



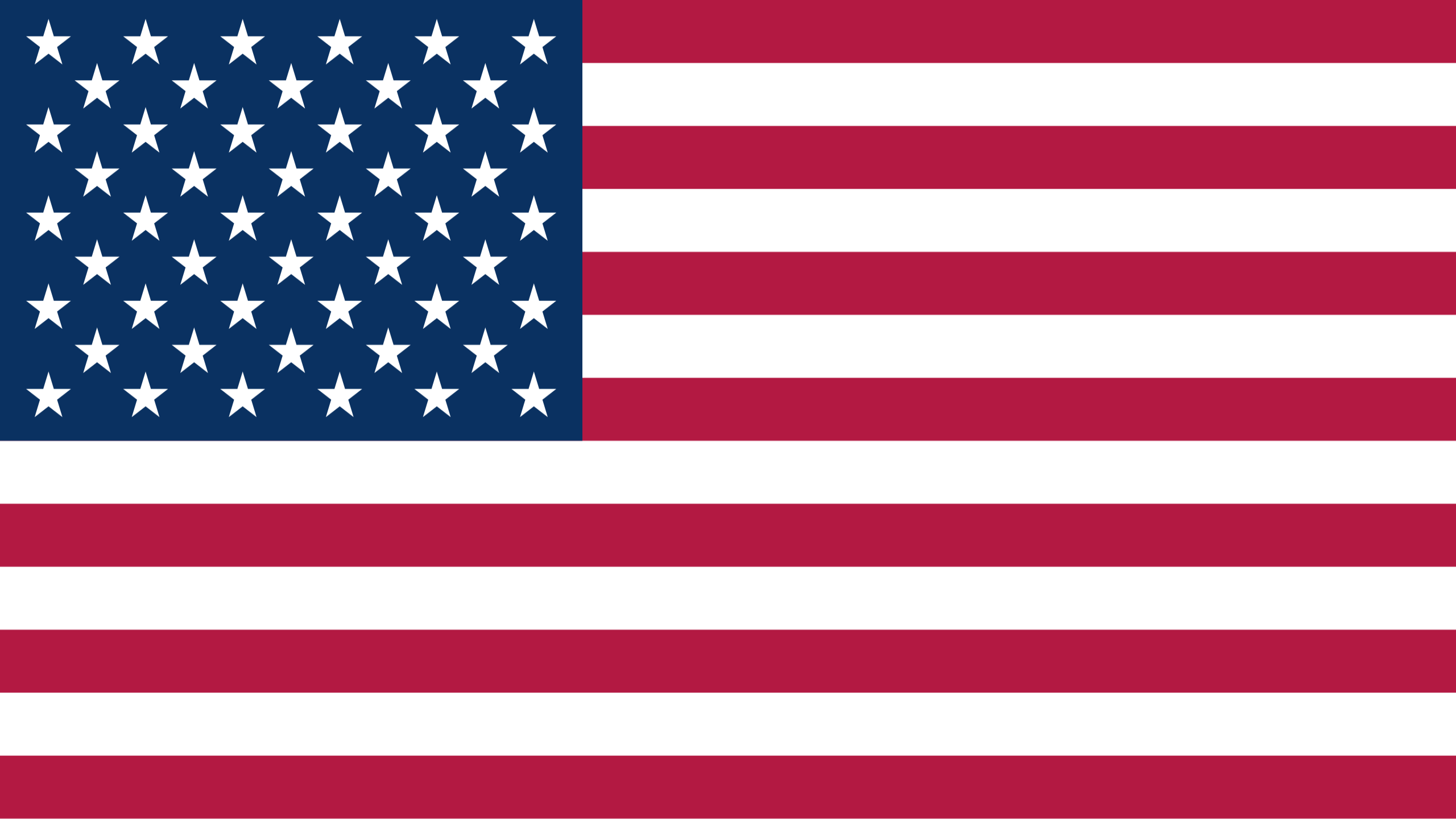
# Foundation Board Meeting

7-23-25 (Virtual)

# Agenda

- Call to Order
- Consent Agenda
- XD Remarks
- Reports
  - Finance
  - Fundraising
  - Mission Support
- Summary & Next Steps





