



SAME Executive Committee Meeting Notes

0900 - 1200, Sunday, August 4, 2024

Attended			
Mario Burgos	Allison Cantu	Jim Carter	Tim Dahms
Summer Gladden	Robert Grainger	Mike Huffstetler	Angie Martinez
Ben Matthews	Patrice Melancon	Dave Nash*	Charlie Perham
Albert Romano	Mike Wehr*		
Did Not Attend			
Craig Crotteau*	Tony Funkhouser	Sharon Krock	Rick Sloop

*Non-voting v Virtual Participation

Opening

Call to Order: A quorum was established (13 of 15 voting members). Mike Huffstetler, President Elect, stood in for Sharon Krock, President, who had a travel delay. He called the meeting to order. The meeting was conducted in person at Post Leaders Workshop, Scottsdale, AZ. The planned agenda (Encl 1) was executed (see Encl 2 Slides).

Decisions: There were four decisions proposed for the XC. All were approved with slight modifications as noted:

- Updated Investment Policy – Approved (Encl 3)
- BOD Agenda – Approved (Encl 4)
- Camp Pendleton Engineering & Construction Camp – Day Camp Approved for 2025 (Encl 5)
- 2025 Allocation DRAFT – Approved (Encl 2)

Governance Review

Mike Wehr, Executive Director, gave a brief overview of our governance focus for this year. Within the next few weeks, we will be entering the nomination process soon, RVPs will assess their Posts, and we will begin budget development.

Finance Update (Slides 6-15)

Mario Burgos, Treasurer, presented the Q2 financial report (June 30). He complimented the transparency and reporting of the National Staff. We are financially healthy and within budget. Part of the conversation moved to Membership and the importance of targeted recruiting. There was much detail in the discussion, but Dave Nash, Past President and Foundation Chair, reminded the XC that the important thing for them to do is to keep track of trends – start with a summary and trends.

- Accounts receivable include \$99,947 due from the Foundation and \$35,475 A/R from advertising customers.
- We were more efficient in collecting our receivables in June 2024 than in June 2023 (\$35K in 2024 VS 98K in 2023).
- Cash and Cash equivalents, property and equipment, and long-term investments account for 96% of the association's total assets.
- The 9% increase in investments was attributable to positive market performance in 2024.
- The slight increase in deferred revenue was attributed to camp registration, Membership, and sponsorship for SBC 2024.
- The decrease in the capital lease obligation was attributed to rent payment and amortization.
- The unrestricted net asset reserve balance is \$9.6 Million.

- \$2.3M of the net asset balance is reserved for the Home Fund. It was proposed at the 2024 JETC Board Meeting that the \$2.3M be transferred to the Foundation. However, that money is reserved for the Home Fund to ensure that SAME National always has a “home base.” Also, that money is invested and collecting interest. The remaining \$7.3M is the unrestricted reserve balance for general activities.
- The 13% increase in advertising income in June 2024 was due to more advertising sales by PAI, a consulting company helping us sell advertising for TME.
- The 14% decrease in admin income in June 2024 was due to the poor performance of the market in the first two quarters of 2024.
- The 90% increase in program support income in June 2024 was attributed to the Foundation grant collected in the 1st Q compared to 2023.
- The 20% increase in admin expense in June 2024 was due to new licenses, higher Logic, computers for new employees, and a change in rent payment recording.
- The 22% increase in program support expense in 2024 compared to 2023 is due to the STEM pathway for the Indigenous youth programs and travel subsidy.
- The 82% increase in Admin revenue in June 2024 compared to June 2023 was due to unrealized gain in the 1st and 2nd Quarter. (This represents the largest impact on the overall budget.)
- The 13% decrease in program support income in June 2024 compared to June 2023 was due to timing differences.
- The 13% decrease in advertising expenses in June 2024 compared to June 2023 was due to the timing difference in printing and production costs.

Investment Policy Statement (IPS) (Slides 16-19):

- Reviewed and updated through multiple committee meetings.
- Major changes include combining all investment policies into one document and setting an aggregated 5% minimum annual portfolio income goal.
- This policy will be reviewed annually.
- The portfolio will be in compliance with the OFAC sanctions list (<https://ofac.treasury.gov/sanctions-list-search-tool>).

The updated IPS was approved.

Higher Logic Update:

Natasha Rocheleau, Director of Data Operations, gave an overview of Higher Logic progress (SAME Engage). This is up and running with some groups already using it.

- Any group can share documents, discussion, information, etc.... It is integrated with the database.
- The key is that the group needs to have a “champion.” This person would make sure that things are up-to-date, make sure there is nothing inappropriate, and spurn conversation and activity.
- It does work on government computers as well.
- You can have sub-groups as well.

IGE Update & Pressing Issues

On behalf of Rob Biedermann, Mike Wehr gave an IGE update. There are three projects on standby – TORN, Pre-Project Partnering, and Alternate Project Delivery Methods. Some of the projects have moved to COIs and are not necessarily separate IGE Projects. We have a new project, Artificial Intelligence, led by Victoria Mechtly. Other projects of note are Cybersecurity and Warfighting. Need to monitor how much govt. prompting and participation there is for projects. Would like to include govt. presentation on projects during EAG.

BOD Agenda

Mike Wehr presented the draft BOD Agenda for November. Financials will be for the 3rd Quarter. **The XC approved the BOD Agenda for November.**

Foundation Report

Dave Nash gave an update on the SAME Foundation.

- We have raised close to \$400K this year, with a portion of this being from positive market gains. Dave reiterated that the Foundation is not in the business of running programs, but to raise money. The Foundation gets pulled into various discussions because a particular donor wants their money to go to a certain focus (either restricted or unrestricted).
- We are looking at a new and improved legacy system for planned giving and will have more information in the next six months.
- The Foundation will be updating it's Case Statement (brochure that assists in fundraising).
- Forming a Strategic Planning Committee under the direction of next Chair, Tim Byers.
- We are trying to form an Advisory Council – currently have two people (Mannish Mardia and a representative from Actalent).
- Updating our Stewardship process to make it simplified.
- Working on paying for a portion of labor dedicated to the Foundation. All non-profits have expenses and right now the Foundation is able to maintain a Platinum rating because SAME is providing labor. The Foundation will begin to take on that expense slowly over time beginning with the 2025 budget. A proposal from Dave Nash being considered is to fund a half FTE (full time equivalent) for Foundation governance support.
- The Foundation has considered hiring a professional fundraiser. There is currently a volunteer filling that role. There is continuing discussion about this within the Foundation.
- Should the Foundation Chair be a voting member of the Society Board? Originally, the position was meant to be an ex officio member of the Society Board. Mike Wehr will discuss with Counsel.

