

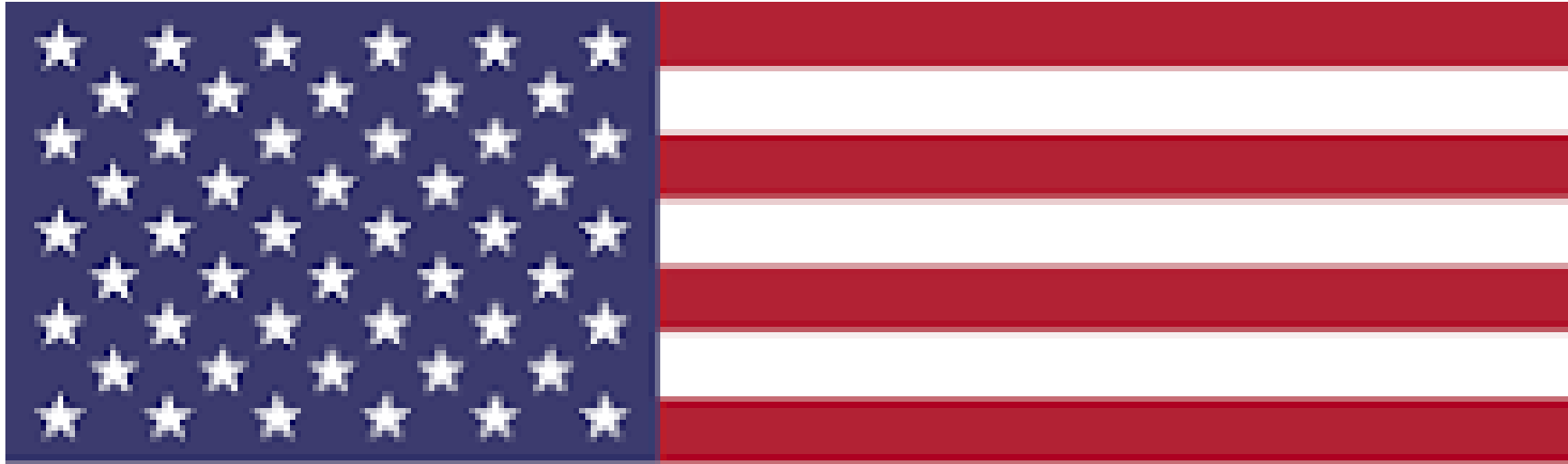


AGENDA

	AGENDA	DISCUSSION LEAD
0900 - 0905	Call to Order, Quorum Established, Pledge	Dave Nash
0905 - 0915	Introduction of new board members <ul style="list-style-type: none"> • Orientation Plan • Committee Assignments 	Dave Nash Susan Thames/Bob Schlesinger Dave Nash
0915 - 0945	Finance Report & Discussion <ul style="list-style-type: none"> • Foundation Labor Task Force 	*Finance Team Mark Handley/Eddie Gonzalez
0945 - 1015	Operations Report <ul style="list-style-type: none"> • Stewardship Report • Governance Update 	Susan Thames Ron Silva Bob Schlesinger
1015 - 1030	Break	
1030 - 1100	Fundraising Report <ul style="list-style-type: none"> • 2023 In Review • Campaign Plan update • Corporate Fundraising update • Open Actions 	Sal Nodjomian
1100 - 1130	Marketing & Communications Plan Update	**Marketing/Communications Team
1130 - 1140	New Business	All
1140 - 1200	Summary & Close	Dave Nash