## **SAME Foundation Budget and Investment Committee**



# Statement of Net Assets

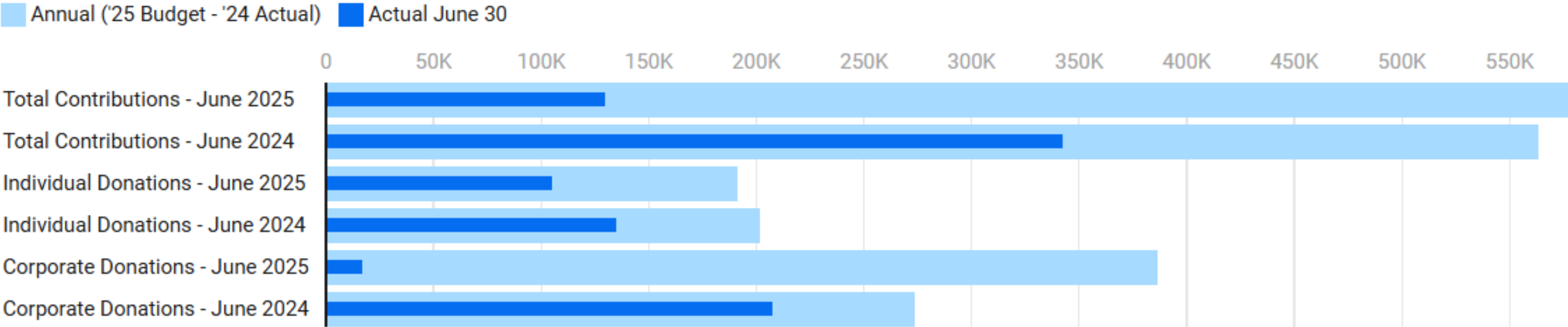
## Through June 30, 2025

	Actual	Annual Budget	Budget Remaining	% Remaining
<b>Revenue</b>				
Contributions	130,129	577,700	447,571	77%
Investments	105,300	34,463	(70,837)	-206%
<b>Total Revenue</b>	<b>235,428</b>	<b>612,163</b>	<b>376,735</b>	<b>62%</b>
<b>Expenses</b>				
Professional Fees	2,750	5,000	2,250	45%
Meeting Expenses	6,450	0	(6,450)	0%
Foundation Donations	316,000	316,000	0	0%
Other Expenses	20,243	36,121	15,878	44%
<b>Total Expenses</b>	<b>345,443</b>	<b>357,121</b>	<b>11,678</b>	<b>3%</b>
<b>Changes in Net Assets</b>	<b>(110,015)</b>	<b>255,042</b>	<b>365,057</b>	

# Contributions

## Contributions to the SAME Foundation are Behind Budget

As of June 30, 2025, the foundation has received a total of \$130K in contributions, which is well below expectations and represents just 23% of the annual goal. This represents a 62% decline from the same period last year, primarily driven by a decrease in corporate contributions, which have contributed only 4% of the annual budget. Individual giving, although lower than last year, remains more stable, reaching 59% of its yearly target and 83% of its 2024 actual.

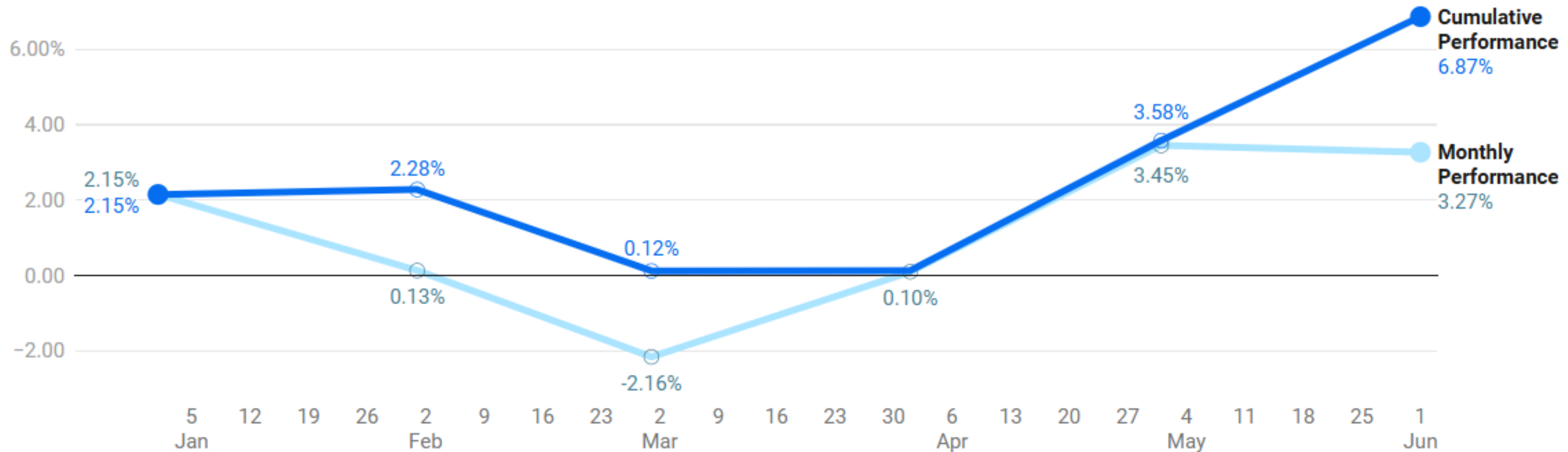


The outer bars represent either the 2025 budget or the 2024 year-end actual results. The inner bars represent revenue accrued through June 30 of the year (20024 or 2025).