Camp Pendleton SAME Camp Proposal (Encl 5)

Allison Cantu, Camps COI Chair, and Jim Carter, CA RVP, gave an update on the proposed SAME National Engineering & Construction Camp at Camp Pendleton. Interest developed at Camp Pendleton in 2019 to host a SAME Camp. The Orange County Post has been a proponent of the Armed Services YMCA at Camp Pendleton for many years, so there is experience and a champion. The idea is to have a day camp for 2025 with local campers and expand in 2026 to a full SAME National Camp. The Orange County Post will support and has submitted a letter of commitment. The objective of the day camp is to form the relationships required for the full camp. The only potential resource request for 2025 is for insurance, which needs to be developed and cost estimated. The National Camp Program team opted not to include a process for day camps right now, but there is a whole process for the camp to be a full SAME-branded camp. This will be a Post camp for 2025. **The XC opted to let the day camp continue as a Post-lead event and vote on the full camp in 2026 at a later date.**

2030 Strategic Plan Update

Charlie Perham, Immediate Past President, gave an update on 2030 Strategic Plan Implementation. He and Brian Duffy, Appointed Director, have surveyed BOD on implementation lines of effort related to Organization, Operations, and Administration. Three teams have been meeting within those respective areas to work on recommendations for the top-rated efforts in their areas. Some recommendations may be controversial and will need to be widely socialized on the board prior to the Fall Board Meeting. We will need to have a dynamic discussion and not necessarily strive for unanimous vote.

AOF Post Mentoring Program Update (Slides 30-33)

Patrice Melancon, VP - AOF, noted that the Strategic Plan Implementation Team felt that the AOF could be helpful in mentoring Posts through Post Streamer submission. Albert Romano, VP - RVPs, mentioned the need to talk to RVPs first to determine what the Post needs are. The AOF in conjunction with RVPs will move forward with this effort. Bill Grip, AOF Chair of Outreach & Engagement, will serve as the AOF Liaison for this

effort. Albert will pulse RVPs, share the needs with AOF to prioritize engagement, and then provide a quarterly report on progress. This information will also inform the NLT Travel Calendar. The group will provide a sample of RVPs/Posts to report on at the Fall Board Meeting. Ann McLeod, Director of Meetings, Membership, and Post Operations, noted that closing a Post or changing status to Field Chapter should not be considered a failure – it may just be a shifting of operations.

Review & Ranking Committee (R²C) Report (Slides 34-41)

Charlie Perham presented the R²C Draft Ranking for XC approval. The primary purpose of the R²C is to allocate grant money and other funds to various SAME COIs, programs, Posts or Regions. The process is growing and improvements are always being implemented. The Past President chairs the committee May to May, but the money is spent in the calendar year. Governance was put in place this year to determine how unexpended funds could be administered. To see the full policy and associated timeline, visit the Governance web page: <https://www.same.org/wp-content/uploads/2024/07/same-resource-request-policy-24.pdf>.

- For 2024, the total allocation was \$210,892 and the spend to date is \$149,200.
- For the first time, we received more funds requested than what the Foundation is expected to grant. A grading scale was used to prioritize programs that fit the Foundation's purpose.
- 2025 requests totaled \$376,718 and the R2C has tentatively approved \$274,238. The total amount requested of the Foundation is \$301,238.

The XC approved the draft R²C ranking.

COI Annual Workplan Approvals/Issues

Mike Huffstetler (Tech COIs), Albert Romano (Membership), and Ben Matthews, VP (HC COIs), presented. For Technical COIs, all of the work plans have been submitted; there were no resource requests submitted and there are currently no issues. All of the COIs have monthly meetings, some even more frequent. For Human Capital COIs, STEM and College Outreach are looking for volunteers to serve on their steering committees. The mantra for HC COIs this year is “identify, inspire, connect, and retain.” Membership COI submitted a work plan and will focus on not only growing membership, but also retaining membership by sharing the value of SAME through outreach. They want to better assist Posts with their membership growth.

Next: BOD, 19 November 2024.

Adjourn: 1210 hrs.



MG Mike Wehr, P.E., USA (Ret.)
Executive Director

Encl 1: XC Agenda

Encl 2: Briefing Slides

Encl 3: Updated Investment Policy Statement (separate attachment)

Encl 4: Fall BOD Agenda

Encl 5: Camp Pendleton SAME Camp Proposal (separate attachment)

ENCLOSURE 1

TIME	AGENDA	RESPONSIBLE
0900 - 0905	Call to Order, Opening Remarks	Sharon Krock
0905 - 1000	Governance Review Finance Update – Q2 + Investment Committee revised policy - Decision Higher Logic Update IGE Update & Pressing Issues BOD Agenda - Decision	Mike Wehr Taha Seid/Mario Burgos Natasha Rocheleau Mike Wehr Mike Wehr
1000 – 1010	Foundation Update	Dave Nash
1010 – 1020	Camp Pendleton Update – Decision?	Allison Cantu/Jim Carter
1020 - 1050	Strategic Plan Implementation Update	Charlie Perham
1050 – 1100	AOF Post Mentoring Program Update	Patrice Melancon, Albert Romano
1100 - 1115	R2C Update – 2025 Allocation DRAFT Decision	Charlie Perham
1115 - 1145	COI Annual Workplan Approvals/Issues (by exception)	Ben Matthews, Mike Huffstetler
1145 – 1155	PLW Plan	Sharon Krock/Jill Murphy
1155 – 1200	Closing Remarks	Sharon Krock



Agenda

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1000 – 1010	Foundation Update	Dave Nash
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1020 - 1050	Strategic Plan Implementation Update	Charlie Perham
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SAME Finance Report & Investment Policy

(Jan 1 – Jun 30 2024)

Mario Burgos, Treasurer



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Agenda

- Statement of Financial Position as of June 30, (2024 VS 2023)
- Statement of Income and Expenses Analysis June 2024 VS 2023 actual
- Statement of Income and Expenses Analysis 2024 budget to actual

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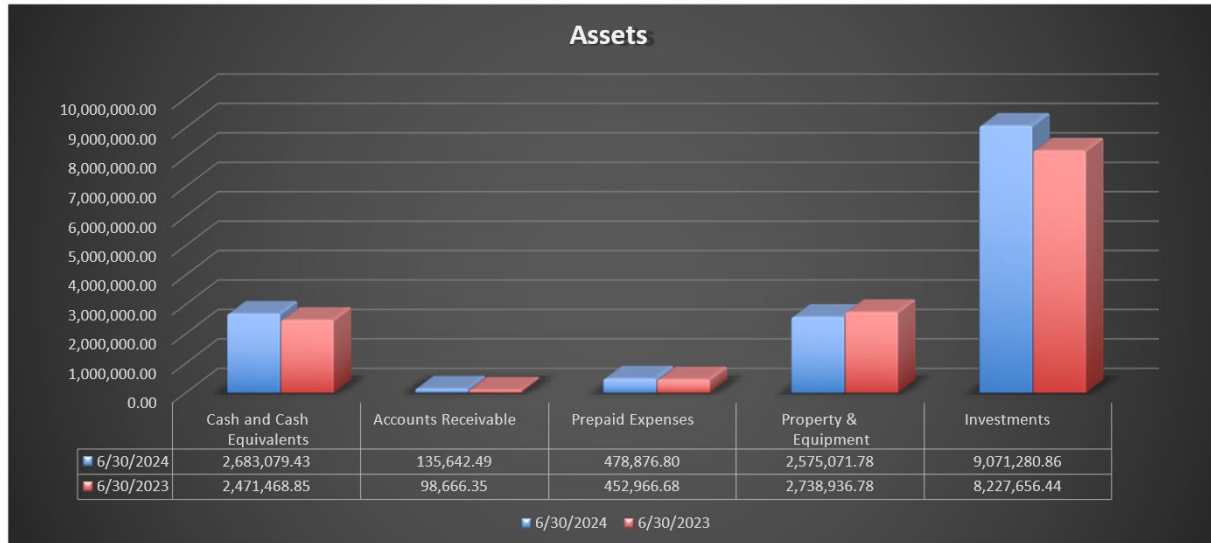
Financial Report Schedule - XC

