

VETERAN VOICE

An annual newsletter from the Veteran Financial Advisors Network



CONNECTION AND LEARNING

The VFAN 2023 Luncheon & Networking event was held October 27, 2023 and featured Raymond James veteran advisors and their supporters.

» page 2



MEET KIM MONDOÑEDO

Kim Mondoñedo's 20 years of active military duty taught her discipline that she still practices every day as a third-generation financial advisor.

» page 4



Q&A WITH CHRIS HAYNES

Advisor Development Coach Chris Hayes explains how the Advisor Mastery Program serves veterans who are ready to forge a new career.

» page 8



VETERAN FINANCIAL ADVISORS NETWORK COUNCIL

- GARY CURRY**, AAMS™, CFP® | Florida
- MATTHEW J. FISHER**, CFP®, CRPS™ | Pennsylvania
- KIMBERLEY MONDOÑEDO**, CFP®, WMS™ | Maine
- MATTHEW T. PRUITT**, AIF®, MBA | Pennsylvania
- PATRICK SCANLAN** | Chicago
- EDWARD SUDZINA** | Western Gulf

MERCY AMEYAW ASTON

Director, Institutional Fixed Income Dealer Sales and Valor Inclusion Network Liaison
 mercy.ameyaw@raymondjames.com

SAMANTHA TREBESCH

Head of Private Client Group Advisor Inclusion Networks and Sustainable Investing
 samantha.trebesch@raymondjames.com

CONTACT US

VeteranFinancialAdvisorsNetwork@raymondjames.com

CONNECT WITH US

- Visit RJVFAN.com
- Follow [#RJVFAN](https://twitter.com/RJVFAN) on LinkedIn and Twitter
- Search [VFAN](#) on RJnet

Connection and learning

The **2023 VFAN Luncheon & Networking Event** took place in St. Petersburg, Florida, right around the corner from the firm’s headquarters. It aimed to inspire connection among veteran advisors and their supporters, as well as share some amazing stories of overcoming adversity. Those who committed to serving others through their military service deserve the same attention when transitioning to a civilian career. Raymond James supports these veterans through our professional network and events, making it our mission to help them grow their business and advocate for causes meaningful to them and their community.



▲ **BEST PRACTICES:** There’s nothing like learning from your peers. In the advisor best practices panel “From Military Service to RJ Success,” we heard from three distinguished advisors who transitioned from a military career to build a successful advisory practice. Moderated by Alyse Stucker, Program Manager, Advisor Inclusion Networks, we heard the stories and insights from panelists:

- Gary Curry, AAMS™, CFP®
- Kimberley Mondoñedo, CFP®, WMS™
- Pat Scanlan



▲ **TOWN HALL:** The town hall was moderated by VFAN Council member **Matt Pruitt** and featured our firm’s leaders, including **Tash Elwyn**, President, CEO, Raymond James & Associates; **Chris Aisenbrey**, Chief Human Resources Officer; **Andy Zolper**, SVP, Enterprise Technology Solutions, Executive Sponsor of the Valor: Veterans Inclusion Network; **Steve Kruchten**, SVP, National Director of Financial Institutions Division. The discussion covered important topics, ranging from benefits support for veterans to hiring pipelines.



▲ **KEYNOTE:** Our audience was inspired by Zeke Crozier, creator of Handy-Cappin’, a company that offers custom-designed patriotic art using bottlecaps. Zeke is a medically retired disabled veteran, TBI survivor and Purple Heart recipient that overcame adversity to not only build a successful company but one that gives back to the community so close to his heart. His story touched the hearts of everyone in the room.



◀ **COMMUNITY IMPACT:** We had the honor of welcoming world-renowned Chef Robert Irvine to center stage. He shared his insights on how advisors can maximize their community impact with charitable giving. Chef Irvine is not only a famous chef and the host of the hit TV show “Restaurant: Impossible,” but also the founder and chairman of the Robert Irvine Foundation, supporting the military and first responder community. Once a member of the UK’s Royal Navy, he serves this community as an important part of his charitable mission.

▶ **VALOR GOLF TOURNAMENT:** The Valor Inclusion Network, Raymond James’ home office associate network for veterans and allies, hosted its annual Golf Outing in the Tampa Bay area. A success again, the event brought together associates, advisors, asset management and community partners, and raised more than \$194,000 for 24 non-profit organizations supporting the veteran community.