# Investment Results Through June 2025

In the first half of 2025, the portfolio gained 6.87% despite early volatility, with strong rebounds in May and June. Investment dividends and interest totaled \$12.8K, realized gains were \$10.4K, and unrealized gains were \$82K, resulting in a total investment portfolio increase of \$105.3K. It exceeds the total annual budget of \$34.4K. Investment fees of \$4.4K were allocated during the first six months.







# Summary of Revenues

	Actual	Annual Budget	Budget Remaining	% Remaining
<b>Revenue</b>				
Contributions - Individual	105,129	191,264	86,135	45%
Contributions - Posts	8,000	0	(8,000)	0%
Contributions - Corporations	17,000	386,436	369,436	96%
<b>Total Contributions</b>	<b>130,129</b>	<b>577,700</b>	<b>447,571</b>	<b>77%</b>
<b>Investment Income</b>				
Interest & Dividends	12,803	34,463	21,660	63%
Gain/Loss on Investments	10,405	0	(10,405)	0%
Unrealized Gain/Loss	82,091	0	(82,091)	0%
<b>Total Revenue</b>	<b>235,428</b>	<b>612,163</b>	<b>376,735</b>	<b>62%</b>





# Summary of Expenses

Although 97% of the annual budget for expenses was expended by June 30, 2025, most of the costs relate to the Foundation Donations. The remaining funds for Professional Fees and Other Expenses (to include meetings) have been expensed to 72% of the total budget. This will need to be monitored in the upcoming months. Foundation donations were made at the beginning of the year to the following programs: \$256K Program Funding Commitment, \$25K Camp Alumni Scholarship, \$25K Camp Girl Scout Camper Scholarship, and Society Labor reimbursements of \$25K.

	Actual	Annual Budget	Budget Remaining	% Remaining
<b>Expenses</b>				
Professional Fees	2,750	5,000	2,250	45%
Meeting Expenses	6,450	0	(6,450)	0%
Foundation Donations	316,000	316,000	0	0%
Other Expenses	20,243	36,121	15,878	44%
<b>Total Expenses</b>	<b>345,443</b>	<b>357,121</b>	<b>11,678</b>	<b>3%</b>