PLEDGE





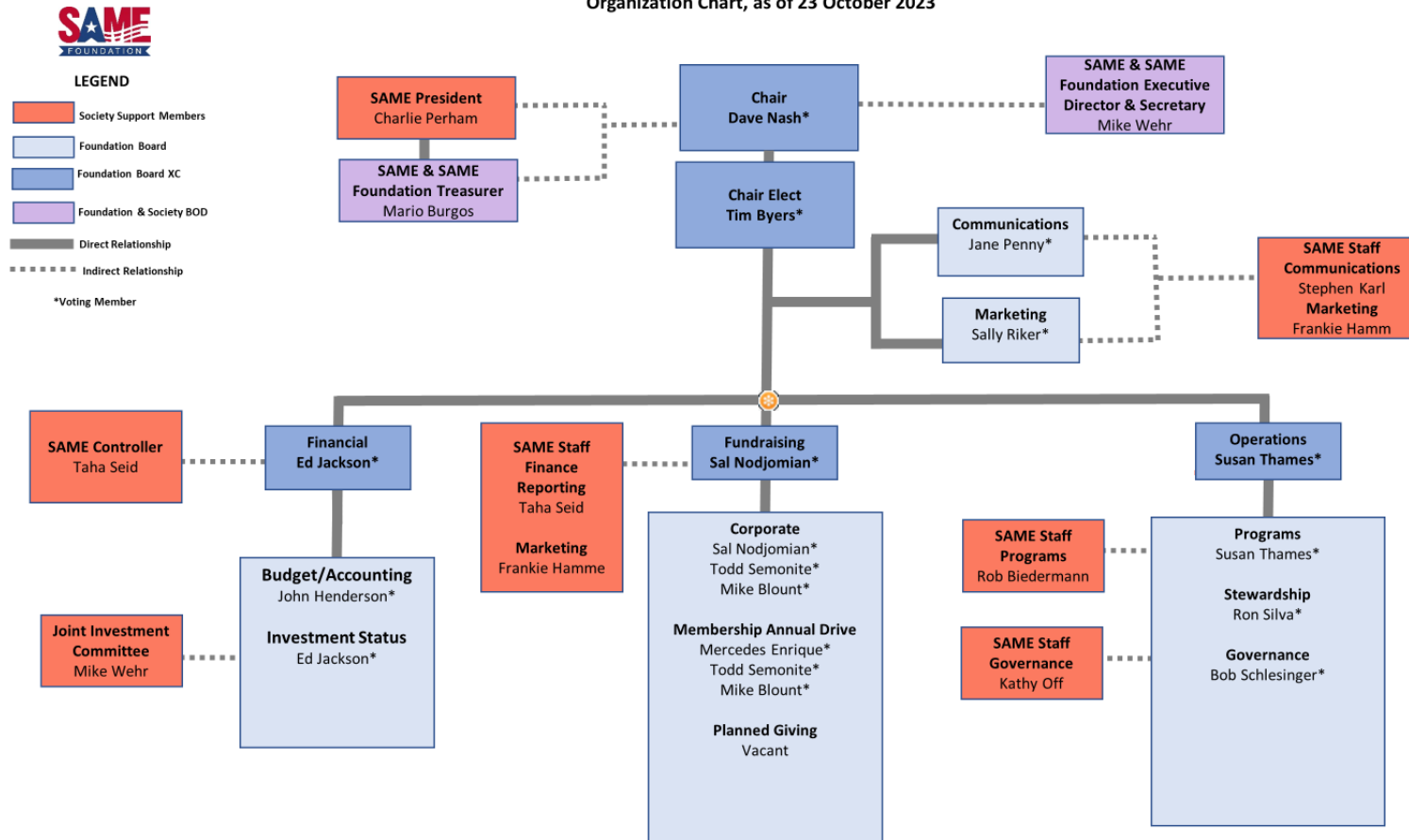
NEW BOARD MEMBERS

- Steven Blinderman, P.E., LEED AP, F.SAME
 - Eddie Gonzalez
 - COL Bill Haight, P.E., F.SAME, USA (Ret.)
 - RADM Mark Handley, P.E., F.SAME, USN (Ret.)
 - BG Paul Owen, P.E., USA (Ret.)
 - J.R. Steele, J.D.
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COMMITTEE ASSIGNMENTS

Society of American Military Engineers Foundation
Organization Chart, as of 23 October 2023