NETWORK ADVISOR SPOTLIGHT

Kim Mondoñedo



KIM MONDOÑEDO,
CFP®, WMS™

*Financial Advisor,
Wealth Manager*

The Mendall Financial Group, LLC

Financial advisor Kim Mondoñedo’s 20 years of active military duty taught her discipline that she still taps into every day.

Every morning – whether she feels like it or not – Kim Lieutenant Colonel, US Army (Retired), CFP®, Mondoñedo gets on her floor to do what she calls her “Tama Two.”

“I promised my friend Tama I’d do two push-ups, two sit-ups, and a two-minute walk,” she says, pressing dumbbells over her head. “Once you get on your hands and knees on the floor, you do more than two – but you make a commitment and you do it.”

Mondoñedo knows a thing or two about discipline. The third-generation financial advisor joined the Army National Guard while she was still in high school and spent 20 years on active duty.

“I’ve jumped out of airplanes and rappelled out of helicopters. I was one of two women in an Eisenhower Fellowship at West Point, getting my master’s in leadership. We lived all over the world, and I had a great time. I loved it.”

When she retired from the military, Mondoñedo moved back to her home state of Maine and joined the family’s financial services firm, which started with her grandfather. “My mom was like, ‘Kim, I need a woman financial advisor to come in and join me.’”

The transition wasn’t easy. “I felt like I was at a disadvantage,” she says. “You don’t speak the same lexicon going from one career to another, but I knew I had to assimilate quickly. I worked hard, got all my credentialing, and then got my CFP® certification.”

But she wasn’t finished learning. A few years ago, Mondoñedo earned her Doctor of Education in transformative leadership – one of her biggest accomplishments, along with retiring from the military as a lieutenant colonel.

It was one of her doctoral advisors who encouraged Mondoñedo to join the council of VFAN.

“I really lost touch with veterans after I got out of the service,” Mondoñedo says. “Getting involved with VFAN has made me realize how much I miss my veteran brothers and sisters. It’s very helpful, just sharing information about our business with a similar language – it feels safe talking to other veterans and knowing you’re not going to be judged.”

Discipline, honesty, candor, caring, commitment, compassion, resilience, and the willingness to work hard are what make veterans particularly well-suited for a career in financial services, says Mondoñedo. “At West Point, they say ‘You choose the harder right than the easier wrong.’ It’s hard to tell people when they’ve lost money. Those are difficult conversations.

“But it’s a very interesting and fun career,” she continues. “You get to work with smart, kind and caring people, and you can coordinate your time around your family, vacation and things you’re passionate about.”

For Mondoñedo, those passions include doing volunteer advocacy for women’s financial literacy and promoting environmental sustainability.

“I can’t say I’m a complete tree-hugger,” she jokes, “but I’ve been places in the world where there’s been destruction and it made me reflect. If I can help to create awareness around that or in my own way mitigate it, then I want to do so.

“See this?” she says, holding up a mostly eaten pear. “I’m at my commercial building, eating a pear from my rewilded yard.”

Mondoñedo has replaced what was once a mowed-flat corporate lawn with fruit trees and wildflowers, along with a QR code passersby can scan to learn more about rewilding. “I do mow a tiny bit, so it looks polite,” she laughs.

Although Mondoñedo doesn’t look to be slowing down anytime soon, she has recently brought her 29-year-old son, Max, into the firm. “Four generations now,” she says, “we’ve been very happy with Raymond James.

“We’ve chosen to stay with Raymond James, which we value for the conservative approach to investing, full client review and due diligence. They hold us to a high standard, which speaks to the military ethic.”

“I really lost touch with veterans after I got out of the service. Getting involved with VFAN has made me realize how much I miss my veteran brothers and sisters. It’s very helpful, just sharing information about our business with a similar language – it feels safe talking to other veterans and knowing you’re not going to be judged.”

– KIM MONDOÑEDO



*Kim Mondoñedo at the VFAN 2023
Luncheon & Networking event*

Network connections



◀ VFAN was proud to be recognized as an **MMI/Barron's 2023 Industry Award winner** for Inclusive Programs. This award recognizes exemplary commitment and progress in embracing and advocating diversity, equity and inclusion efforts in the investment advisory solutions industry. Congratulations to everyone who has contributed to the success of this network. Thank you for your efforts!

▶ **Valor and VFAN partnership:** Raymond James is committed to supporting all our people across the firm, both advisors and associates. That's why Valor and VFAN continue to partner together to ensure we are maximizing the impact to the military community and supporting the passions of our people.