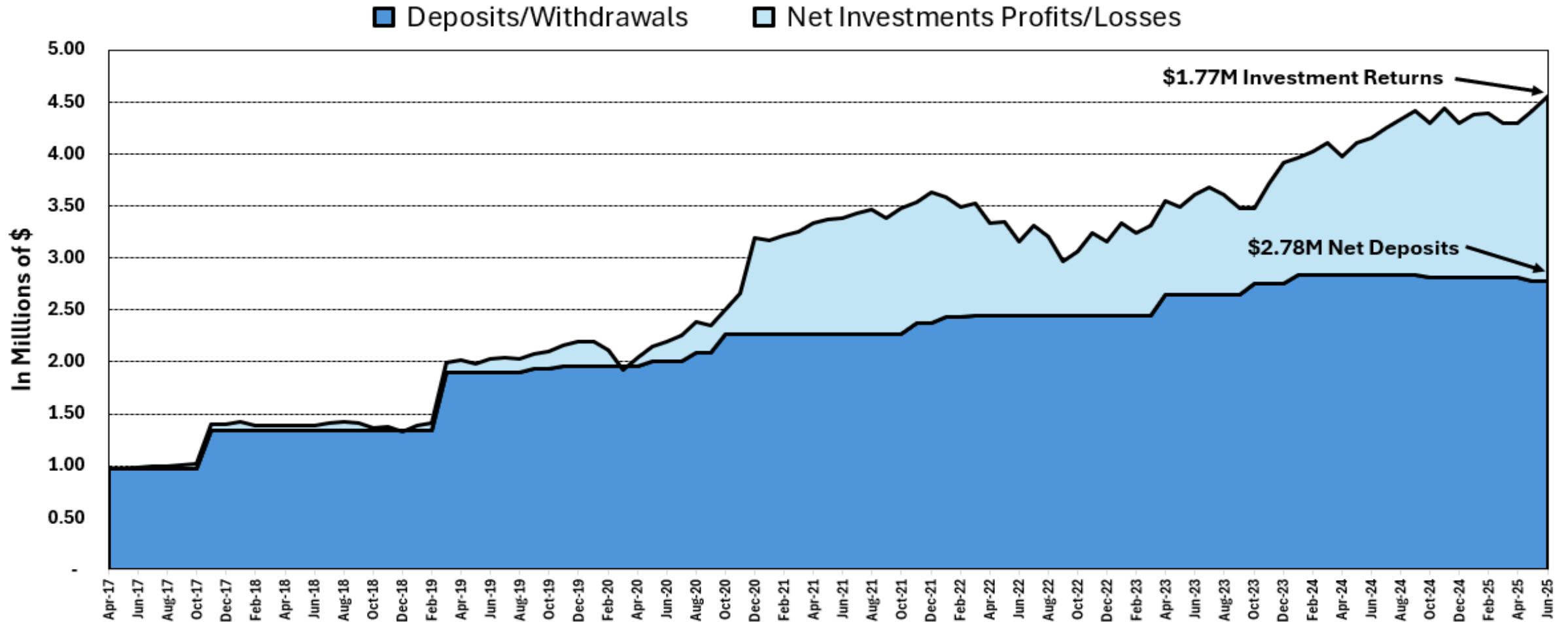
# Statement of Position

	As of June 30, 2025	As of June 30, 2024	Variance
<b>Assets</b>			
Cash	465,775	519,601	(53,826)
Accounts receivable	5,000	10,000	(5,000)
Due From SAME	70,112	210,951	(140,839)
Prepaid Expenses	442	3,091	(2,650)
Investments -Foundation	1,568,711	1,415,167	153,544
Investments - Post Owned	2,984,971	2,740,981	243,989
Fixed Assets, Net of Accumulated Depreciation	-	-	-
<b>Total Assets</b>	<b>5,095,010</b>	<b>4,899,792</b>	<b>195,219</b>
<b>Liabilities</b>			
Due to SAME	15,219	99,948	(84,729)
Deposits Held for Posts	2,984,971	2,740,981	243,989
<b>Total Liabilities</b>	<b>3,000,189</b>	<b>2,840,929</b>	<b>159,260</b>
<b>Net Assets (with Changes in net Assets)</b>	<b>2,094,821</b>	<b>2,058,862</b>	<b>35,958</b>
<b>Total Liabilities and Net Assets</b>	<b>5,095,010</b>	<b>4,899,792</b>	<b>195,219</b>

# Post Investment Returns

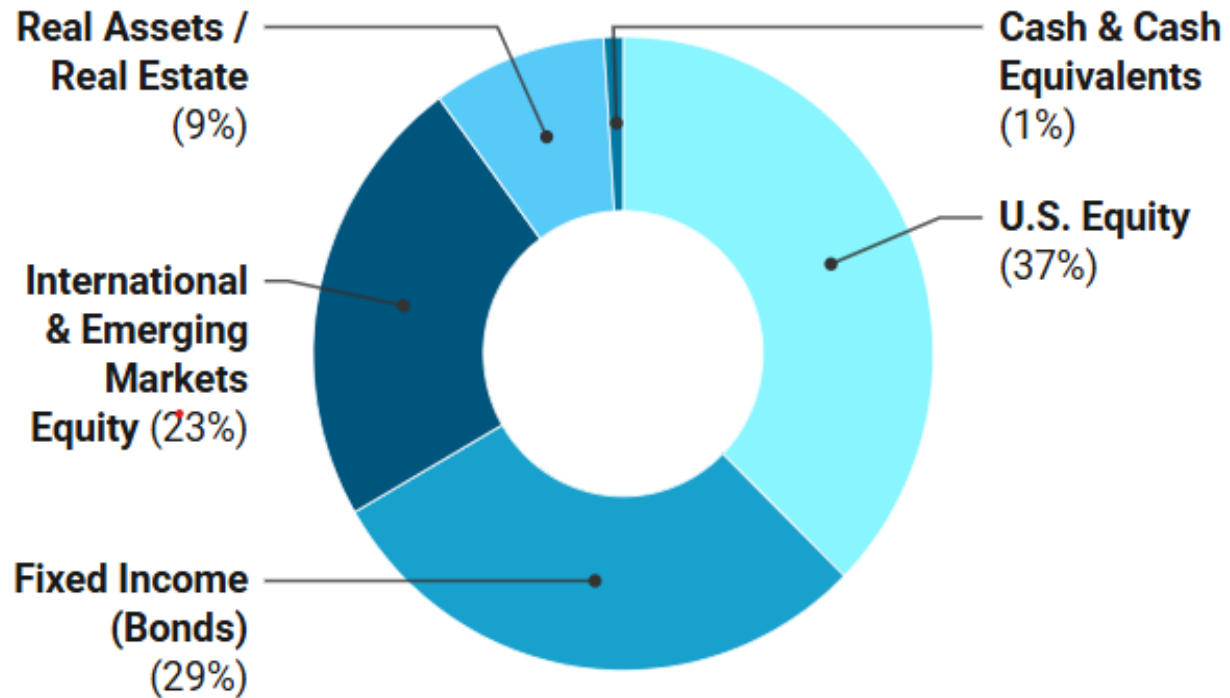
<b>Houston withdrew in May</b>	<b>10,000</b>
<b>Hampton Roads withdrew in May</b>	<b>21,050</b>
<b>Return for Posts Jan-June 2025</b>	<b>6.87%</b>
<b>Total net returns for Posts Jan-June 2025</b>	<b>162,002</b>
<b>Total net deposits from Posts</b>	<b>2,197,786</b>
<b>Total investment returns since inception:</b>	<b>787,187</b>

