICA WORLDWIDE**

August 13, 2020

Pursuant to proper notice, the Board of Directors of **Spirit of America Worldwide**, a California Nonprofit Public Benefit Corporation (“*SoA*”) held a meeting via teleconference on Thursday, August 13, 2020 at noon ET.

1. Attendance and Quorum

Present during the meeting were Chairman of the Board Bob Oster and Board Members Jim Hake, Michael Biggam, Fred Khosravi, John Phelan and Natalie Cryer.

Chief Financial Officer Dori O’Donnell was in attendance. Peggy Findley acted as Secretary during this meeting.

2. Chief Executive Officer’s Update

Mr. Hake requested and received Board Approval of the prior meeting minutes. For Board review, he provided current Financial Statements and the recently completed Audited Financial Statements for 2019.

The Board was updated on the progress of recent structural changes in the organization and a renewed focus on our mission.

Time was spent discussing the question “What is our potential?” and how it relates to the problems facing America both Internationally and Domestically.

Mr. Hake requested and received Board Approval of the prior meeting minutes. For Board discussion, he provided various reports detailing expense and cash flow management. In addition, the Board was brought up to date on commitments through 2021.

The team welcomed our new Special Assistant to the CEO in early April.

3. Development Update

Mr. Hake continues to lead the Development Team. The Board approved the Chief Development Officer position. Requirements were discussed along with recommended contacts and networking.

Staffing update: The search for a Chief Development Officer position begins.

Mr. Hake proposed a revised fundraising plan for the rest of this year taking in to consideration the challenges of traditional fundraising during a pandemic. The Board provided their input on best practices going forward. Ideas on informational events and how to best use the Spirit of America cover story in the Spring issue of *Philanthropy Magazine* were also discussed. Members of the Development

Team joined the call to further review 2020 fundraising.

Staffing update: Our new Development Manager came on board in mid-February and our new Director of Development Communications will join the team in mid-May. The Major Gift Officer position is paused.

4. Field Operations Update

80 Total projects Jan 1, 2020 – Present. Total direct assistance \$544,985.

Recent successes in the field include a Language School (proof of concept) in Erbil, an ISIS Returnee Pilot Project in Uzbekistan and COVID-19 work in Central Asia. The Board was updated by two Spirit of America's Program Managers and the Deputy Director of Operations on potential projects in the Philippines and Vietnam.

Projects in Syria were highlighted during the Board meeting. Our Middle East Regional Director joined the conversation and talked about a successful project focused on providing lifesaving PPE supplies that were delivered to partner forces in northeastern Syria. More broadly, it was noted that the Spirit of America field team had been very active in March and April providing assistance in response to coronavirus needs identified by deployed US troops and diplomats.

Staffing update: Spirit of America welcomed our new Program Associate in March.

5. Finance/Administrative and Human Resources Update

The Finance Team is working to prepare the Form 990 tax return for the year 2019 with filing expected before the end of August 2020.

Spirit of America worked with a Consulting firm to provide guidance during our first mid-pandemic remote Team Week. That feedback from working groups, breakout team week sessions and executive feedback is being incorporated in to our core values and organizational commitments. Working with an outside HR firm, modifications to the Team Handbook continue. They address remote work arrangements and an option for professional development reimbursement.

SoA is currently interviewing regional IT companies to support base IT functions and improve cybersecurity.

Staffing update: The Finance Team continues its search for an Accounting Assistant to round out the department.

The audit is near completion. We have engaged external experts to assess our current cybersecurity requirements. They have validated and support our current protocols. The Intacct Integration is complete with report testing underway. We expect to complete the final stage mid-

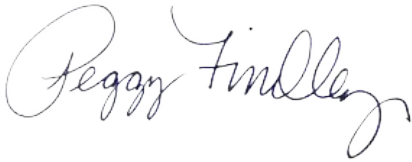
May.

Staffing update: The Finance Team welcomed a new Accounting Manager in April.

6. Adjournment

There being no further business to come before the meeting, upon motion duly made, seconded and unanimously carried, the meeting was adjourned.

Dated: Thursday, August 13, 2020

A handwritten signature in cursive script that reads "Peggy Finley". The signature is written in black ink and is positioned above the title "Board Secretary".

Board Secretary

**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF
SPIRIT OF AMERICA WORLDWIDE**

November 13, 2020

Pursuant to proper notice, the Board of Directors of **Spirit of America Worldwide**, a California Nonprofit Public Benefit Corporation (“*SoA*”) held a meeting via teleconference on Friday, November 13, 2020 at noon ET.

1. Attendance and Quorum

Present during the meeting were Chairman of the Board Bob Oster and Board Members Jim Hake, Michael Bigham, John Phelan and Natalie Cryer.

Chief Financial Officer Dori O’Donnell was in attendance. Peggy Findley acted as Secretary during this meeting.

2. Chief Executive Officer’s Update

Mr. Hake requested and received Board Approval of the prior meeting minutes. For Board review he provided current Financial Statements. Mr. Hake discussed the 2021 Plan.

The focus of this Board meeting was to continue the discussion on realizing Spirit of America’s potential.

3. Development Update

Discussion on year end funds including closing out the year and laying the foundation for 2021.

4. Field Operations Update

Staffing Update: VP of International Field Operations job description approved.

5. Finance/Administrative and Human Resources Update

The annual performance review process is underway, using a 360 approach for all team members. The 2019 tax return was completed and filed.

Professional Development: Spirit of America has seven team members enrolled in Masters degree programs, making them eligible for the professional development reimbursement benefit.

Staffing update: The Finance Team continues its search for an Accounting Assistant.

6. Adjournment

There being no further business to come before the meeting, upon motion duly made, seconded and unanimously carried, the meeting was adjourned.

Dated: Friday, November 13, 2020

A handwritten signature in cursive script that reads "Peggy Findley". The signature is written in black ink and is positioned to the left of the "Board Secretary" title.

Board Secretary

**MINUTES OF THE MEETING OF THE BOARD OF DIRECTORS OF
SPIRIT OF AMERICA WORLDWIDE**

December 17, 2020

Pursuant to proper notice, the Board of Directors of **Spirit of America Worldwide**, a California Nonprofit Public Benefit Corporation (“*SoA*”) held a meeting via teleconference on Thursday, December 17, 2020 at 1pm ET.

1. Attendance and Quorum

Present during the meeting were Chairman of the Board Bob Oster and Board Members Jim Hake, Michael Bigham, Fred Khosravi, John Phelan and Natalie Cryer.

Chief Financial Officer Dori O’Donnell and Special Assistant to the CEO Tori Mahoney were in attendance. Peggy Findley acted as Secretary during this meeting.

2. Chief Executive Officer’s Update

Mr. Hake requested and received Board Approval of the prior meeting minutes. The Plan and Budget for 2021 were also approved. For Board review he provided current Financial Statements.

The focus of this Board meeting was to discuss the 5 Year Strategic Plan and incoming resumes and bios for open positions.

3. Development Update

Staffing update: The Development Team begins its search for a Chief Marketing Officer and Communications Associate.

4. Field Operations Update

Four members of the field team gave Powerpoint presentations on operations in their particular region.

Staffing Update: VP of International Field Operations position is open.

5. Finance/Administrative and Human Resources Update

Staffing update: The Accounting Assistant position is open.

6. Adjournment

There being no further business to come before the meeting, upon motion duly made,

seconded and unanimously carried, the meeting was adjourned.

Dated: Thursday, December 17, 2020

A handwritten signature in cursive script that reads "Peggy Finley". The signature is written in black ink and is positioned above the printed name.

Board Secretary