Barron's is a registered trademark of Dow Jones & Company, L.P. All rights reserved. The Money Management Institute and Barron's Industry Awards recognize innovation and achievement in the investment advisory industry by asset managers, sponsor firms, and solutions providers. The Inclusive Programs category recognition honors exemplary commitment and progress in embracing and advocating diversity, equity and inclusion efforts in the investment advisory solutions industry. Judges looked for innovative, needle-moving programs that raise awareness of the benefits of an inclusive and diverse workforce and measurably improve the firm's diversity profile. Out of 200 total nominations received, and 9 in this category, 1 firm won the award. Time period upon which the rating is based is from 10/1/22 to 6/1/23 and was released on October 13, 2023. This ranking is not based on the services/advice offered by our financial advisors. The ranking may not be representative of any one client's experience, is not an endorsement, and is not indicative of advisor's future performance. Neither Raymond James nor any of its Financial Advisors pay a fee in exchange for this award/rating. Barron's and the Money Management Institute are not affiliated with Raymond James.



- ◀ Matt Fisher, VFAN council member and advisor of Patriot Wealth Management of Raymond James in Doylestown, PA, interviewed **Lt. Gen. Arthur J. Gregg, a trailblazing U.S. Army officer**, for a webinar hosted by VFAN. Lt. Gen. Gregg rose to the rank of general officer in the U.S. Army Quartermaster Corps and retired in 1981 as the highest-ranking Black officer in the U.S. military. He is the only living person in modern history to have an American military installation named in his honor. This installation, Fort Gregg-Adams, is the first Army base named for Black military members.



- ▲ VFAN and Valor were Diamond Sponsors of the **2023 Believe With Me Gold Star Christmas Gala**, in support of the families of our fallen heroes (Gold Star Families). VFAN and Valor also co-sponsored the 2023 Wounded Warriors Abilities Ranch Annual Gala, which raises funds for the cause and inspires injured veterans to be active.



LEADERS & ALLIES

An interview with Chris Haynes



We spent some time with Chris Haynes, an advisor development coach with the Advisor Mastery Program, to learn how the program can benefit veterans who are considering a career in financial services.

Q. How did you come to join Raymond James?

Prior to coming to Raymond James, I was working in international education, helping globalize curriculums, designing study abroad programs, recruiting for study abroad, doing international research – that kind of thing. I really enjoyed it, but when it was time for a change, I started looking at the skills that I could apply to the for-profit world and Raymond James just kept coming to the forefront. And when I read about the Advisor Mastery Program and how it was structured in terms of coaching, training and facilitation – all of those aspects that are based on adult-learning principles – it really resonated. Then I met the team and it just blossomed from there.

Q. What is the Advisor Mastery Program?

The Advisor Mastery Program is a comprehensive training program for new advisors to the firm. We're really trying to build out those core structures that make for a successful advisor here at Raymond James, and we accomplish that through a variety of tactics and strategies. We use a blended approach. We have our online learning platform, where trainees have access to real-time assignments they can then use in real life. They don't have to wait for a home office visit or come all the way here to St. Pete to get that information – they can get it in an online learning setting.

We also provide in-person trainings, where we connect with our new advisors to hash out the details and refine their practice as they go along. The third component, which I'd be remiss not to mention, is our coaching. All of our Advisor

Mastery Program participants have access to group coaching from the start, but as they get more familiar with the program they move into individualized coaching. We have a team of six talented coaches that can dig in and uncover what trainees' motivations are for being a financial advisor and how to capitalize on it moving forward.

Q. Why do veterans do so well in the Advisor Mastery Program, and financial services generally?

There are so many transferrable skills that veterans bring to the table. But the Advisor Mastery Program provides them with structure that's a core element for success for our veterans. It lets them know, hey, you're going to be supported through this entire program, but you know the mission. There's no ambiguity, no smoke and mirrors. This is what we're going after, and this is how you can get there.

When we look at some of the key ingredients for successful Advisor Mastery Program trainees, we boil it down to three things. The first is motivation. What is your ignition? What gets you up every day? I think the veterans' approach to serving others is something that relates directly to this field and to this position in particular. The next thing is deep practice. Are they willing to push themselves? Without a doubt, that's something our veterans tend to lean into. They're always willing to get better and bring others along too. The final thing is are they coachable? Are they willing to get different perspectives and execute on some of those things that are going to make them a better financial advisor? That's where veterans really stand out from some of their peers in the cohort and what makes for a successful advisor all the way around.

Q: What's the connection between the Advisor Mastery Program and VFAN?