- 1st quarter financials will be presented in May 2024 (JETC)
- The 2023 audit report will be presented in May 2024 (JETC)
- April financials will be presented to XC in June 2024
- May financials will be presented to XC in July 2024
- **2nd Quarter financials will be presented in August 2024**
- July financials will be presented to XC in September 2024
- August Financial will be presented to XC in October 2024
- 3rd Quarter financials will be presented in November 2024 (SBC)
- October financials will be presented to XC in December 2024
- November financials will be presented to XC in January 2025
- December financials will be presented to XC in March 2025

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Statement of Financial Position



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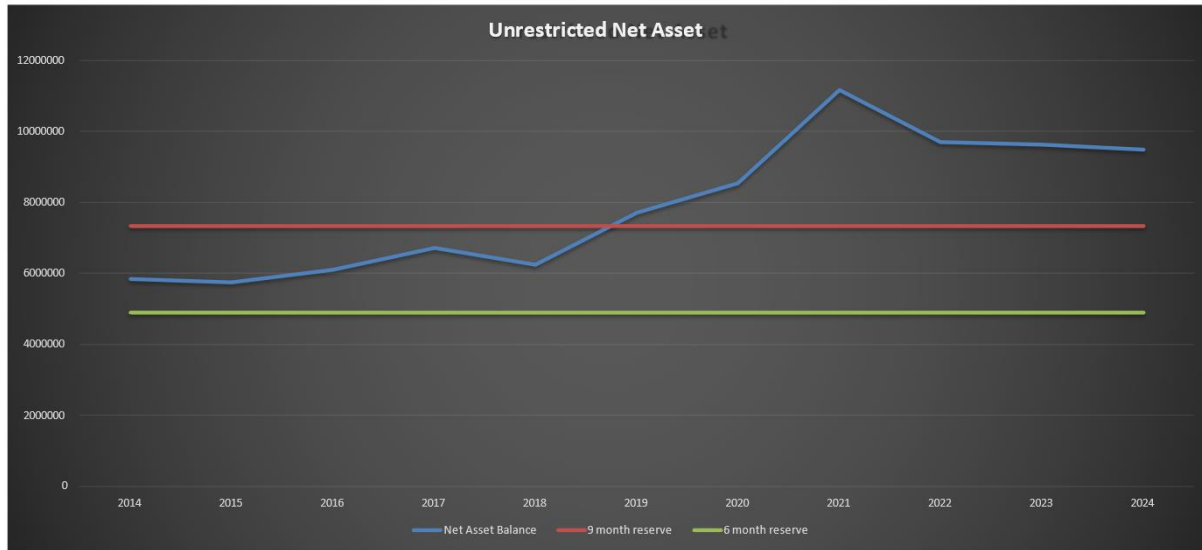
Statement of Financial Position



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Statement of Financial Position



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Revenue Analysis June 2024 VS 2023 Actual

Revenue Sources	6/30/2024	6/30/2023	\$ Variance	% Variance	Reason
Membership	1,166,181	1,022,661	143,520	12%	Timing Difference
Communication	401,669	347,937	53,732	13%	PAI proven effective
Meetings & Events	3,149,944	3,018,162	131,782	4%	Europe 2024 (Bi-Annual)
Admin	486,750	556,841	(70,091)	(14%)	Market performance in 2024.
Post Operation	7,579	3,750	3,830	51%	
Program Support	369,240	36,850	332,390	90%	Foundation Grant collected in the 1 st Q in 2024.
Total	5,581,363	4,986,200	595,163	11%	

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Expenses Analysis June 2024 VS 2023 Actual

Expense Sources	6/30/2024	6/30/2023	\$ Variance	% Variance	Reason
Membership	335,028	274,189	60,839	18%	
Advertising	297,567	280,582	16,985	6%	
Meetings & Events	2,717,045	2,505,269	211,775	8%	
Admin	1,387,354	1,182,850	204,503	15%	Higher Logic, Renew and additional license & change in rent payment recording
Post Operation	86,598	77,692	8,905	9%	
Program Support	686,232	535,895	150,336	22%	Indigenous Youth Program in 2024
Total	5,509,824	4,856,478	653,346	13%	

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Revenue Analysis – Budget to Actual

Income Sources	6/30/2024 Actual	6/30/2024 Budget	Variance	% Variance	Reason
Membership	1,166,181	1,262,854	(96,673)	(8%)	
Advertising	401,669	394,895	6,774	2%	
Meetings & Events	3,149,944	3,117,250	32,694	1%	
Admin	486,750	86,814	399,936	82%	The unrealized gain in the 1 st and 2 nd Quarter
Post Operation	7,579	0	7,579	100%	
Program Support	369,240	415,400	(46,160)	(13%)	Timing difference – Camp registration
Total	5,581,363	5,277,213	304,150	16%	

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Expenses Analysis – Budget to Actual

Expense Sources	6/30/2024 Actual	6/30/2024 Budget	Variance	% Variance	Reason
Membership	335,028	339,375	(4,347)	(1%)	
Advertsing	297,567	334,893	(37,326)	(13%)	Printing & Production for TME
Meetings & Events	2,717,045	2,875,974	(158,929)	(6%)	
Admin	1,387,354	1,512,312	(124,958)	(9%)	Change in rent payment recording and license renewal budgeted in later months
Post Operation	86,598	89,102	(2,504)	(3%)	
Program Support	686,232	673,295	12,937	2%	
Total	5,509,824	5,824,951	(315,127)	(6%)	

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Finance Report

We are financially healthy.

We are within budget

Serve to Inspire!

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Agenda

- IPS – History
- IPS Review process
- IPS Major Changes
- Questions
- Vote

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History

- Initially two funds – Foundation and Operating
- Operations Reserve split between two Advisors and Foundation with one Advisor
- Advisors to created policy for each fund
- A home fund pool created with an overreaching goal

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Review Process



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Major Changes

- The IPS is combined in one document
- Three investment pools (Operating Reserve Fund, Foundation Fund, and Home Fund)
- An aggregated goal of 5% minimum annual portfolio income
- The IPS will be reviewed on an annual basis
- No investment in US adversaries

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IGE Update & Pressing Issues

Mike Wehr, Executive Director



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Current National IGE Projects

- Pre-Project Partnering
- Alternate Project Delivery Methods
- Small Business Size Standards: Challenges Facing Transitioning Federal Small Businesses
- Avoiding PFAS Information Overload: Targeted Training for Operational Entities
- Climate Change: Sea Level Rise and its Effect on Military and Public Infrastructure
- Cybersecurity: Operational Technologies Threats and Policies
- Warfighting - the Future Challenge and Installations' Requirements
- Addressing the Electric Vehicle Infrastructure Challenge (EVIC)
- Artificial Intelligence

NEW PROJECT

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AOF Post Mentoring Program Update



Patrice Melancon, Vice President/AOF Chair
Albert Romano, Vice President -RVPs

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AOF Post Mentoring Program Update

Background

- 2030 Strategic Plan recommendations called for the AOF to provide greater support to the RVPs & Posts.
- Recommended support - mentoring to RVPs & Post Leaders targeting those that need the most immediate help.
- Patrice Melancon (Chair, AOF) and Albert Romano (NLT Liaison for RVPs) held a call with other AOF Leaders on July 19, 2024 to discuss need and approach for a program.
- Unanimous support from the AOF leaders to establish a program and work with RVPs and Post Leaders to identify needs.

