

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

**May 9, 2022**

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 Monday, May 9, at 4:00pm ET.

**1. Attendance and Quorum**

Present during the meeting were Chairman of the Board Bob Oster and Board Members Jim Hake, Michael Bigham, Natalie Cryer and Fred Khosravi. Also in attendance were Chief Financial Officer Dori O’Donnell, Chief of International Operations Wayne Zinn and Special Assistant to the CEO Andrea Holcombe. Peggy Findley acted as Secretary during this meeting.

**2. Chief Executive Officer’s Update**

Mr. Hake requested and received Board approval of the November 30, 2021 Board meeting minutes. Discussion topics included financial status, plan and budget for 2022. Mr. Hake also reviewed with the Board the 5-year plan.

**3. International Operations Update**

Mr. Zinn gave updates on Spirit of America initiatives in the Europe and Asia Regions.

**4. Marketing and Development Update**

Mr. Hake introduced new Chief Development Officer Shirley Hartman to the Board.

**5. Finance and Administration Update**

Ms. O’Donnell updated the Board on the completion of the 2021 audit and discussed staffing needs of the Finance and Administration Department.

**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: Monday, May 9, 2022



Board Secretary

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

August 8, 2022

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 Monday, August 8, at 4:00pm ET.

1. **Attendance and Quorum**

Present during the meeting were Chairman of the Board Bob Oster and Board Members Jim Hake, Michael Bigham, Natalie Cryer and Fred Khosravi. Also in attendance were Chief Financial Officer Dori O’Donnell, Chief of International Operations Wayne Zinn and Special Assistant to the CEO Adel Hussain. Peggy Findley acted as Secretary during this meeting.

2. **Chief Executive Officer’s Update**

Mr. Hake requested and received Board approval of the May 9, 2022 Board meeting minutes. He also discussed the financial forecast and goals for the rest of 2022.

3. **International Operations Update**

Mr. Zinn gave in-depth updates on projects and their deep impact in the Europe and Asia Regions.

4. **Marketing and Development Update**

Ms. Hartman presented the Fundraising Plan for the next 6 months to the Board.

5. **Finance and Administration Update**

Ms. O’Donnell updated the Board on the completion of the 2021 tax return. New hires and recent promotions were also discussed.

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: Monday, August 8, 2022



Board Secretary

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

September 12, 2022

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 Monday, September 12, at 4:00pm ET.

**1. Attendance and Quorum**

Present during the meeting were Chairman of the Board Bob Oster and Board Members Jim Hake, Michael Bigham, Natalie Cryer and Fred Khosravi. Also in attendance were Chief Financial Officer Dori O’Donnell, Chief of International Operations Wayne Zinn, Chief Development Officer Shirley Hartman, and Special Assistant to the CEO Adel Hussain. Peggy Findley acted as Secretary during this meeting.

**2. Chief Executive Officer’s Update**

Mr. Hake requested and received Board approval of the August 8, 2022 Board meeting minutes. Today’s meeting focused on the 2023 budget and hiring needs for the next 15 months. Using the current year as a baseline, Mr. Hake presented a draft budget by month for 2023. Current financials were also provided to the board.

**3. International Operations Update**

As this meeting is budget focused, Mr. Zinn will defer his International Operations update until the next Board Meeting.

**4. Marketing and Development Update**

Mr. Hake outlined marketing priorities for 2023 and the key strategies to achieving them.

**5. Finance and Administration Update**

Ms. O’Donnell spoke briefly about her staffing needs and answered questions from the Board on the duties of a proposed Controller.

**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: Monday, September 12, 2022



Board Secretary

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

November 14, 2022

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 Monday, November 14, 2022, at 4:00pm ET.

1. **Attendance and Quorum**

Present during the meeting were Chairman of the Board Bob Oster and Board Members Jim Hake, Michael Biggam, Natalie Cryer and Fred Khosravi. Also in attendance were Chief Financial Officer Dori O’Donnell, Chief of International Operations Wayne Zinn, Chief Development Officer Shirley Hartman, and Special Assistant to the CEO Adel Hussain. Peggy Findley acted as Secretary during this meeting.

2. **Chief Executive Officer’s Update**

Mr. Hake requested and received Board approval of the September 12, 2022 Board meeting minutes. Discussion topics included 2023 priorities and goals. The 2023 Budget was approved. Current financials were provided to the Board.

3. **International Operations Update**

Mr. Zinn gave a brief overview on International Ops activities.

4. **Development Update**

Ms. Hartman gave the Board an in-depth overview of donor support to date and funding projections for 2022 and 2023. She highlighted the strong growth of first-time donors.

5. **Finance and Administration Update**

Ms. O’Donnell reviewed details of Spirit of America’s proposed 2023 Budget. She also discussed cash planning for the remainder of 2022 and cash flow projections for 2023.

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: Monday, November 14, 2022



Board Secretary