One of the things that drew me to Raymond James is our inclusion networks and how we help underrepresented communities within the financial services industry. We're still in the infant stages of our collaboration with VFAN, but what we're trying to do is develop a structure that can help Advisor Mastery Program participants support one another. So as our veterans self-identify, we want to provide an empowerment program for them to share the concepts they're learning in the Advisor Mastery Program, things they're running into in the field, and just have a space to share information and build an internal community.

So we've laid out a plan for our veterans and we're excited to start pressing play on some of those buttons in the near future. We're going to start hosting resource groups where we'll bring in our veterans to discuss a specific theme, but also to just have an open conversation about where they are and what they're seeing as they progress through the program.

Q: What do you enjoy about working with veterans?

That these advisors are clearly in it not for themselves, but for the betterment of others, is something I relate to. Where can we have the most impact? When I talk with vets, they're in that same mindset of helping others and serving their community – they're the ones who sit on every board and raise their hands.

The thing that resonates with me is that they're doers. There's no avoidance behavior. They really buy into what our motto is, which is "Get better every day." They exemplify that tenfold in my experience here at Raymond James.



To learn more about AMP, visit:

raymondjames.com/advisor-opportunities/affiliation-options/new-advisors.

RESOURCE SPOTLIGHT

Supporting new advisors

The next generation of financial advisors will be an inspiring reflection of the world around us – ready to offer the distinct perspectives that are vital to the future of our profession.

The Raymond James Advisor Mastery Program seeks to enroll talented candidates from diverse backgrounds to provide them with a solid foundation and a long-range vision for a rewarding career. The program is an entry point for finance professionals seeking to become the financial advisors of tomorrow.

The two-year curriculum focuses on the interpersonal skills to meaningfully connect with clients and the acumen to strategically grow your business. That broader, entrepreneurial focus makes the Advisor Mastery Program different.

FOCUSED CURRICULUM

- Interactive learning and mentoring
- Client relationships and communication
- Strategies for starting and growing a practice



Mark your calendar

4th annual Business of Pride Symposium

June 12-14, 2024

St. Petersburg, Florida

30th annual Women's Symposium

September 25-27, 2024

Tampa, Florida

6th annual Valor Golf Outing

September 7, 2024

Palm Harbor, Florida

Annual VFAN event

Fall 2024

Location TBD

Raymond James at a glance

Raymond James has delivered **144 consecutive quarters of profitability**. We credit much of this performance to the firm’s client-first perspective and adherence to its founding core values of **professional integrity, advisor independence and a conservative, long-term approach to investing**.

BY THE NUMBERS

- ▶ Approximately **8,700** financial advisors
- ▶ Approximately **\$1.37 trillion** in total client assets
- ▶ More than **2x** required total capital ratio
- ▶ Stable outlook credit ratings of **A-**, **A-** and **A3** from Fitch, S&P and Moody’s

DID YOU KNOW?

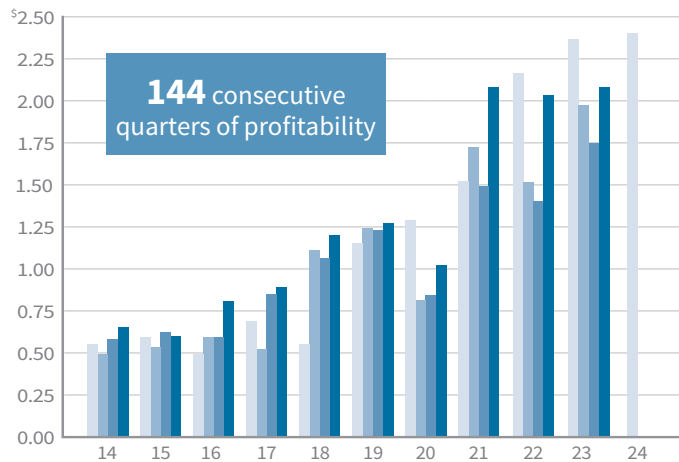
Continuing its tradition of giving back, Raymond James and its associates donated to charitable organizations in 2023, including **\$6.9 million** to the United Way.

The firm also celebrated **12 years** of Raymond James Cares Month. More than **3,600 associates** volunteered nearly **9,700 hours** benefiting **251 charitable organizations** across **110 communities**.

Raymond James was the first in the nation to publish its Client Bill of Rights, setting the standard for the industry.