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Planned Actions

- Establish “Posts (& RVPs) Mentoring Program.”
 - Support posts with challenges developing local work plan & reporting through streamer submissions.
- Collaborate with the RVPS – who needs help?
- Albert Romano and Patrice Melancon as NLT VPs representing RVPs and AOF will co-lead this effort.
- Bill Grip will serve as AOF Liaison to the RVP program for this effort; will attend monthly RVP calls.
- Albert to pulse RVPs to ID specific needs - initial focus on Posts struggling to meet governance requirements.
 - Needs shared with the AOF to prioritize engagement.
- Quarterly progress review and report out to AOF XC.

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Celebrating the Academy of Fellows

Mark your calendars to attend
SAME’s 30th Year Celebration
Dinner of the Academy of Fellows
at Capital Week 2025!



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Review & Ranking Committee (R²C) Board of Direction Report

Charlie Perham, Past President



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2024/2025 R²C Committee Members

- Chairman: Charlie Perham (Immediate Past President)
 - Tony Higdon (Elected Director)
 - Pat Hogeboom (COI Chair)
 - Coleen Rust (Regional Vice President)

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R²C Process

- **Primary Purpose:** Allocate Grant and other funds to various SAME COIs, Programs, Posts or Regions.
- COIs (w/workplans), Programs, Posts, Regions submit requests EOM JUN for subsequent year
- VPs reviews, endorses
- R²C TENTATIVELY prioritizes, allocates EOM JUL, informs XC of results
- Foundation determines funding for subsequent year, informs SAME NLT 15 OCT
- R²C determines final priority and allocations EOM OCT
- XC approves final R²C allocations as part of annual SAME budget NLT mid-DEC



<https://www.same.org/wp-content/uploads/2024/07/same-resource-request-policy-24.pdf>

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2024 Spend to Date

Community of Interest / Program	Program	2024 Allocation	2024 Spend (to date)	Spend Notes
Young Professionals COI	Credentialing Assistance Program (CAP)	\$ 2,800	\$ 500	Anticipate ~\$2,000 underrun
	Cohort Onboarding, Graduation Support	\$ 133,092	\$ 100,000	~\$30,000 available for reallocation (for 2024 spend)
Leadership Development COI	Pathway to (Dredging) Success	\$ 15,000	\$ 8,000	Anticipate ~\$6,000 underrun, request to roll to 2025
STEM Outreach COI	STEM Pathways for Indigenous Youth	\$ 20,000	\$ 20,000	Anticipate full spend
Veteran Transition Workshop	VTW Junior Officer / Enlisted Travel Stipends (airfare, hotel)	\$ 10,000	\$ 4,700	~\$5,000 available for reallocation (for 2024 spend)
Camp Program	Camps - Mentor travel (airfare, transportation)	\$ 20,000	\$ 8,500	Reallocated underrun within Camp program
	Camps - Marketing support	\$ 10,000	\$ 7,500	Reallocated underrun within Camp program
SUBTOTAL (INITIAL):		\$ 210,892	\$ 149,200	

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R²C TENTATIVE Recommendation

Community of Interest / Program	Program	2025 Request	R ² C ACTION (INITIAL)		Notes
			Priority	Amount	
Young Professionals COI	1 Credentialing Review Course Pilot Program	\$ 10,000	B	\$ 6,000	
	2 Credentialing Assistance Program (CAP)	\$ 8,000	B		Pay for prep course as part of Credentialing?
	3 Cohort Onboarding, Graduation Support	\$ 141,238	A	\$ 141,238	2024 underrun due to reduced JETC lodging
Leadership Development COI	6 UPIC Financial Support	\$ 10,000	A	\$ 2,000	VP: Outcomes must be defined, stewardship of funds; PH: After several years and nearly a hundred UPICs not sure funding has and will be a widely needed.
	7 Pathway to (Dredging) Success	\$ 54,810	A	\$ 15,000	Includes ~\$46,810 in new funding, carry-over of ~\$6,000 from unused 2024 allocations. VP: If this becomes an ongoing program, who is the
College Outreach COI	8 Student Chapter Workshop held during SBC in 2025	\$ 42,400	B	\$ 25,000	Previously carried in budget: VP: Tie to Innovation Challenge? R2C: Regional program more effective? PH: Seek sponsored, corporate donations?

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R²C TENTATIVE Recommendation

Community of Interest / Program	Program	2025 Request	R ² C ACTION (INITIAL)		Notes
			Priority	Amount	
STEM Outreach COI	10 STEM Pathways for Indigenous Youth	\$ 40,000	AAA	\$ 30,000	
Veteran Transition Workshop	11 VTW Junior Officer / Enlisted Travel Stipends (airfare, hotel)	\$ 5,000	B+	\$ 5,000	
Camp Program	12 Camps - Insurance	\$ 15,000	A	\$ 40,000	R2C: Issue of charging the correct registration fee.
	13 Camps - Mentor travel (airfare, transportation)	\$ 10,000	A		
	14 Camps - OCONUS camper transportation	\$ 5,000	A		
	15 Camps - Marketing support	\$ 10,000	A		
LD COI / Texas Region	16 2025 Texas Region Leader Development Program	\$ 19,170	A	\$ 10,000	VP: Continue to define budget and execution plan
	SUBTOTAL (INITIAL):	\$ 376,718		\$ 274,238	

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2025 R ² C Recommended Submissions	\$274,238	
Ongoing Directed Grants	\$27,400	GSA, Camp Alumni scholarships
TOTAL Recommended Need	\$301,238	

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R²C TENTATIVE Recommendation: Disapproved

Community of Interest / Program	Program	Request	2024 Spend (approximate) (if applicable)	R ² C ACTION (INITIAL)		Notes
				Priority	Amount	
DISAPPROVED REQUESTS						
Young Professionals COI	National Webinar Speaker Support	\$ 6,000	\$ -	C	\$ -	VP: Additional background, development needed (syllabus, outline, etc.).
Leadership Development COI	Mentoring Training	\$ 8,000	\$ -	C	\$ -	VP: Additional background, development needed (syllabus, outline, etc.). Impact definition, development needed (how may trained, effectiveness, etc.)
College Outreach COI	2025 Student Innovation Challenge Competition	\$ 7,495	\$ -	C	\$ -	VP: Needs advertising and execution plan. Tie to Student Chapter Workshop?
LDP UPIC	AI Integration in the A/E/C Industry	\$ 6,100	\$ -		\$ -	VP: Does not fall within current travel stipend programs, SAME does not typically pay speakers, other to participate in conferences
		\$ 27,595	\$ -			

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SOCIETY OF MILITARY ENGINEERS

INVESTMENT POLICY STATEMENT

Approved: April 2022

Updated TBD

The Society of American Military Engineers (SAME) leads collaborative efforts to identify and resolve national security infrastructure-related challenges. Founded in 1920, SAME unites public and private sector individuals and organizations from across the architecture, engineering, construction, environmental and facility management, cyber security, project planning, contracting and acquisition, and related disciplines in support of national security. In order to fulfill its mission, SAME requires sound financial management, including prudent investment and oversight of the Home Fund.