Budget & Investment Committee: 2023 Year In Review

2023 Accomplishments:

- Ed Jackson/John Henderson were appointed as co-chairs of B&I Committee
- Taha Seid, hired as Financial Controller, supporting both Society and SAMEF...has brought incredible discipline and vigor to our efforts
- Earned a *Candid Platinum Seal of Transparency* on GuideStar...way to go Kathy Off!
- established a monthly financial committee meeting, producing regular reports to SAMEF leadership
- grew Post participation in SAMEF investment fund: 11 to 15 Posts participating...Albuquerque Post in process of transferring \$ (#16)
- Passed Financial Audit
- began quarterly investment fund reporting to Posts
- continued support to SAME leadership programs...approved \$208K for 2024
- reestablished support to SAME Camp Alumni Scholarships (\$25K)
- reestablished SAMEF support to Camp GSA Scholarships (\$2800)
- established a procedure to properly document movement of funds from the Foundation to the Society to support authorized programs
- established TF to develop a 5-year funding plan aimed at becoming self-sufficient while maintaining support/minimizing overhead

Sustain: Partnership w/Society
 Improve: Support to Fundraising Cmte

Financial Bottom Line:

Account	December 2022	December 2023	remarks
Cash Minimum	\$200K	250K	XC voted to raise the amount from previous year
EOY Balance	461K	521K	The \$197K payable balance is included in the 2022 cash. The net will be 264K. In 2023 521K balance included the unpaid account payable balance of 105K. The net will be \$415K.
Investment Account	3.1M	3.7M	14 Posts participates in the investment



2024 Operating Budget Revenue and Expenses

Sources of Revenue	Amounts
Contributions - Individual	\$ 108,075.00
Contributions - Corporations	172,812.20
Interest & Dividends	34,463.22
Total Revenue	\$ 315,350.42
Sources of Expenses	Amounts
Grant to SAME	\$ 208,692.00
Printing & Production	10,000.00
Taxes & Licences	16,900.00
Bank & Credit card fees	8,820.00
Audit fees	10,000.00
Micellaneous	5,000.00
Total Expenses	\$ 259,412.00
Net Operations	\$ 55,938.42



FOUNDATION LABOR TASK FORCE

- Eddie Gonzalez
 - RADM Mark Handley, P.E., F.SAME, USN (Ret.)
 - Mario Burgos
 - MG Ed Jackson, P.E., USA (Ret.)
 - Taha Seid, Ph.D.
 - Kathy Off, PMP
-



FOUNDATION OPERATIONS REFLECTION - Jan 2024

2023 Accomplishments:

- Programs
 - Graduated our 4th LDP class (73 total graduates to date) and introduced our 5th class during JETC in May (San Antonio)
 - Our We Must Go To Them (STEM Pathways) was awarded another \$61,000 grant (LDP UPIC Capstone project 2021 class)
 - We supported mentoring at our five (5) Engineering & Construction Camps: Vicksburg, Camp Lejeune, NAS Jacksonville, Air Force Academy, CO, and Navy Port Hueneme, CA.
- Stewardship
 - Revised and Updated Stewardship Policy
 - Created the Foundation Stewardship Matrix
- Governance & Nominations
 - Six (6) New Board Directors joined our Board after limit of 15 Directors was removed
 - By-laws were updated to allow Chair-Elect to extend their second term on the Board until after the end of their tenure as Chair. Tim Byers is allowed to serve until 2026 vice 2024
 - Nominating procedures were updated to eliminate self-nominations



