

**Minutes of
Officers' Christian Fellowship
Council Meeting
16-19 April, 2015
White Sulphur Springs Conference Center
Mann's Choice, PA**

In accordance with the Constitution of Officers' Christian Fellowship (OCF) of the United States of America, a valid quorum of the Council met at White Sulphur Springs, 16-19 April 2015, to review, approve, and direct, as necessary, the business of OCF in a semiannual meeting. The President, MajGen Melvin Spiese, USMC, Retired, presided over the meeting.

Meeting Theme Verse: Psalm 115:1

"Not to us, O Lord...but to your name be the glory." (NIV)

Officers Serving the Council in 2014:

President	MajGen Melvin G. Spiese, USMC (Ret)
Vice President	CAPT James L. Vandiver, USN
Secretary	Maj Kathryn S. Veseth, USAF
Treasurer	CDR Steve Hoffman, USN
Executive Director	Brig Gen David Warner, USAF (Ret)

ATTENDANCE:

The following Council Members attended all or part of the meeting:

Class of 2015

CPT Alysa Angel, USA (departed Sunday due to work commitments)
RADM Richard P. Breckenridge, USN
COL Richard H. Goldsmith, USA (Ret)
LCDR Charles W. Tidwell, USN
Maj Kathryn S. Veseth, USAF
LTC Colin H. Wooten, USA

Class of 2016

LtCol Hezekiah Barge, Jr. USMC, with Mrs. Dawn, Elijah, Faith and Samuel Barge
LTJG Nathan D. Barnes, USCG, with Mrs. Jennifer Barnes
Lt Col Amanda Birch, USAFR
LTC Vaughn E. Hathaway, USA
CH (MAJ) Jason R. Tobin, USA
CAPT James L. Vandiver, USN

Class of 2017

LT Gordon A. Hood, USCG
COL Laurence Mixon, USA, with Mrs. Tracey Mixon
Col Paul Riegert, USMC

Council Meeting, April 2015

MajGen Melvin Spiese, USMC (Ret)

Executive Director

Brig Gen David B. Warner, USAF (Ret)

Special Council Members

CMSgt Vance M. Clarke, USAF (Ret) – Senior Enlisted Advisor (Class of 2015), and wife Pam

LTC Robert “Skip” W. Ash, USA (Ret) – Legal Advisor (Class of 2017)

Mrs. Kim Paine – Spouse Representative (Class of 2017)

Executive Assistant, Director of Marketing & Council Relations

Mrs. Susan M. Wallis

The following OCF Staff and Spouses attended all or part of the meeting

CAPT, JAGC, Chris Blake, USN (Ret), Director of Field Operations

Maj Dean Millard, USMC (Ret), Director of Finance

Col Bill & Judy Hudspeth, USAF (Ret), Field Staff at Large

Chet and Michelle Arnold, Col, USMC (Ret), Pensacola Field Staff, and Drew and Evan Arnold

Carl and Christy Crabtree, LCDR (Ret), USCG Academy

Tom and Jean Schmidt, LTC USA (Ret), Field Ops Director and Ft. Leavenworth

Houston & Tami Waring, Col, USAF (Ret), Field Staff Maxwell AFB

CDR Bryan Burt, USN (Ret), USNA Field Staff

Others attending

Bryan and Lisa Battaglia, Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff

Elizabeth McNeely, SEAC Staff Guest

Joe Orosz, Planning and Major Construction Coordinator

Victor Sheldon, SEAC Chaplain Guest

Col Alicia Smith, USA

The following Council Members were unable to attend the meeting:

Class of 2015

Col Scott C. Fisher, USAF

Class of 2016

COL Paul D. Shumacher, USA

Class of 2017

CH (COL) Marc S. Gauthier, USA

CDR Steve Hoffman, USN

1Lt Brooke Leigh, USAF

Thursday, 16 Apr 2015

Council Member Orientation: Vice President Jamie Vandiver led a New Council Member orientation, open to everyone.

Tour of White Sulphur Springs: Paul Robyn led a tour of the facilities and ministry locations at White Sulphur Springs.

Dinner: Generals Spiese and Warner hosted dinner, which included introduction of the new special council members and guests attending.

Praise, Worship, and Devotions: CAPT Vandiver led the Council in an overview of the agenda, praise, worship, and devotion. The Council then broke into small groups for a time of sharing, accountability, and prayer. The EXCOM met as a small group for sharing and accountability.

Friday, 17 Apr 2015

Devotions: Col Mandy Birch led the Council in Biblical devotions.