PURPOSE

The purpose of the investment policy is to establish the investment objectives, policies, guidelines and eligible investment types relating to any investments owned or controlled by SAME and to provide a framework to help SAME, its advisor(s), and its investment manager(s) achieve the investment objectives at a level of risk that the Board of Direction (the Board) deems acceptable. This investment policy guides SAME's investments regardless of market conditions. The objectives and constraints apply equally regardless of underlying economic or market conditions.

Specifically, the purpose of this statement of investment policy is to:

- Establish reasonable expectations, objectives, and guidelines for the investment of SAME's Investments.
- Define a process for investing SAME's investments which meets standards of prudence and fiduciary responsibility;
- Define the roles and responsibilities of parties involved in the management of the Investments.
- Encourage effective communication among all parties involved in the oversight and management of the Investments;
- Guide Third Party Advisors regarding the investment of the Investments;
- Establish relevant time horizons for and the basis for evaluating investment results;

- Intending for the Fund to be maintained in compliance with applicable laws, including the Uniform Prudent Management of Institutional Funds Act (UPMIFA) if applicable.
- Provide a framework that enhances the probability that investment goals for the Investments will be achieved.

INVESTMENT POOLS

1. **OPERATING RESERVE FUND:** Funds targeted to be used for supporting operations in a downturn to meet expenses that are required for Society to fulfill its mission.
2. **FOUNDATION FUND:** Funds targeted to meet any spending requirement and other cash flow needs of the Foundation.
3. **HOME FUND:** Funds to be used for supporting the acquisition, sustainment, and operation of physical facilities for the SAME National Office.

GENERAL INVESTMENT PRINCIPLES

1. The Investments shall be invested with the care, skill, prudence, and diligence under the circumstances then prevailing that a prudent person acting in like capacity and familiar with such matters would use in the investment of a portfolio of like character and with like aims.
2. As needed, SAME will engage the services of professional third parties to advise, manage, and evaluate the performance of SAME's Investments. Any parties engaged by SAME in this effort will, at all times, act in a manner consistent with generally accepted standards of fiduciary responsibility and for the sole benefit of SAME.
3. SAME seeks to avoid any real or potential conflicts of interest in the management of its Investments. Any parties with real or perceived conflicts should immediately notify SAME's Executive Director. SAME will not invest funds with any firm or in any vehicle that may, as a result of the transaction, monetarily benefit a member of the Board of Direction or SAME staff.
4. SAME recognizes that investments contain risks and seeks to manage these risks through a disciplined investment process and a diversified investment strategy. As such, greater emphasis is placed on risk at the portfolio level than at the individual asset class/Investment Manager level.

ROLES AND RESPONSIBILITIES

All funds held by SAME shall be invested in a manner that complies with all federal and state

requirements applicable to SAME as currently constituted, specifically including, but not limited to, any laws or regulations pertaining to the maintenance of SAME's federal tax exemption under Section 501(c)(3) of the Internal Revenue Code.

SAME is authorized to retain one or more investment managers or advisors as well as any administrators, custodians, or other investment service providers required for the proper management of SAME's funds.

Management of SAME funds will be vested in the Executive Committee of the Board of Direction (Executive Committee), Investment Committee and Staff as specified in the following levels of responsibility:

1. Unless the Executive Committee delegates its authority, the **Executive Committee** will:

- 1) Determine the specific investable dollar amounts to be maintained.
- 2) Establish and approve all investment and spending policies for SAME.
- 3) Review the investment objectives, investment performance, and asset allocation of all SAME funds and the performance of the investment managers at least annually.

2. The **Investment Committee** will:

- 1) Monitor implementation of this Policy to ensure that investment decisions fulfill the objectives of this Policy.
- 2) Review this policy on an annual basis, or sooner if warranted. Consider any proposed revisions to this Policy and recommend any appropriate action to the Executive Committee as necessary and appropriate.
- 3) Review quarterly reports from Staff in order to monitor portfolio fund and investment manager performance.
- 4) Consider from time-to-time investment related issues deemed necessary and appropriate to SAME's mission.

3. **Staff:**

The Executive Director, the Controller, Administration and Operations or their designated staff (collectively "Staff") are authorized to implement the investment decisions as approved by the Executive Committee under this Policy.

The **Staff**, after appropriate consultation with the Investment Committee, will:

- 1) Engage an investment advisor and evaluate their performance.
- 2) Review on an annual basis the target asset allocation and target investment return objectives of each pool of assets.
- 3) Ensure that the use of investment managers, mutual funds and other investment vehicles comply with the guidelines of this Policy.
- 4) Review investment decisions to ensure that they comply with the guidelines of this Policy.
- 5) Review statements for SAME's funds on a regular basis.
- 6) Provide to the Investment Committee an investment status report at least quarterly. Staff's report will include the quarterly report(s) provided by the investment advisor and/or any supplemental information Staff deems appropriate.
- 7) Review this Policy at least annually in conjunction with the Investment Committee.
- 8) Communicate to the investment advisor, on a timely basis, all information relevant to the portfolio, such as changes in investment objectives, time horizon and liquidity requirements.
- 9) Inform the advisor of all tax-related issues or unique circumstances concerning the portfolio.
- 10) Ensure an external audit is performed annually and the results are reported back to the Executive Committee.

4. Investment Advisor:

Investment advice concerning the management of investment assets will be offered by the Investment Advisor, consistent with and observing all policies, guidelines, constraints and philosophies as established in this statement. The Advisor will acknowledge and agree in writing to their fiduciary responsibility to fully comply with the current SAME investment policy and as modified in the future. Specific responsibilities of the Investment Advisor include:

- 1) Assisting in the development and periodic review of investment policy;

- 2) Determining an appropriate asset allocation strategy consistent with policy guidelines, return objectives, risk tolerance, liquidity needs and time horizon;
- 3) Exercising discretion over investments in accordance with SAME's investment policies;
- 4) Selecting Investment Managers to implement the overall investment strategy.
 - a) Each Investment Manager will have full discretion to make all investment decisions for the assets placed under its jurisdiction, while observing and operating within all policies, guidelines, constraints, and philosophies as outlined in this Policy and in any additional Statements (which, if/when issued, shall become attachments to and incorporated into this Statement), as applicable. Specific responsibilities of the Investment Manager(s) shall include:
 - The timely investment of principal and interest into securities permitted by this policy and in accordance with the specific investment discipline and process for which the manager was hired;
 - Report investment performance results, quarterly, on a timely basis, to Staff and/or Investment Advisor.
 - Inform Staff and/or Investment Advisor of any material change in its investment management process, organization, or personnel (e.g., changes in ownership, structure, portfolio management personnel, investment philosophy, etc.).
 - Serve as voting proxy, on behalf of the organization, and communicate such voting records to the Board upon request on a timely basis.
5. Providing "due diligence" research on the Investment Manager(s), including ongoing monitoring of Investment Managers for fundamental changes in the investment management process and evaluation and potential replacement of Investment Managers upon the occurrence of such events.
6. Reporting investment performance results on a quarterly basis, or as requested, to the Staff and/or the Investment Committee.
7. Monitoring and reporting the performance of the Investment Manager(s) to provide Staff with the ability to determine adherence to investment policies and progress toward the investment objectives.
8. Reviewing and recommending investment policy changes and presenting recommendations to Staff and the Investment Committee as appropriate.
9. Communicating, on at least a quarterly basis, any major changes in the economic outlook,

investment strategy, or other relevant factors that affect the implementation of either the investment process or progress toward investment objectives.