FOUNDATION OPERATIONS REFLECTION - Jan 2024

2024 What's next:

- **Programs (Susan Thames)**

- Leader Development Program – LDP Alumni continue to lead SAME as Post Presidents, Board Members and Key Volunteers; RVPs, Deputies and Fellows POCs; COI Chairs, Vice Chairs and Key Members; Academy of Fellows members; and Directors on the SAME National Board. UPIC projects continue to impact our Society and Industry in profound ways. (1) The American Indian/Alaskan Native STEM UPIC project received another large grant from the United Engineering Fund. (2) The Knowledge Network UPIC is starting to show itself across COIs. (3) The Guided Pathways UPIC is also beginning to show an impact. Some of the 2024 class UPICs included: “Solving the Labor Shortage through Collaboration”. This includes an already executed MOU between SAME and the Western Dredging Association (WEDA). That UPIC continues next week as the SAME/WEDA partnership begins training incarcerated people for the purpose of entering the A/E/C industry after release. We have UPICs using Higher Logic as part of the SAME EMS; continuing work on STEM; enhancing Cybersecurity awareness across SAME and promoting & encouraging women in SAME just to name a few.
- Camp Mentoring – Our new Engineering & Construction Camp Director is James Hodges (james.hodges@hbaa.com) Once he becomes more settled in this role, we will meet with him and learn if there is additional support he will need.



2023 What worked and what didn't work:

- Programs
 - Scott AFB will no longer be continuing their camp
- Stewardship
 - We need to begin using these tools, particularly with our Fundraising
- Governance & Nominations
 - We increased our Board members to 19.
 - The Bylaws are updated and don't need further tinkering



FOUNDATION OPERATIONS REFLECTION - Jan 2024

2024 What's next:

- **Stewardship (Ron Silva)**

- Our Board needs to make a decision with Stewardship Assessment, Options & Proposal:

Assessment: The most significant issues to highlight in the effort to revise the Stewardship Policy is the absence of qualified and experience resources to execute: (1) many of the provisions of the Policy, especially some of the more complicated forms of donations requiring legal, investment, insurance, real property, etc. expertise and experience. (ex: marketable securities, closely held securities, tangible personal properties and retirement plans, real estate, deferred gifts, gifts by wills, charitable trusts)

An improved Charities Rating standing to be credentialled using charity industry best practices (especially important for seeking donations from external donors)

Options:

- Do nothing – results in no nonmonetary donations accepted and no improvement in our Charity Ratings
- Find new Foundation Board members with requisite knowledge, skills and experience (KSE) – this option is highly problematic as SAME members don't typically have these KSEs and we haven't found nonmembers with required KSEs willing to serve.
- SAME National outsource these SAME Foundation functions – Not really sure if this option is even practical or desirable as there are Nonprofit Management consultants, but not sure if there are Nonprofit Management service providers.
- SAME National Staff create a position for a SAME National Staff team member to be trained in all the KSEs required and be credentialled as a Certificate in Nonprofit Management (CNM) – Recommend that this position has functions that support both SAME and the SAME Foundation. Succession/redundancy planning would be required.
- SAME National Staff create a position to be filled with a person with a Degree in Nonprofit Management or a Certificate in Nonprofit Management (CNM) and bring onboard a person with a requisite KSE that can help fill the KSE gap that the SAME and SAME Foundation has in Nonprofit Management specifically regarding Stewardship, Fundraising, Charity Ratings and other related SAME National Staff functions.



FOUNDATION OPERATIONS REFLECTION - Jan 2024

2024 What's next:

- **Stewardship (Ron Silva)**

Proposal: SAME National Staff create a position to be filled with a person with a degree in Nonprofit Management or a Certificate in Nonprofit Management (CNM) and bring onboard a person with the requisite KSE that can help fill the KSE gap that the SAME and SAME Foundation has in Nonprofit Management.

OR

SAME National Staff create a position to be filled with a person with a Certificate in Nonprofit Management (CNM) and allow an experienced SAME National Staff team member to be trained in all the KSEs required and be credited as a CNM. Recommend that this position has functions that support both the SAME and the SAME Foundation. Succession/redundancy planning would be required.