President's Welcome: OCF President Gen Mel Spiese welcomed the Council. He noted that we are starting to see the fruits of the governance transition: as a council we are not weighed down with minutia or in the ED's realm. Rather, we have the freedom to stay at the strategic, visionary level. At this Council Meeting, we are blessed to have the Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff as a guest. General Spiese shared his vision that the Council keep a strategic outlook and make decisions in the context of the long-term objectives, vision, and calling. General Spiese expressed his great enthusiasm about OCF's future and the next few days of the Council Meeting.

Pray, Discover, and Obey: Col Chet Arnold, USMC (Ret), led a time of group Pray, Discover, and Obey that included Scripture readings, worship/singing, and individual and communal prayer.

Executive Director's Report (Enclosure 1): Brig Gen (Ret) David Warner, USAF, presented a slide show showcasing the journey of OCF's ministry. God has blessed and continues to work through OCF immensely. We rejoice for where we have been and the fruit we see; we are encouraged to think of future ministry: OCF has grown immensely; the scope has broadened of what we believe God is having us do. As always, we are military ministering to military, and small group fellowship is the heart of our ministry.

OCF's conference centers serve as "spiritual depots" and guest-reported "life-changing experiences" are on the rise (peaking during the summer months). General Warner shared various personal stories of calling, faith-sharing, and development. For the future: we are to stay focused on God and how He guides. OCF remains dedicated to our core competencies. Susan Wallis covered the priority of communicating a clear and consistent message to members so as to have an impact for Christ in the military society.

General Warner discussed the current status of the Capital Campaign as well as the vision to move beyond the capital campaign. In our future we seek and ask God for direction. Gen Warner raised the important question: under Whose strength will we move forward? God's strength—we are stewards of what God has given us; we must seek the Kingdom path, a Christ-Centered ministry, filled, led and empowered by the Holy Spirit. We must serve humbly and with love.

General Warner reviewed our OCF spiritual pillars: we are centered on Scripture, united in fellowship, engaging with prayer, lay-led, we integrate faith and profession, nurturing the family, equipping others to serve and support the Chaplaincy. Gen Warner reviewed our OCF Core Competencies, current communications, as well as vision for future communications and connection.

Ministry Advancement (Enclosure 2): Chris Blake presented on the objectives, purpose, and ministry of ministry advancement. His presentation encouraged us to “look what GOD has done and is continuing to do in the Capital Campaign and this ministry!” CAPT (ret) Blake covered the Donor Pyramid Effort and other initiatives along the lines of bolstering an “all hands on deck” mindset. In short: God has blessed OCF extensively!

Finance Reports: Dean Millard (Enclosure 3): Dean Millard presented the summary of total assets, liabilities, operational expenses/assets. In 2014 we were 98.83% on budget. Support expenses are only 16.6% of total expenses. Various budget adjustments allowed all obligations were paid on time. What did 2014 buy us? \$4.4M in ministry, programs, places. Due to a generous donor, we were able to replace the roof and the front porch of Harrison House, as well at \$600K worth of improvements/maintenance that poises OCF for the future of continuing to do God’s work. Presently (as of current data, 28 Feb 2015) revenues are in the green in every realm. We currently hold \$3.94 in assets for every \$1 in liabilities; this is well above (meaning “preferred”, “financially conservative”) than the recommended ratio of 2:1. We are at 82.2% of the Capital Campaign goal, overall. OCF is in a financially healthy position, and we give thanks and praise to God, our ultimate Provider.

Response to Motions (Enclosure 4): Gen Warner (Ret, USAF): In response to a motion from the Fall 2014 Council Meeting, General Warner presented on the employee compensation plan. Although our employees are paid approximately 50% below the industry average, OCF does include a 7.5% 503(b) plan as well as holidays/personal days, life insurance and accidental death and dismemberment insurance plan. Overall the goal is to incorporate stewardship as a line of effort. Over the next 5 years, the ED will review staff salaries and strive to achieve more equitable staff salaries and benefits.

Long-Term Financial Obligations, Revenue Sources, and Analysis of Trends: in response to a motion from the Fall 2014 council meeting, Dean Millard presented on the long-term financial obligations of OCF. This included fixed assets (buildings, upkeep, maintenance) and personnel costs. If OCF paid staff at the 50 percentile, personnel budgeted costs would increase by \$540K (26%). Major Millard covered the historic cost of living pay increase and retirement program. Other long-term financial obligations include: equipment leases at the home office, PhilanthroCorp planned giving contract, and a note payable due June 2018.