10. Communicating in a proactive and timely manner any recommended actions resulting from changes in the advisor's economic outlook, perceived market risks, or other relevant factors that could affect invested assets.
11. Meet with the Investment Committee quarterly to review portfolio structure, strategy and investment performance.

12. Investment Managers

Each Investment Manager will have full discretion to make all investment decisions for the assets placed under its jurisdiction, while observing and operating within all policies, guidelines, constraints, and philosophies as outlined in this Policy and in any additional Statements (which, if/when issued, shall become attachments to and incorporated into this Statement), as applicable. Specific responsibilities of the Investment Manager(s) shall include:

- 1) The timely investment of principal and interest into securities permitted by this policy and in accordance to the specific investment discipline and process for which the manager was hired;
- 2) Reporting investment performance results, quarterly, on a timely basis, to Staff and/or Investment Advisor;
- 3) Informing Staff and/or Investment Advisor of any material change in its investment management process, organization or personnel (e.g., changes in ownership, structure, portfolio management personnel, investment philosophy, etc.);
- 4) Voting proxies, on behalf of the organization, and communicating such voting records to the Board upon request on a timely basis.

REVIEW OF POLICY

This Investment Policy has been adopted by the Executive Committee of the SAME Board of Direction to provide guidelines for the investment of funds held by SAME. This policy will be reviewed annually by the Investment Committee, or sooner if warranted by internal or external events or changes. Changes to the policy will be recommended by the Investment Committee to the Executive Committee.

OPERATING RESERVE FUND

PURPOSE

SAME's primary investment objectives for its operating reserves funds are to preserve the financial stability of the association, protect its assets, and provide supplemental cash to meet the needs of SAME's general operations.

INVESTMENT OBJECTIVES

The investment objectives of the Operating Reserve are:

- 1) Preservation of purchasing power
- 2) Long-term growth of capital
- 3) Maximization of returns in keeping within parameters #1 and #2 listed above

TIME HORIZON

The time horizon for investment purposes shall be 7-10 years. Investment performance and strategy will be monitored on a regular basis and adjusted as deemed appropriate.

Over rolling seven to ten-year periods, it is the goal of the aggregate Operating Reserve Fund assets to generate, on a net of fee basis, a minimum of 5% annual portfolio income.

SPECIFIC INVESTMENT GOALS

The goal of the aggregate Operating Reserve Fund is to outperform a benchmark reflecting the portfolio's allocation, net of fees, over a full market cycle, defined as five years.

The investment goals above are the objectives for the aggregate Operating Reserve Fund rather than for each Investment Manager. The goal of each Investment Manager over the investment horizon, shall be:

1. to meet or exceed the benchmark that most closely corresponds to the style of the respective Manager's investment management; and
2. to display an overall level of risk that is consistent with the risk associated with the respective benchmark (referenced above).

Recognizing that modern portfolio theory generally equates standard deviation with risk (i.e., the higher an asset's standard deviation, the "riskier" it is and thus the higher its return should be), risk will be measured by the standard deviation of a Manager's quarterly returns relative to the standard deviation of the representative benchmark over a common time frame.

ASSET ALLOCATION GUIDELINE

Asset Class	Target	Minimum		Maximum
Equity	54%	40%	to	70%
US Equity	29%	20%	to	40%
Non-US Equity	20%	10%	to	30%
Real Estate (REITs)	5%	0%	to	10%
Alternatives	7%	0%	to	20%
Fixed Income	39%	25%	to	60%
Cash & Equivalents	0%	0%	to	10%

LIQUIDITY

The Investment Committee intends to construct the portfolio to provide adequate liquidity to meet the spending and operational needs of the organization. Portfolio liquidity will be monitored using the following guidelines:

Category	Market Value Guideline	Liquidity Description
Liquid	No less than 90%	Daily to monthly
Semi-Liquid	No more than 10%	Greater than monthly and up To one year

FOUNDATION FUND

PURPOSE

The Foundation Fund is targeted to meet any spending requirement and other cash flow needs of the Foundation.

INVESTMENT OBJECTIVES

The investment objectives of the Foundation are:

- 1) Provision of a long-term objective to maximize the total rate of return without exposure to undue risk.
- 2) Preserve or increase the real purchasing power of the portfolio after expenses and inflation
- 3) Maintain adequate liquidity to meet the Foundation's expenses, contractual undertakings, and other cash flow needs.

TIME HORIZON

The time horizon for investment purposes shall be 7-10 years. Investment performance and strategy will be monitored on a regular basis and adjusted as deemed appropriate.

Specific to the initial investment, the Foundation's Fund will utilize a dollar-cost-averaging strategy to invest its assets into the investment portfolio. This systematic approach will invest equal portions of the Foundation's assets at regular monthly intervals into the investment portfolio. The number of equal portions, or number of months to reach full investment, will be discussed with the Investment Advisor and set by SAME.

Over rolling seven-to-ten-year periods, it is the goal of the aggregate Foundation Fund assets to generate, on a net of fee basis, a minimum of 5% annual portfolio income.

SPECIFIC INVESTMENT GOALS

Over rolling seven-to-ten-year periods, it is the goal of the aggregate Foundation assets to generate an annualized return, on a net of fees and expenses, that exceeds the rate of long-term inflation as measured by the Consumer Price Index for All Urban Consumers (CPI-U) by a minimum of 5%. This should allow the Foundation to grow its assets net of operating and investment expenses.

The investment goals above are the objectives for the aggregate Foundation portfolio rather than for each Investment Manager. The goal of each Investment Manager over the investment horizon shall be:

- 1) to meet or exceed the benchmark that most closely corresponds to the style of the respective Manager's investment management and
- 2) to display an overall level of risk that is consistent with the risk associated with the respective benchmark (referenced above).

Recognizing that modern portfolio theory generally equates standard deviation with risk (i.e., the higher an asset's standard deviation, the "riskier" it is and thus the higher its return should be), risk will be measured by the standard deviation of the Manager's quarterly returns relative to the standard deviation of the representative benchmark over a common time frame.

Asset Class	Target	Minimum		Maximum
Equity	61%	50%	to	70%
US Equity	38%	25%	to	50%
Non-US Equity	23%	10%	to	30%
Real Estate (REITs)	4%	0%	to	10%
Alternatives	5%	0%	to	20%
Fixed Income	30%	20%	to	40%
Cash & Equivalents	0%	0%	to	10%

LIQUIDITY

The Investment Committee intends to construct the portfolio to provide adequate liquidity to meet the spending and operational needs of the organization. Portfolio liquidity will be monitored using the following guidelines:

Category	Market Value Guideline	Liquidity Description
Liquid	No less than 90%	Daily to monthly
Semi-Liquid	No more than 10%	Greater than monthly and up To one year

HOME FUND

PURPOSE

The purpose of the Home Fund is to secure the long-term viability of SAME. The Home Fund shall provide capital growth to support operating expenses, financial stability and the future needs of SAME.

INVESTMENT OBJECTIVES

The investment objectives of the Home Fund are:

- 1) Growth of the portfolio capital
- 2) Long-term income generation
- 3) Maximize returns in keeping within parameters #1 and #2 listed above

The objectives of the Home Fund shall be long-term moderate growth designed to maximize the returns without exposure to undue risk. It is understood that fluctuating rates of return are characteristic of the securities markets.