BREAK





Foundation Fundraising Agenda

- 2023 Fundraising Snapshot
- 2024 Campaign and Cap Week Fundraising
- External Corporate Sponsors
- Summary of Open Tasks



2023 Foundation Fundraising – \$305K

- Corporate \$157K
- Grants (subset of corporate) \$50K
- Individual \$98K

- 2023 Revenue Total (w/interest) \$340K
- 2022 Revenue Total (w/interest) \$235K



2024 Campaign and Cap Week Fundraising

- RVP/Post challenge off to a solid start

SAME Region	Post	RVP/DRVP POC(s)	Foundation POC(s)	Donation Pledge	Donation \$	% of Phase I Target of \$500,000
California	Los Angeles Post	Jim Carter & Phil Welker	Paul Owen	Manish Mardia	\$5,000	13%
Heartland	Huntsville Post	Robert Burton	Mike Blount & Sal Nodjomian	Pond	\$5,000	33%
Missouri River	Scott Field Post	Julia Pluff & Bobbi Jo Lang	Mike Huffstetler, Brittany Schultze & Mercedes Enrique	CMS Corporation	\$5,000	14%
Ohio Valley	Kittyhawk Post	Alex Masters & Bill Lorenz	Mercedes Enrique	CMS Corporation	\$5,000	25%
Southeast	Atlanta Post	Pamela Little, Beth Harris & Michael Ulekowski	Mike Blount	Pond	\$5,000	11%
Southwest	Albuquerque Post	Bruce Preston & Colleen Rust	Mario Burgos	Mario Burgos	\$10,000*	100%
Total of PHASE I Target of \$500,000 as of January 5, 2024					\$35,000	7%

- Cap Week activities/contributions in progress



External Corporate Sponsor

- Submitted grant request to NCEES
 - Seeking \$100K to advance programs of mutual interest: Young Member Credentialing, Youth STEM Camps, and Leadership Development Program
 - NCEES Board scheduled to meet end of February
- Need updated Case Statement to effectively launch external corporate campaign; initial firms: Accenture, Amazon, Boeing, IBM, Microsoft, NFCU, etc
- Actalent very pleased with “year 1”; fully expect them to execute “year 2”
- Baker-Hughes mostly comm out; awaiting response on level of satisfaction
- Advancing conversations with Bechtel and others



Summary of Open Tasks

- 2024 fundraising campaign coordination – Mercedes/Beth
- Update Case Statement / Media Kit - ???
- Coordinate external corporate contributions – Mike/Todd/???
- Planned Giving – need POC

- Conservative 2024 fundraising goal; great opportunity to exceed



MARKETING & COMMUNICATION





NEW BUSINESS





SUMMARY & CLOSE

Updated Action Items from Foundation Meeting on January 2023

January 9, 2024

○ Action items

- Complete case statement **Done. Living document**
 - Finalize marketing and communications plan **Not sure**
 - Ensure our internal processes of receiving, safeguarding, and dispersing are sound. **Partially done**
 - Establish procedures for corpus approach for generating annual disbursements to SAME. **Pending**
 - Change process for disbursement between Foundation and SAME
 - To be proposed to SAME leadership
 - Foundation gives BOD amount of funds that can be provided without diminishing the Foundation Corpus
 - BOD funds programs that support SAME strategic Plan and stated purpose of the Foundation.
 - At the end of the funded year, SAME quantifies results of using funds provided to the Foundation.
 - Foundation uses results in marketing and communications work.
 - **Approved and underway**
 - Create process and plans for future campaign plans **Underway**
 - Finalize committees for 2023. **Done**
 - Work on fund rating **5 Star obtained. More to do**
 - Capital Week reception – identify prospects. **Done**
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BACKUP



The Foundation of the Society of American Military Engineers 2024 Budget Proposal