# Foundation Investment Returns



# Foundation Investment Portfolio

## Current Portfolio Mix



<b>Cash &amp; Equivalents</b>	1%
<b>Real Estate</b>	
Cohen & Steers Instl Realty Shares	3%
DWS RREEF Real Assets Inst	6%
<b>U.S. Equities</b>	
Conestoga Small Cap Institutional	2%
Hotchkis & Wiley Sm Cp Divers Val I	2%
Schwab US Mid-Cap Index	8%
Schwab S&P 500 Index	25%
<b>International Equities</b>	
ARGA Emerging Markets Value Instl	4%
Dodge & Cox International Stock I	8%
GQG Partners Emerging Markets Equity Inst	3%
JHancock International Dynamic Gr I	8%
<b>Fixed Income</b>	
Artisan High Income Advisor	2%
Baird Aggregate Bond Inst	9%
BlackRock Strategic Income Opps Instl	8%
Harbor Core Bond Retirement	9%
Schwab Treasury Infl Protected Secs Idx	1%

# Budget and Investment Committee: POAM Update (as of Jul 2025)

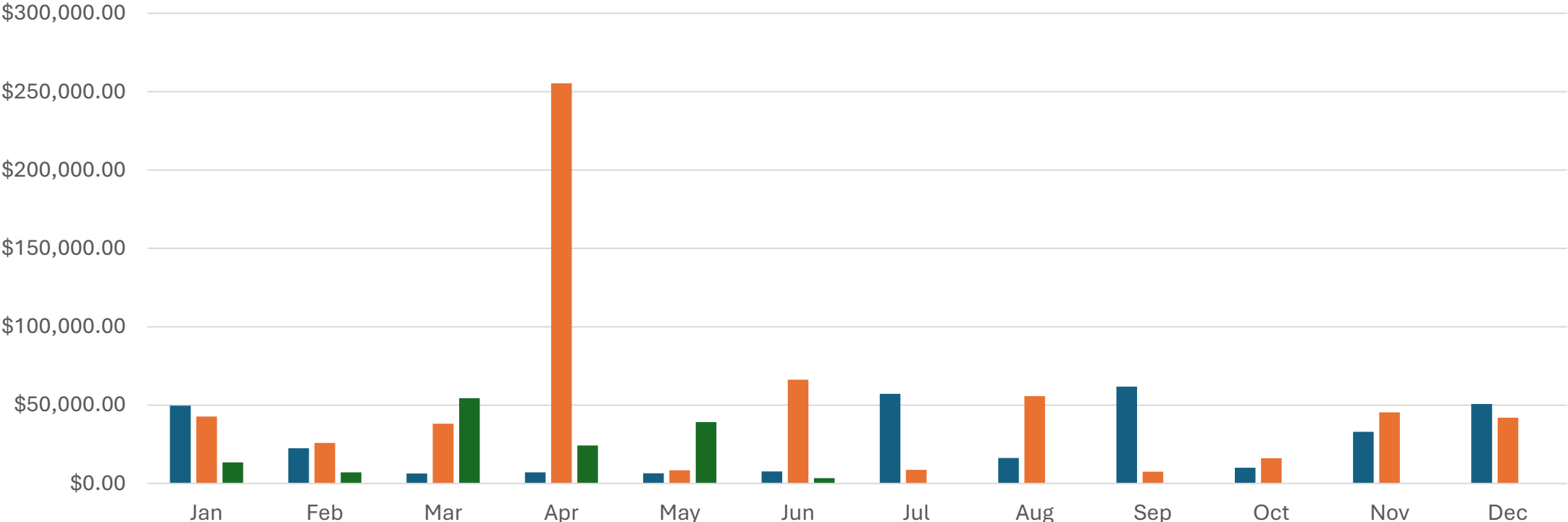
Goal 4 - Financially Support the Program								
Execute identified tasks to increase the value and sustainability of the Foundation's corpus								
ID	Task	POC	Resources Required	Scheduled Completion Date	Milestones with Completion Dates	Changes to Milestones	Status	Comments
4.1	Develop Budget Objectives and Strategy (Lloyd)...WHAT DO WE WANT TO ACCOMPLISH?							
4.1.1	Streamline and Forecast Operating Costs, and then developing an Annual Budget YoY	James Black Lloyd Caldwell						Building on what Taha began...also working with Fundraising Committee to help identify needs YoY
4.1.2	Develop methodology for Program Support that mirrors fundraising goals and performance	Lloyd Caldwell	SAME input on YoY needs from SAMEF					POC is Ree Miskimon (SAME)
4.1.3	Develop methodology for Staff Support that allows SAMEF to eventually be self-sustaining	Lloyd Caldwell						POC is Kathy Off (SAME)
4.1.4	Develop prioritized plan for use of excess funds	Lloyd Caldwell						CORPUS, Program/Staff Support, new hires
4.2	Develop Investment Objectives and Strategy (Paul)...HOW DO WE ACCOMPLISH THIS?							
4.2.1	Assess effectiveness of SAMEF investment strategy and make recommendations to SAME Investment Committee	Paul Owen						POC is
4.2.2	Establish objectives, a strategy, and action plan for growing the CORPUS	Paul Owen						Coordination with Planned Giving (Bill Haight)
4.2.3	Meet with investment professionals/conduct investment research and develop a investment plan that satisfies Task 4.2.2	Paul Owen						
4.2.4	Work with and Manage Post Investment Program	Paul Owen						Coordination with Post Investment POCs. Need to update both the Post Scholarship Funds Agreement and Investment Policy
4.3	Maintain Audit and Charity Ratings...HOW DO WE MAINTAIN OUR CREDIBILITY?							
4.3.1	Conduct and Pass Annual Audit	James Black						
4.3.2	Maintain awareness of and advise on Charity Rating status and Concerns	Kathy Off						
4.4	Other...ADMINISTRIVIA (Ed)							
4.4.1	Update Foundation Finance Framework	Ed Jackson						Capture key points from Budget and Investment Lines of Effort and reflect in updated document
4.4.2	Transition Leadership of Budget and Investment Committee	Ed Jackson						Effective 1 Jan 2026