TIME HORIZON

The investment time horizon for the Home Fund is 7 to 10 years. Investment performance and strategy will be monitored on a regular basis and adjusted as deemed appropriate.

Over rolling seven-to-ten-year periods, it is the goal of the aggregate Home Fund assets to generate, on a net of fee basis, a minimum of 5% annual portfolio income.

SPECIFIC INVESTMENT GOALS

The aggregate Operating Reserve Fund's goal is to outperform a benchmark reflecting the portfolio's allocation, net of fees, over a full market cycle, which is defined as five years.

The investment goals above are the objectives for the aggregate Operating Reserve Fund rather than for each Investment Manager. The goal of each Investment Manager over the investment horizon shall be:

1. to meet or exceed the benchmark that most closely corresponds to the style of the respective Manager's investment management and
2. to display an overall level of risk that is consistent with the risk associated with the respective benchmark (referenced above).

Recognizing that modern portfolio theory generally equates standard deviation with risk (i.e., the higher an asset's standard deviation, the "riskier" it is and thus the higher its return should be), risk will be measured by the standard deviation of a manager's quarterly returns relative to the standard deviation of the representative benchmark over a common time frame.

INVESTMENT GUIDELINES

Risk Tolerance

Achievement of the Operating Reserve Fund's total return objective is SAME's primary concern. The Executive Committee understands that in order to achieve its objectives for Operating Reserve Fund assets, the Operating Reserve Fund will experience volatility of returns and fluctuations of market value.

Diversification

The fund shall not invest directly in the stock of any company or the bonds of any

single issuer, with the exception of the US Government, its agencies, and federally insured instruments.

The fund shall invest only through diversified vehicles such as mutual funds, exchange traded funds or professionally managed pools of such investments, with the exception of the US Government, its agencies, and federally insured instruments.

For the purposes of diversification, investments in diversified mutual funds/exchange-traded funds or professionally managed pools are not to be considered a single security. However, the individual holdings of each mutual fund, exchange-traded fund, and professionally managed pool should be aggregated and reported at the total portfolio level.

In aggregate, no individual company's stock should total more than 10% of the portfolio's market value and no industry should represent more than 40% of the portfolio's market value.

In aggregate, no individual issuer's bonds should total more than 5% of the portfolio's market value, with the exception of the US Government, its agencies, and federally insured instruments.

Liquidity

Fund securities shall be of a quality and type that provides ready liquidity if they need to be sold.

STRATEGIC ALLOCATION GUIDELINES

The Home Fund may be invested in equities, fixed-income securities, cash, cash equivalents, and alternative assets. The proportion of the Operating Reserve invested in each asset class should not be less or more than the minimum and maximum percentages, respectively, listed below. The Investment Advisor will determine the detailed composition and sub-categories within these ranges.

Asset Class	Minimum	Target	Maximum
Total Equities	40%	70%	80%
Total Fixed Income	10%	20%	30%
Total Alternatives	0%	10%	20%
Cash and Equivalents	0%	0%	10%

ALTERNATIVES

The main purpose of the alternative asset class is risk reduction. The Alternatives asset class is broad, so to limit the scope of Alternatives in the Portfolio, the Alternative allocation should:

- A. Have a low correlation to the other asset class (Equities, Fixed Income, and Cash);
- B. Take lower risk than Equities. Specifically, the combination of Alternative assets should have a standard deviation of no greater than 60% compared to the S&P 500;
- C. Invest in mutual funds or index products that offer daily liquidity;
- D. Include the following types of assets: Commodities, Real Estate Investment Trusts (REITs), Long/Short strategies, Managed Futures, Strategies that use options to reduce risk, and Tactical/Global allocation.

CASH

Since the Home Fund seeks to maximize long-term investment results, cash allocations should be minimized and not exceed the upper threshold allocation. Cash is typically for transitioning fund managers or handling the receipt of funds to be invested. The Investment Committee will approve longer-term variations (more than two months) within the guidelines herein. Even though cash allocations should be minimized, the portfolio will be liquid since investment options in all asset classes will offer daily liquidity.

REBALANCING

Over time, due to changing capital market conditions a portfolio's actual asset allocation will move away from its long-term strategic target. The Investment Advisor will rebalance the Home Fund as appropriate within the specified asset allocation ranges.

REPORTING

The investment advisor will prepare a quarterly report to be distributed to the Staff and the Investment Committee containing a schedule of investments, the current asset allocation and investment performance compared to the objectives of this Policy and to appropriate benchmarks and indices.

PERMISSIBLE INVESTMENTS

Cash and Equivalents

Cash and equivalent securities, with the exception of the US Government, its agencies, and federally insured instruments, shall only be held through diversified vehicles such as mutual funds, exchange-traded funds, or professionally managed pools of such investments.

- 1) Treasury Bills

- 2) Money Market Funds
- 3) STIF Funds (Short Term Investment Funds)
- 4) Commercial Paper
- 5) Banker's Acceptances
- 6) Repurchase Agreements
- 7) Certificates of Deposit
- 8) Checking and/or Savings accounts

Fixed Income

Fixed-income securities, with the exception of the US Government, its agencies, and federally insured instruments, shall only be held through diversified vehicles such as mutual funds, exchange-traded funds, or professionally managed pools of such investments.

- 1) U.S. government and agency issues
- 2) U.S. mortgage-backed and asset-backed securities
- 3) U.S. corporate bonds
- 4) Senior, adjustable-rate U.S. bank notes.
- 5) Foreign government or foreign corporate bonds
- 6) High-yield U.S. corporate bonds
- 7) Convertible U.S. corporate bonds

Equities

Equity securities shall only be held through diversified vehicles such as mutual funds, exchange-traded funds, or professionally managed pools of such investments.

- 1) Common stocks of U.S. corporations
- 2) Preferred stocks of U.S. corporations
- 3) Common stocks of foreign corporations
- 4) Stocks of U.S. real estate investment trusts (REIT's)

Alternative Investments

Alternative investments, including hedge funds, managed futures and other non-traditional investments, shall meet the criteria listed above under Alternatives.

PROHIBITED INVESTMENTS

Any investment not specifically permitted in this policy is prohibited. The portfolio must be in compliance with the OFAC sanctions list (<https://ofac.treasury.gov/sanctions-list-search-tool>).

ENCLOSURE 4

TIME	AGENDA	RESPONSIBLE
0830 - 0900	Continental Breakfast	
0900 – 0910	Call to Order, Pledge	Sharon Krock
0910 – 1000	National Office Update <ul style="list-style-type: none"> • Finance Q3 • Membership • Higher Logic • IGE Update 	Mike Wehr Taha Seid/Mario Burgos Ann McLeod Natasha Rocheleau Rob Biedermann
1000 - 1010	Foundation Update	Dave Nash
1010 – 1020	R2C Update	Charlie Perham
1020 – 1030	AOF Update	Patrice Melancon
1030 – 1120	Strategic Plan Implementation – Decision	Brian Duffy/Charlie Perham
1120 – 1130	Consent Agenda* <ul style="list-style-type: none"> • BOD Meeting Minutes May 2024 • Foundation Meeting Minutes July 2024 • XC Meeting Minutes Aug 2024 	Charlie Perham
1130 – 1230	Lunch & Networking	
1230 – 1245	Technical COIs <ul style="list-style-type: none"> • Assessments • Strategic Review 	Mike Huffstetler
1245 – 1315	Human Capital COIs <ul style="list-style-type: none"> • Assessments • National Camps Program Update • Strategic Review 	Ben Matthews
1315 – 1330	Regions/Posts <ul style="list-style-type: none"> • Assessments • Membership COI 	Albert Romano
1330 – 1340	President’s Closing (Review Actions and Direction)	Sharon Krock
1340 - 1400	Break	
1400 – 1530	Breakout Meetings (RVPs, COIs, Directors, SLOs)	
1730 – 1900	President’s Reception	Sharon Krock

*items that do not receive a unanimous vote in Survey Monkey will be removed from the consent agenda and added to the agenda for discussion & vote.