Revenue Sources and analysis of trends: Chris Blake presented on “dollars (to go where?), donors (people), devices (via) and directions (where to put the funds?)” regarding revenue and trends. He presented data analyzing these topics and addressed the factors that influence the data gathered demonstrating the trends we see.

Joe Orosz presented on facility life cycle management. He addressed the known unknowns that apply to facility upkeep and maintenance. We seek to be good stewards of the assets that God has put in our stewardship. This involves buildings, roads, plumbing/electrical assets, etc. In the way ahead, the ED will establish a committee to develop a real property asset management plan.

Finance Committee (Enclosure 5): Col Mandy Birch presented a brief addressing the committee tasks from the Fall 2014 Council Meeting. The Executive Director recused himself from the meeting during the discussion/voting time.

Motion: The Council acknowledges the Executive Director's compensation is likely below the median of similar organizations. The Council will allow the ED to voluntarily keep his compensation below the median for 2015.

**Moved by: Col Mandy Birch
Seconded: Col Rich Goldsmith**

Vote: Yes: 14 No: 1 Abstain: 0

Following the vote, the Executive Director returned to the Council Meeting.

Audit Committee Report (Enclosure 6): COL Laurence Mixon presented on the actions since the October 2014 Council Meeting. Logan and Associates performed an external audit of OCF. The auditor found that our accounting estimates were reasonable and ethical. No transactions entered into by OCF lacked authoritative guidance or consensus. The auditor had no disagreements with management. Overall, there is still some (small) room for improvement, but on the whole we are in great shape.

Motion: That the OCF Council accept the Audit Committee's Report as presented including the Independent Auditor's report and the Management Letter.

**Moved by: Col Lawrence Mixon
Seconded by: LTCD Chad Tidwell**

Yes: 15 No: 0 Abstain: 1

Strategic Plan 2017-2021 (Enclosure 7): CAPT Jamie Vandiver presented the first of two sessions dedicated to the Strategic Plan. He covered the timeline for development as well as the main topics to be discussed. He addressed the current and desired description of OCF as well as assumptions, constraints (must do) and restraints (can't do). We must keep prayer, our purpose and vision forefront in our decision-making.

Tom Schmidt discussed the Strategic Design Approach. This includes identifying SWOT in accordance with the OCF Purpose and Vision, wisely incorporating staff feedback/input, and utilizing the proposed four lines of effort.

Coast Guard Academy Update (Enclosure 8): General Warner presented a slide show showcasing the ministry at Coast Guard Academy. The home, Shepherd's Fold, was a facility to minister to and host cadets and families. The conversations, growth, discipleship, fellowship was "amazing" according to Nate Barnes, who experienced the ministry as a cadet himself. Art Halvorson and the Coast Guard Advisory Board have a plan to raise the funds to acquire Shepherd's Fold at no cost to the OCF General Fund.

Motion: Purchase Shepherd's Fold from Hank Teuton at a price NTE \$475K and a loan NTE \$224K at 3.5% for 3.67 years.

**Moved by Gen Warner
Seconded by Jamie Vandiver**

Yes: 15 No: 0 Abstain: 1

Capital Campaign Update (Enclosure 9): General Warner and Joe Orosz presented an update on the Capital Campaign. He reviewed how we've been blessed by the Capital Campaign with the facilities at White Sulphur Springs and Spring Canyon. The last remaining building completion task is to expand the dining room and kitchen at Hartley Holmes Lodge. The Dining Room was filled to capacity when feeding 165 during summer celebration. Max bed space at Spring Canyon is 198, exceeds dining room, kitchen and classroom capacity. An improved dining experience is a necessity for logistics and it enhances the guest experience. Joe covered the possible COAs. The way ahead: complete Kitchen Expansion/Renovation by Fall 2017. Due to audio/visual troubles, the Council opted to continue the presentation on Saturday.

Saturday April 18

Devotion: Admiral Breckenridge led morning devotions.

Continued Presentation of Capital Campaign: General Warner finished the presentation on the Dining Room Expansion plan at Spring Canyon. The intended way ahead included two more summers of sub-optimal kitchen use before the proposed construction completion.

Motion: Raise Cap for Capital Campaign Phase II from \$3.5M to \$4.14M to complete validated requirements.

Moved by CAPT Vandiver

Second by COL Goldsmith

Yes: 16 No: 0 Abstain: 1

Priority Objectives for 2016 (Strategic Plan, continued) (Enclosures 7 & 10): CAPT Vandiver covered the Strategic Direction overview and plan to include proposed Lines of Action. The Council discussed strengths, opportunities, weaknesses and threats. President Spiese clarified that the issue on the table is to decide if these four lines of effort are improperly directed or in need of adjustment. The Council discussed if we needed additional lines of effort to incorporate partnerships. The Council discussed the clarification of the 2021 desired end state.