**XC Meeting
December 19, 2023**

Agenda

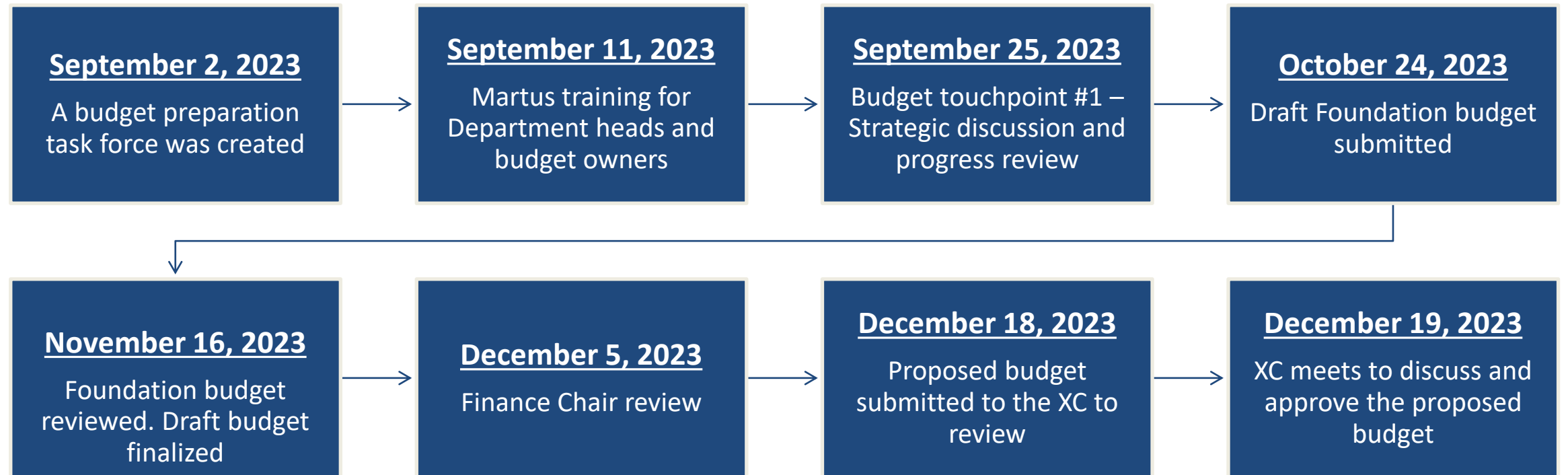
- Bottom Line Up Front
- Alignment & Progress
- Budget Assumptions
- 2024 Operating Budget
- Budget Analysis
- Recommendation



2024 Budget Development Conclusions

- 2024 budget development was a team effort: good focus on the Foundation among directors, managers, XD, and the board treasurer.
- Staff expenses of approximately \$200,000 are covered by SAME in 2024 proposed budget.
- 2023 Individual and corporate contributions are increased by 10% to estimate 2024 proposed contribution revenue.
- The surplus-based budget proposed covers grants to SAME and operational activities for 2024.
- Discussion of strategy around SAME Reserves will continue.
- TF established to develop a 5-year strategic outlook, with the purpose of making recommendations to the XC on:
 - ROI to invest in the services of a fundraising professional
 - Identifying CORPUS growth targets; agreeing on a timeline for administrative self-sufficiency; and developing a fundraising plan that supports both while ensuring we continue to support the Society and maintain the highest charity rating possible

A Collaborative Budget Preparation Approach



Sources of Revenue

- Contribution – Individual
- Contribution – Corporation
- Interest & Dividends
- Grants

Sources of Expenses

- Grant to SAME
- Audit Fees
- Registration and tax filing fees
- Printing and Production
- Bank and credit card fee
- Miscellaneous