SAME Orange County Post
Letter of Commitment
SAME STEM Camp
Marine Corps Base (MCB) Camp Pendleton, 2025-2026

1. Camp Outline:

This Letter of Commitment is meant to inform the National Leadership Team and Executive Committee of SAME of our interest in creating and executing a STEM Camp on-base at MCB Camp Pendleton.

There has been a great deal of interest in creating and executing a SAME STEM Camp on-base at MCB Camp Pendleton. Situated on the Southern California coast, between San Diego and the greater Orange County and Los Angeles areas, it offers an ideal location and lots of opportunities for support from the local A/E/C businesses and SAME Corporate Sponsors.

Additionally, the creation of the camp will be assisted by the Armed Services YMCA (ASYMCA) that is on-base. They have relationships with key personal and facilities that will be essential as we establish a camp and they have already provided verbal commitment and a volunteer to support SAME. ASYMCA also has relationships with local schools and communities that we can leverage. The camp dovetails with their mission to support the 1,000's of military families on-base and near-by.

We plan to host STEM related activities in 2025 at MCB Camp Pendleton that will consist of 2-3 days of activities and will be open to local students only. (See 2025 Curriculum below for currently considered activities). This will prepare us for a full on-base camp in 2026. It is not anticipated that the 2025 activities will need any assistance from National resources (staff or funds), with the possible exception of insurance coverage.

We have been offered to be covered under ASYMCA's insurance policy, but we anticipate we will want to have SAME (OC Post or National) insurance coverage, possibly for off-base 2025 activities, but definitely for the on-base camp in 2026.

ASYMCA is clear that this is a SAME camp, to be run and organized by SAME. Decisions on who attends the camp will also be at SAME's discretion. We would

like to have some accommodations for kids of service members in the MCB Camp Pendleton community, perhaps 10% of the 2026 campers—to be finalized.

Request for National Resources:

- 2025—none, with the possible exception of insurance coverage
- 2026—full, in line with Pt. Hueneme and other SAME camps.

Purpose, Leadership, etc.:

1.1. Camp purpose:

- 1.1.1. To establish a long-term Camp on-base at MCB Camp Pendleton and follow the National Objectives (below).
- 1.1.2. Provide opportunities for campers nationwide as well as supporting the over 1,000's of family members living on- and off-base at MCB-Camp Pendleton.
- 1.1.3. Leverage and magnify the Armed Services YMCA on-base presence, on-base relationships and facilities, and local community access.
- 1.1.4. Alignment with National Objectives: *By inspiring STEM leadership for the nation through intentional engagement, SAME STEM Camps (Camp) add value to the Society through outreach, educational exposure, and mentorship for high school students. This aligns with the SAME Strategic 2030 Plan, inspiring and informing students about the roles AEC professionals play in society and encourage more students to consider service or education in a STEM related field.*

1.2. Anticipated number of campers:

- 1.2.1. To be finalized, but anticipate ~40-60 campers

1.3. Mentors required (numbers required):

- 1.3.1. Proportional as per other camps, 2 per 10 campers.

1.4. Outside support required from SAME National Office:

- 1.4.1. This would follow the standard practices, as detailed in the SAME STEM Camp Operations Manual (Draft V1.0 CAO 3 March 2024)

1.5. Special needs or considerations.

- 1.5.1. None anticipated at this time.

2. Key Camp Leadership, Staff: Identify a sustainable, core leadership staff (Director, Treasurer, Logistics, Curriculum, Operations, etc.):

2.1. Camp Director, Jorge Rodriguez *M.S. Hatch*, and

2.2. Camp Co-Director/Deputy, Pablo Lorenzo, *Burns & McDonnell*

2.3. Treasurer: Earleen Thomas, OC Post Treasurer

- 2.4. Logistics: Steve Wolfe, MCB Camp Pendleton Facilities Manager, Retired and member of the Board, Armed Services YMCA, MCB Camp Pendleton. In addition, we will identify one on-base POC, ideally a JO or Gunny.
- 2.5. Curriculum: Jim Carter, F.SAME
- 2.6. Operations: Pablo Lorenzo, *Burns & McDonnell*
- 3. Sponsor Service, Installation: Identify a sponsor organization, location, and commitment for facilities, preferably captured in a support memorandum - ideally, multi-year memorandum of agreement or understanding.
 - 3.1. To be developed, by February 2025 for STEM activities, and 2026 on-base camp.
- 4. Post affiliation: Commitment from a Post to provide financial oversight - treasurer oversight and bank account for the camp IAW *Camp Accounting Guidelines*.
 - 4.1. Orange County Post
- 5. Financial Plan: Prepare and submit a proposed initial budget identifying as a minimum:
 - 5.1. The OC Post will be responsible for the financial oversight.
 - 5.2. We plan to follow the Pt Hueneme 2023 camp budget (and updated 2025 Budget), with minor modifications as needed.
 - 5.3. The OC Post will be responsible for the financial oversight.
 - 5.4. The Posts in Southern California (OC, Los Angeles, and Inland Empire Posts) will all be asked to donate funds directly and also be requested to help find Sponsors and staff volunteers, when possible. These funds will be used to augment
 - 5.5. Additionally, the five Post event, Camp Pendleton Day, will also be asked to donate funds to support the camp. In 2024, the event donated \$40K to local charities, and it is hoped that some of the donation monies will be directed to the MCB Camp Pendleton camp.
- 6. Curriculum: Initial core curriculum developed to include focus areas, initial thoughts on activities, etc.

2025 potential activities

- i. San Diego Airport Expansion Tour—discussion of A/E/C elements (off-base).
- ii. Fleet Science Center—science museum and IMAX move, (i.e. *Deep Sky*, that brings the awe-inspiring images captured by NASA's James Webb Space Telescope (JSWT) to IMAX)

- iii. LCAC Hovercraft—classroom study of design elements required to carry a tank (on-base) followed by boat ride!
- iv. Natural Resources considerations at MCB Camp Pendleton-- classroom study of NEPA/CEQA regulations and how they protect wildlife & the impacts on the base (on or off-base, TBD).
- v. Major Facilities Overview – tour of some of the major facilities operations at MCB Camp Pendleton including but not limited to flight-line, wastewater treatment plant, landfill, electrical distribution, etc. and including an issue that students can work to solve, such as need for recycled water, waste diversion, or increase in electric vehicle (EV) use.

2026, above plus:

There may be limited engineering expertise on-base, so we will leverage what there is and augment with off-base lessons. Potential activities include 2025 activities, and others such as:

- vi. Tour of firm that does up-armor
- vii. Demo of explosives
- viii. Pop cycle bridge
- ix. Canoe building
- x. Concrete beam (non-base may not be an option)
- xi. Taco Truck BBQ night
- xii. In-N-Out night
- xiii. Beach day