## Fundraising

- Fundraising & R2C Report
- Kindsight
- POAM
  - Silent Auction Planning
  - Soaring Eagle
  - SBC Camps Plan
  - JETC LDP Plan
  - Grants
  - Planned Giving
  - External Corporate Outreach
  - Individual Member Outreach
  - Sustaining Member Outreach



# Donation Tracking By Month



Annual Appeal

Capital Week/Auction

JETC

Camps

SBC

Annual Appeal

AS OF JUNE 2025

## 2024

- Total: >\$612K
- As of June 2024: >\$436K

### Top Donors

Pond & Company	\$10,000.00
Orange County Post	\$10,000.00
CMS Corporation	\$10,000.00
Mario Burgos	\$10,000.00
Matrix Design Group	\$11,500.00
SAME	\$11,500.00
Japan Post	\$15,000.00
Orange County Post	\$15,000.00
Manish Mardia	\$20,000.00
Melissa Smith	\$50,000.00
Actalent Services	\$50,000.00
National Council of Examiners for Engineering and Surveying (NCEES)	\$100,000.00

## 2025

- As of June 2025: >\$141K

### Top Donors

ECC	\$10,000.00
Melissa Smith	\$10,000.00
Ernest Enrique	\$10,000.00
Matrix Design Group	\$11,000.00
Mario Burgos	\$15,000.00

## Top Individual Donors Cum.

- \$68K – Melissa Smith
- \$50K – Mannish Mardia
- \$44K – Mario Burgos
- \$42K – Jane Penny
- \$27K – Hal Rosen
- \$24K – Mercedes Enrique\*

\* This number is probably much higher if you count CMS, Ernest, and Wayne donations...

## Top Org/Post Donors Cum.

- \$100K – NCEES
- \$100K – Actalent\*\* (in process of getting next contract)
- \$85K – Ansys
- \$33K – Orange County Post
- \$22K – CMS\*

\*\* This number is probably slightly lower as we deduct their benefits.



# R<sup>2</sup>C *TENTATIVE* Recommendation

## FY'26 Totals

2026 R <sup>2</sup> C Recommended Foundation Grant	\$328,454	(total need, not inclusive of labor support)
2026 R <sup>2</sup> C Recommended Society Budget Add	\$30,000	

## FY'25 Totals

2025 R <sup>2</sup> C Recommended Foundation Grant	\$265,988	(not inclusive of labor support)
2025 R <sup>2</sup> C Recommended Society Budget Add	\$43,650	

## Kindsight Package

- Data mining platform to identify potential donors
- Add-ons include marketing package, grant writer, and company screening
- Total cost for one year: ~\$8K
- User training is 45 min per week, for 4 weeks (30-day period)
- 5 users: Kathy Off, Mike Blount, Bill Haight, Larry Mullally, + another SAME staff member?
- Reference: Judy Cook – Freedom Foundation
- Measure of success in one year: **5 promising leads and at least \$50K in donations directly resulting from platform**



# Kindsight Decision

## Potential Benefits

Benefit	Description	Estimated Value
Time Saved on Grant Writing	AI-assisted drafting could reduce time by ~50–70%	Equivalent to 100–150 hours/year
Improved Donor Engagement	Personalized, AI-generated content may increase donor retention and acquisition	Hard to quantify, but could lead to increased donations
Prospect Research Efficiency	iWave helps identify high-potential donors faster	Could improve targeting and ROI on campaigns
Volunteer Empowerment	Volunteers can use AI tools with minimal training	Reduces reliance on staff time