STRENGTH AND STABILITY¹

Earnings Per Share (Basic)

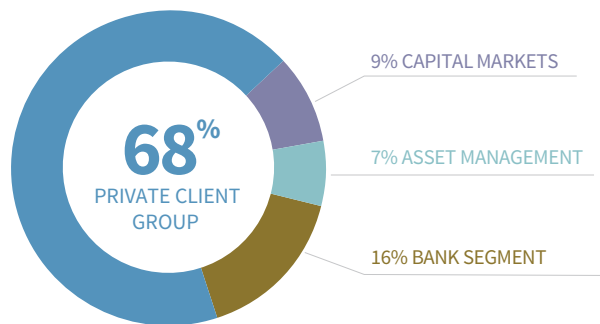


¹During our fiscal fourth quarter of 2021, the Board of Directors approved a 3-for-2 stock split, effected in the form of a 50% stock dividend, paid on September 21, 2021. All share and per share information has been retroactively adjusted to reflect this stock split.

A DIVERSIFIED SET OF BUSINESSES²

Total net revenues of \$11.6 billion

Total net revenue for fiscal year ending Sept. 30, 2023



²Pie chart is intended to show relative contribution of each of the firm’s four core business segments. The chart does not include intersegment eliminations or the “Other” segment. “Other” includes the firm’s private equity investments, interest income on certain corporate cash balances, as well as certain corporate overhead costs of Raymond James Financial including the interest cost on our public debt, losses on extinguishment of debt and certain acquisition-related expenses.

As of 12/31/2023. Past performance is not an indication of future results. The information provided is for informational purposes only and is not a solicitation to buy or sell Raymond James Financial stock. A credit rating of a security is not a recommendation to buy, sell or hold securities and may be subject to review, revisions, suspension, reduction or withdrawal at any time by the assigning rating agency. Raymond James Bank is an affiliate of Raymond James & Associates, Inc., and Raymond James Financial Services, Inc. © 2024 Raymond James & Associates, Inc., member New York Stock Exchange/SIPC. © 2024 Raymond James Financial Services, Inc., member FINRA/SIPC. Investment products are: not deposits, not FDIC/NCUA insured, not insured by any government agency, not bank guaranteed, subject to risk and may lose value. 24-BDMKT-6356 BS 1/24



THE RAYMOND JAMES
Financial Advisor
Bill of Rights

You own your client base,
including the right to sell it.*

You develop and operate your practice
with our assistance, not constraints.

You're free to work with your clients,
without regard to account size or asset levels,
while respecting existing Raymond James
advisor-client relationships.

You have access to world-class resources
and personalized attention from a firm
that puts the focus on you.

You can count on our financial strength to
support your business, even when the
marketplace is challenging.

You benefit from the stability of our
firm, a public company traded
on the New York Stock Exchange.

You are never influenced to do anything that's
not in your clients' best interests –
no sales quotas, account size restrictions or
product pushes designed to influence decisions.

You're entitled to enthusiastic support
from associates throughout
the Raymond James organization.

You will be fairly compensated, and can expect a consistent
pay schedule with straightforward,
transparent commission architecture
and no holdbacks on dealer allowances.

*Certain qualifications apply.

INSPIRING A STRONGER FUTURE

The Veteran Financial Advisors Network aims to attract and retain members of the military community in careers as financial advisors at Raymond James. We want to help you thrive as a veteran transitioning into a civilian career and grow your own business.



For questions, ideas or to get involved, please email us at
VeteranFinancialAdvisorsNetwork@raymondjames.com.

Follow **#RJVFAN** on LinkedIn and Twitter.

Find us on RJnet by searching **VFAN**.

RJVFAN.COM



Women Financial
Advisors Network

Black Financial
Advisors Network

Pride Financial
Advisors Network

Veteran Financial
Advisors Network

INTERNATIONAL HEADQUARTERS: THE RAYMOND JAMES FINANCIAL CENTER
880 CARILLON PARKWAY // ST. PETERSBURG, FL 33716 // 800.248.8863 // RAYMONDJAMES.COM

AAMS™ and Accredited Asset Management Specialist™ are registered service marks of the College for Financial Planning. Certified Financial Planner Board of Standards, Inc. (CFP Board) owns the certification marks CFP®, CERTIFIED FINANCIAL PLANNER™, and CFP® (with plaque design) in the United States, which it authorizes use of by individuals who successfully complete CFP Board's initial and ongoing certification requirements.

Raymond James is a registered trademark of Raymond James Financial, Inc. © 2024 Raymond James & Associates, Inc., member New York Stock Exchange/SIPC. © 2024 Raymond James Financial Services, Inc., member FINRA/SIPC. 23-AdvisorInclusion-0611 BV 4/24