Steering Committee Report/Actions: (Enclosure 11): VP Jamie Vandiver provided an overview of the Steering Committee's meeting.

Nominating Committee Council Composition: (No Enclosure): LTC Colin Wooten gave a presentation on the nomination for the election of Class of 2018. We are encouraged to pray and recruit; nominations conclude in two weeks. Gen Spiese stressed the importance of having Active Duty Flag Officers on the Council. He offered to call or talk with any potential flag officers we might know.

Governance Committee, ED/Council Evaluations (Enclosure 12): Rich Goldsmith Covered the tasking and charter of the governance committee. He covered the history of the Governance committee's reasoning behind the proposed ED evaluation process.

Proposed change: 1: In compliance with the Council Responsibilities delineated in the Constitution, the EXCOM (minus the ED), in a closed meeting, will evaluate the ED performance at the Fall Council Meeting. 2: The President or in his absence the Vice President will provide a verbal performance evaluation to the ED.

The Council discussed the pros and cons of various ways to consider and execute Council performance evaluations. The Council discussed the history behind various methods and reasons for evaluations. We also discussed individual member evaluations in terms of mentoring, small groups, and training.

Motion: Adopt the revised evaluation process as shown on the previous three slides
Moved by COL Goldsmith
Seconded by Col Riegert

Yes: 15 No: 0 Abstain: 1

Priority Objectives for 2016 (Enclosure 10): VP Jamie Vandiver briefed the Steering Committee's proposed objectives. The Committee agreed with the rationale from the Executive Director.

Motion: That OCF Strategic Objectives 1.3 ("Calling"), 2.2 ("Faith-sharing"), 3.1 ("Development") and 3.4 ("Growing and Building") serve as OCF's Priority Objectives for 2016.

Moved by Jamie Vandiver
Seconded by Rich Goldsmith

Yes: 14 No: 0 Abstain: 2

Special Guest SgtMaj Bryan Battaglia, USMC, Senior Enlisted Advisor to the Chairman of the Joint Chiefs of Staff: Vance Clarke introduced SgtMaj Battaglia and accompanying staff. SgtMaj Battaglia presented his thoughts regarding a variety of current and ongoing issues involving our Armed Forces, with a specific emphasis on the health, welfare, and morale of the troops. He then fielded questions from the Council.

President's Closed Session: General Spiese led the Council in a Closed Session.

Dinner: Col Mixon hosted dinner.

Praise and Worship Service: Musicians from White Sulphur Springs led the gathering in worship. Major Veseth led the evening devotional, which focused on returning to adoration of God, and, in so doing, experiencing refreshment in forgiveness, humility, and hope.

President's Closed Session, Continued: General Spiese reconvened the Council to follow up on issues that needed further discussion and resolution. The following people will examine the merits/demerits of the membership issues at hand: Paul Riegert, Hezekiah Barge, Mandy Birch, Eric Hathaway, Gordon Hood, Jay Tobin, Laurence Mixon, Chad Tidwell. The investigation committee will be led by: Hezekiah Barge. The committee will report their findings to the Fall Council Meeting.

Spring 2015 Check-Off Votes (Enclosure 13): Maj Veseth, Secretary, collected the vote tallies of the check-off votes.

1. Approve the Fall 2014 Council Minutes.
13 Yes 0 No 4 Abstain
2. Approve the OCF Committee Matrix for 2015.

15 Yes 0 No 2 Abstain

3. Approve Corporate Authorization to Transfer securities and other Investment Instruments.

16 Yes 0 No 1 Abstain

Closing Praise and Worship: Steve Wade led a time of prayer, praise and worship. He focused on finishing one's race strong.

Future Meeting Dates

22-25 October, 2015, Council Meeting, Spring Canyon

14-17 April, 2016, Council Meeting, White Sulphur Springs

Sunday, 19 April 2015

Meeting Adjourned.

Respectfully Submitted,

//Signed//

KATHRYN M. S. VESETH, Maj, USAF

OCF Council Secretary

Enclosures

- [1] Executive Director Report
- [2] Ministry Advancement Report
- [3] Finance Committee Report
- [4] Response to Motions
- [5] Finance Committee Report
- [6] Audit Committee Report
- [7] Strategic Plan
- [8] Coast Guard Academy Update
- [9] Capital Campaign Update
- [10] Priority Objectives
- [11] Steering Committee Report/Actions
- [12] Governance Committee, ED/Council Evaluations
- [13] Check-off Votes