# Kindsight Decision

## Estimated Time Commitment

Assuming:

- 1 part-time staff member (e.g., 10 hours/week for Foundation)
- 3 volunteers (each contributing ~5 hours/month)

Task	Initial Setup	Monthly Maintenance	Notes
Training & Onboarding	10–15 hours	—	One-time setup
Content Generation (Engage)	2–3 hours	2–3 hours	Monthly campaigns
Grant Writing (AI-assisted)	3–5 hours	3–5 hours	Per grant cycle
Prospect Research (iWave)	2–4 hours	2–4 hours	Monthly donor screening
Platform Management	1–2 hours	1–2 hours	Troubleshooting, updates

**Total Monthly Time:** ~10–15 hours  
**Annual Time:** ~120–180 hours



## AI Recommendation Summary

Factor	Assessment
<b>Cost</b>	Moderate for a small nonprofit
<b>Time Investment</b>	Manageable with current staffing if volunteers are engaged
<b>ROI Potential</b>	High if used consistently for donor engagement and grants

Goal 1 - Improve SAME Foundation Fundraising								
Execute identified tasks to increase Foundation fundraising with the goal of establishing a <i>\$10M</i> corpus								
ID	Task	POC	Resources Required	Scheduled Completion Date	Milestones with Completion Dates	Changes to Milestones	Status	Comments
1.1 Hire a fundraising professional								
1.1.1	Assemble a focus group to assess variety of fundraising professional services	Mike Blount	Develop task team	8/1/2025			Ongoing	
1.1.2	Define the essential elements and desired end state	Mike Blount	Task team	8/15/2025			Planned	
1.1.3	Develop a Business Case Analysis (BCA) for hiring a fundraising professional	Mike Blount	Task team	8/15/2025			Planned	Brief to Foundation Board at SBC
1.1.4	Advertise position, conduct interviews, and select most highly qualified candidate	Mike Blount	Task team	12/1/2025			Planned	After SBC
1.2 Purchase software to enable our volunteers and potential staff (see Task 1.1)								
1.2.1	Assemble a focus group to identify ideal characteristics and services of a fundraising software platform	Bill Haight	Foundation Board along with SAME HQ	5/20/2025			Completed	
1.2.2	Schedule demonstrations of top three software platforms	Bill Haight	Foundation Board along with SAME HQ	5/21/2025			Completed	
1.2.3	Develop a Business Case Analysis (BCA) for purchasing software platform	Bill Haight	Foundation Board along with SAME HQ	5/22/2025			Completed	
1.2.4	Purchase highest ranked software platform	Kathy Off	SAME HQ	7/16/2025			Ongoing	
1.3 Develop Fundraising Plan for 2026 and Beyond								
1.3.1	Identify yearly Tempo in Fundraising events	Mike Blount	Input from stakeholders	6/30/2025	6/30/2025		Completed	
1.3.2	Identify continuous Fundraising events	Mike Blount	Input from stakeholders	6/30/2025	6/30/2025		Completed	
1.3.3	Establish leads for each event	Mike Blount	Input from stakeholders	Working			Ongoing	
1.2.4	Develop tracking metrics	Mike Blount	Input from stakeholders	Working			Ongoing	

## Mission Support

- Program Activity
- Marketing
- Stewardship
- Governance

## Marketing

- Industry Days
- Social Media
- POAM

Goal 2 - Improve SAME Foundation Branding and Marketing								
Execute identified tasks to improve brand awareness and communications across the SAME enterprise and with other interested stakeholders								
ID	Task	POC	Resources Required	Scheduled Completion Date	Milestones with Completion Dates	Changes to Milestones	Status	Comments
2.1 Fix the perception								
2.1.1	Improve social media presence for the Foundation Board	Marketing and Comm (Frankie Hamme and Seth Ivey)	SM Calendar	complete				Create material in advance. Alternate posts: Education, Call to Action, Fun/Throwback, Highlight UPICs.
2.1.2	Create messaging separate from the Society	Marketing and Comm (Frankie Hamme and Seth Ivey)	testimonials, Camp & LDP photos and stories					
2.1.3	During PLW, make sure Post Leaders are aware of Foundation Board mission and goals, not only fundraising.	Marketing and Comm (Sally Riker and Kathryn Thomas)	presentation slides	8/1/2025				
2.1.4	Map all Regional and National events for the next year and ensure we have Foundation coverage	Marketing and Comm (Sally Riker and Kathryn Thomas)	Bobbi Jo Lang (LDP graduate 2025) has created this document.	complete - live document			Ongoing	Update as necessary
2.1.5	Tailor message materials to the events in 2.1.4. Deliver the message that Posts an opportunity to have their own scholarship fund managed by the Board's investment group so there are no fees to the Posts.	Marketing and Comm (Sally Riker and Kathryn Thomas)						
2.1.6	When in attendance at the events, request a \$500 or more donation from the Post.	Marketing and Comm (Sally Riker and Kathryn Thomas)						
2.2 Improve marketing and communications products								
2.2.1	Assess current StratCom materials and identify gaps and weaknesses							
2.2.2	Finalize review and publish Case Statement	Sally Riker, Susan Thames & Frankie Hamme						
2.2.3	See blue box on the right listing SAME National's current Foundation marketing efforts.	Frankie Hamme						
2.3 Recognize Foundation Board members prior to the Briefs panel during Capital Week								
2.3.1	Create a plaque for Board members ending their tenure.	Susan Thames, Sally Riker, Kathryn Thomas & Kathy Off	SAME Foundation plaques		Capital Week 2026			This is important to showcase the Foundation Board in front of a large audience and thank the efforts of active board members.