2023 Actual Revenues and Expenses

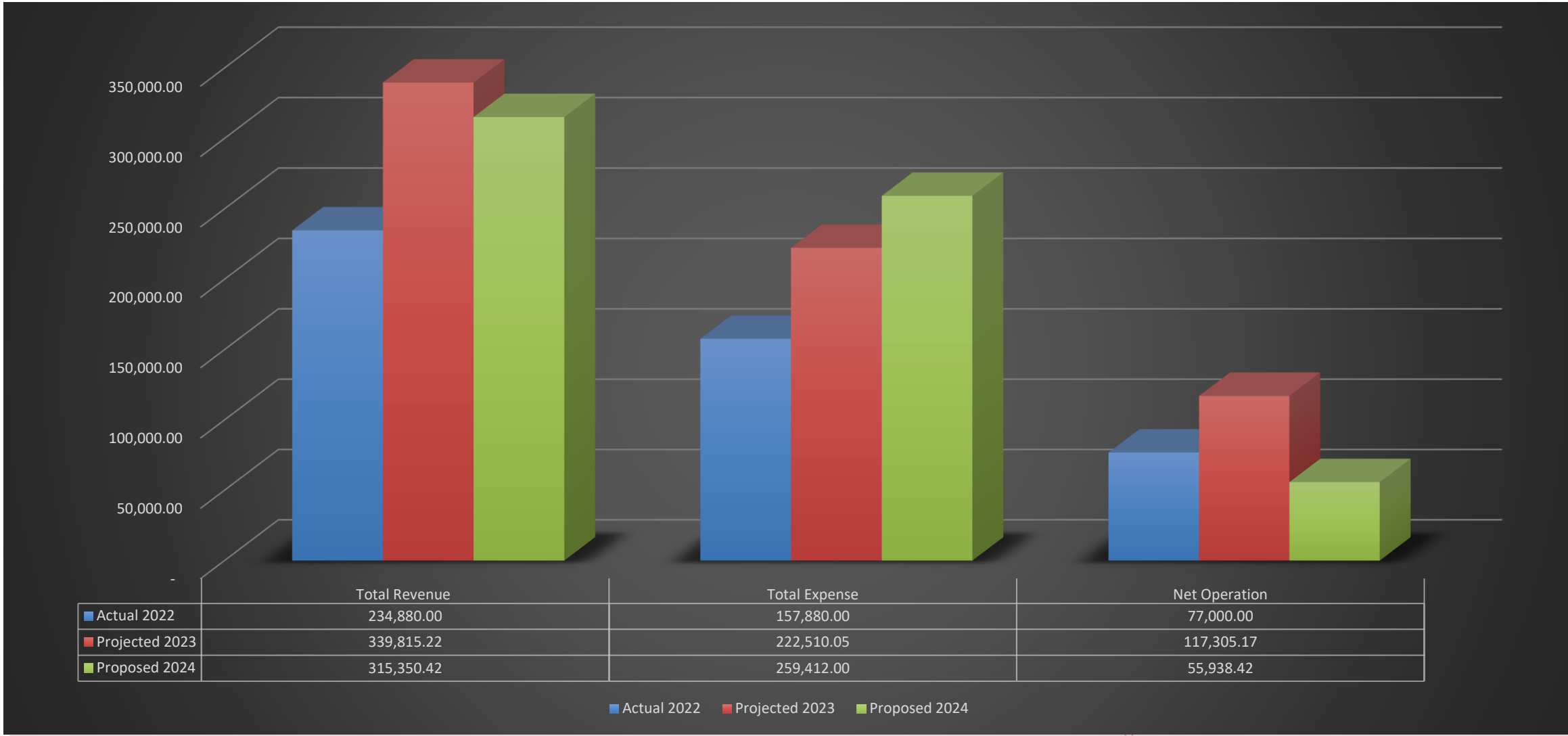
Sources of Revenue	Amounts
Contributions - Individual	\$ 98,250.00
Contributions - Corporations	157,102.00
Interest & Dividends	34,463.22
Grant Revenue	50,000.00
Total Revenue	\$ 339,815.22
Sources of Expenses	Amounts
Grant to SAME	\$ 182,500.00
Printing & Production	10,135.00
Taxes & Licences	18,844.27
Bank & Credit card fees	11,030.78
Total Expenses	\$ 222,510.05
Net Operations	\$ 117,305.17