## Bylaws Updates

- Foundation Board approved Bylaws changes related to the new SAME Leadership structure by email on June 2, 2025
- Approved by Society Board of Direction on June 4, 2025


**2.1.4. Composition of the Foundation Board.** The Foundation Board shall consist of not less than five (5) Directors. All Directors must be members in good standing of the Society throughout their term of membership on the Foundation Board. All Directors other than the Chair of the Foundation Board shall be appointed by the ~~Executive Committee of the Society's Board of Direction~~. All Board appointments shall give due consideration to contribution levels to the Foundation. The Executive Director shall serve on the Foundation Board in an *ex-officio*, non-voting capacity. ¶

¶  
**2.1.8. Vacancies.** A Director vacancy shall be filled for the unexpired portion of the term by appointment of the ~~Executive Committee of the Society~~ Society's Board of Direction. ¶

¶  
→ **3.1.1.5 Duties.** The President, by virtue of office, shall chair the Foundation Board and preside at all meetings of the Foundation Board. The President shall be an *ex-officio* member of all Foundation Board committees. The President shall also be a non-voting member of the Society Board of Direction, ~~except in the case of a tie vote~~, and of its Executive Committee. The President, in coordination with the Executive Director, shall provide reports of the financial and operating status of the Foundation to the Society Board of Direction ~~and its Executive Committee~~ and annually to the Society membership. ¶

## Succession Planning

- Second Term Ending
  - Bob Schlesinger, Susan Thames (2020-2025)
- First Term Ending (2023-2025)
  - Desire to extend for another three years
    - Mike Blount
    - Mercedes Enrique
    - Todd Semonite
  - Does not desire to extend
    - Ed Jackson
- Need to fill 3 spots to maintain 20 Board members

A blue speech bubble with a white border, pointing towards the "Need to fill 3 spots" bullet point.

Only three  
nominations  
received to date!





# Governance & Nominations Committee

## Approved Nominating Procedures

- Qualifications
  - **Prerequisite: Unquestioned ethics, behavior, loyalty, and integrity**
  - Demonstrated **commitment** to the Society's mission, vision, & strategic plan – 25%
  - **Experience** with fundraising for philanthropic organizations OR financial management OR marketing OR stewardship of donations OR charity ratings for philanthropic organizations – 40%
  - Strong multi-level communications skills – 15%
  - Previous high-level leadership in military service or corporate private sector – 10%
  - Diverse backgrounds withing the full spectrum of Society membership -10%
- Online nominations by 1 August. No self nominations. [National Foundation Board Nomination - SAME](#)

## Proposed Nominating Timeline

ID	Task Name	Start	Finish	Duration	Q2 25				Q3 25			Q4 25		
					Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1	Foundation Governance & Nominations Committee selects criteria for new nominees	3/3/2025	3/18/2025	12d										
2	Foundation Executive Committee approves criteria and number of vacancies	3/19/2025	3/19/2025	1d										
3	Foundation Board approves criteria and number of vacancies	5/13/2025	5/15/2025	3d										
4	Foundation Governance & Nominations Committee advertises for new Board members	6/2/2025	8/1/2025	45d										
5	Foundation Governance & Nominations Committee vets nominees & recommends new Board members	8/4/2025	8/15/2025	10d										
6	Foundation Board approves recommendations	8/18/2025	9/1/2025	11d										
7	Foundation Board President transmits recommended Board members to SAME XD	9/30/2025	9/30/2025	0d										
8	SAME Board of Direction votes on recommendations	9/30/2025	10/28/2025	21d										
9	Outgoing Board Members are recognized	11/3/2025	11/3/2025	0d										
10	New Foundation Board members are notified	11/3/2025	11/3/2025	0d										
11	Orientation for New Foundation Board members	12/1/2025	12/12/2025	10d										
12	New Foundation Board members are sworn in	1/1/2026	1/1/2026	0d										

Should we extend to get more nominations?

# Summary & Next Steps