2024 Operating Budget Revenue and Expenses

Sources of Revenue	Amounts
Contributions - Individual	\$ 108,075.00
Contributions - Corporations	172,812.20
Interest & Dividends	34,463.22
Total Revenue	\$ 315,350.42
Sources of Expenses	Amounts
Grant to SAME	\$ 208,692.00
Printing & Production	10,000.00
Taxes & Licences	16,900.00
Bank & Credit card fees	8,820.00
Audit fees	10,000.00
Micellaneous	5,000.00
Total Expenses	\$ 259,412.00
Net Operations	\$ 55,938.42

Budget Analysis



Budget Analysis

Budget Analysis: 2022 Actual, 2023 Projected, and 2024 Proposed

Revenue Analysis

- Total proposed revenue in 2024 increased by 34% compared to 2022 actual revenue.
- Total proposed revenue in 2024 decreased by 7% compared to 2023 projected revenue.
- Total projected revenue in 2023 includes \$50,000 from Baker Hughes grant. Grant is not included in the 2024 proposed income.
- Total Revenue numbers are net of unrealized gains and losses from investment activities

Expense Analysis

- Total proposed expenses in 2024 increased by 64% compared to 2022 actual expenses.
- Total proposed expenses in 2024 increased by 17% compared to 2023 projected expenses.
- The 64% increase in expenses is attributed to an increase in grant to SAME from \$157,000 in 2022 to \$208,000 in 2024 and the admin expenses increased from \$5,600 in 2022 to \$50,700 in 2024.
- The 17% increase in expenses is attributed to increased admin expenses such as audit fees and printing and production expenses in 2024.
- Net operation amounts are consistent with the increase in revenue and expenses for all years

Expenses analysis 2023 actual VS 2024 proposed.

Sources of Expense	2023 Actual	2024 Proposed	Variance
Grant to SAME	\$ 182,500.00	\$ 208,692.00	\$ 26,192.00
Printing & Production	10,135.00	\$ 10,000.00	\$ (135.00)
Taxes & Licences	18,844.27	\$ 16,900.00	\$ (1,944.27)
Bank & Credit Card Fees	11,030.78	\$ 8,820.00	\$ (2,210.78)
Audit Fee	-	\$ 10,000.00	\$ 10,000.00
Miscellaneous expenses	-	\$ 5,000.00	\$ 5,000.00
Total Expenses	\$ 222,510.05	\$ 259,412.00	\$ 36,901.95



2024 Budget Recommended for Approval

Sources of Revenue	Amounts
Contributions - Individual	\$ 108,075.00
Contributions - Corporations	172,812.20
Interest & Dividends	34,463.22
Total Revenue	\$ 315,350.42
Sources of Expenses	Amounts
Grant to SAME	\$ 208,692.00
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Micellaneous	5,000.00
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2024 SAME National Office Priorities

Improve Connectivity Across Departments: To optimize our talent as a team, we need to recommit how we as staff communicate initiatives and efforts across the office and with stakeholders to ensure awareness, take advantage of synergies, better integrate, and amplify work being done.

Evolve Support to Posts, COIs, Other Groups/Programs: As we look, strategically, to “operationalize COIs” and grow programs like Camps, Credentialing, and LDP (to name just three), in addition to "support Posts," we need to take a more holistic view of how we resource all activities while also leaning forward technologically (e.g., Higher Logic).

Reinforce a Culture of IGE and Leader Development: Double-down on our mission and what makes SAME unique in the marketplace while looking for more opportunities to highlight impact and success stories that will drive membership growth, participation, and collaboration.

Leverage Engagement of Events to Promote Value Year-Round: Take advantage of the strong demand signal for SAME events and build on their success to better extend the value they derive throughout the year—from education and training to market research and networking (and in doing so, generate more return on the investment of time and resources they require from staff/others).

Embrace and Enable the SAME Foundation to Thrive: For the SAME Foundation to continue growing its brand, fundraising, and programming, and for the Society to benefit from further investments in STEM/leader development given the direct linkage between the two entities, we need to bolster how it helps the Society achieve our mission and identify budget-related areas where it can expand outcomes and offset operational requirements.