



## Board Meeting Minutes

### August 14, 2023, 1200 EDT (Virtual)

BOARD MEMBERS		
Dave Nash	Tim Byers	Sal Nodjomian
Ed Jackson	Susan Thames	Mike Blount
Mercedes Enrique	John Henderson	Jane Penny
Sally Riker	Bob Schlesinger	Todd Semonite
Ron Silva	*Mario Burgos	*Criag Crotteau
*Charlie Perham	*Mike Wehr	

\*Non-voting

Not in attendance

#### Call to Order

Dave Nash called the meeting to order and established a quorum. He introduced and welcomed the new Executive Director, Mike Wehr, to the group. He then followed the established agenda (Encl 1).

#### Finance Report

Ed Jackson gave a finance report (Encl 2). He gave a general overview, spoke about the 2024 activity support requests, and FY23Q2 Investments. We have \$460K cash on hand which is \$210K above our floor of \$250K. We will have the July Finance Report by 20 August. He introduced SAME staff Controller, Dr. Taha Seid.

#### General Overview

Taha shared the financial statement (and associated dashboards) with the board (Encl 3). Our net revenue is a gain of \$151K compared to last year's loss of (\$191K). He showed a graphical representation of a year-to-year comparison up to June which was very helpful to the board. Included in his report was our investment status, Post contributions, and donations. With Post contributions, the total corpus is \$3.6M. Most Posts are making money since their initial investment. The Foundation was extremely grateful for Taha's competent work on the Foundation's finances and reporting.

Rob Biedermann is working on the final impact report to the Foundation. Kathy asked for help to continue improving our charity rating. Volunteers now include Ed Jackson, Bob Schlesinger, and Ron Silva.

#### SAME 2024 Activity Support Request

The Foundation has provided \$182K for the past two years regardless of the ask. We would like to keep \$250K on hand for contingency. To retain that balance, we can provide up to \$210K for 2024. The Society is preliminarily planning on \$182K. **Dave Nash proposed that the Foundation XC decide on the final number between \$182k and \$210K as we get a little closer to October. The board agreed.**

- Seems that if we can retain the \$250K on hand, we should get as close to their request as possible and support the \$210K. Then, work on building for next year.
- Why was the 2022 ask so much higher than 2023? 2022 was an unconstrained list. 2023 is now validated and more scrutinized to arrive at a better number. This is the first year that the Society held their Review & Ranking Committee (R2C) process to examine resource requests. The Foundation no longer decides where the money goes, but the Society does need to provide an impact report. This will be done both formally and informally.

- Probably good to increase the amount the Foundation is giving instead of remaining at \$182K – sends a good message to Posts.

### Investment Update

End of Q2 value was \$3.6M which is up \$.3M since the end of Q1. The quarterly and YTD returns are higher than the targets. Two Posts were added recently and four are in discussions. We have instituted a monthly finance team meeting which helps us to stay on top of the information and provide better updates. We will be looking at an easier way for Posts to invest.

- Need to add Albuquerque to the list of potential Posts. Mario will assist.
- Kentuckianna is ready to invest, but needs a Foundation board member to talk to the board. Brandi Smith is the contact.

### **Operations Report**

#### Programs

Susan Thames gave an update on programs. LDP is evaluating UPIC projects for 2024 – Dec. will be the due date for 2025 LDP Class. Camps were very successful. There were a lot of mentors thanks to the Foundation.

#### Stewardship

Ron Silva presented three documents for approval (Encl 4): the revised Stewardship Policy (Encl 5), the Stewardship Matrix (Encl 6), and the Stewardship Assessment, Options and Proposal (Encl 7). We connected the stewardship policy to charity ratings best practices. There was a gap in ability and expertise for what is expected of the board and staff. The matrix is just a tool to assist us with actions related to stewardship. Since it is a tool, it does not really need board approval. Finally, the Assessment, Options and Proposal paper provides a way of possibly filling any gaps in stewardship management. **Dave Nash proposed that the board approve the revised Stewardship Policy, accept the matrix as a tool and continue work on the identified gaps. The Board approved.**

- How can we prepare for non-monetary donations? We need to discuss this with Mike Wehr as the XD. Need to work on this over time instead of making a decision right now. Mike agreed and asked for more time to work with staff and the Foundation XC.
- Might consider training the staff on non-profit stewardship/management.

#### Governance

Bob Schlesinger gave a governance update. There are currently 7 nominations (one added after the meeting) for 7 vacancies. Bob has since sent the nominations to the Governance Committee augmented by the Executive Committee for review and decision.

- Many who were approached said no, but not because they don't agree with the Foundation's work, but more because of life and work issues. Some people are deterred by the fundraising aspect (i.e. this is actual work).
- The Foundation Board decides, the Society Board just confirms. Currently, we are keeping the form open until August 30.
- There are still many people willing to volunteer, but maybe think being on the board is a hurdle too high.

### **Fundraising Report**

Sal Nodjomian gave an update to the board on fundraising. He thanked his team, Todd Semonite, Mercedes Enrique, and Mike Blount. We did get the \$50K contribution from Actalent, with a possible addition of \$50K per year for three more years depending on the value they get. He has coordinated with Stephen Karl for the annual individual campaign which is a normal annual practice. Sal mentioned that coming out of the PLW, it was disturbing to note how little awareness there is in the Society of the Foundation. Only about 10-15% of the future leaders of our Posts knew about the Foundation. It's important for people to understand that we are soliciting them for money that essentially supports their work in SAME. Mercedes' and Beth's ideas listed below are great for continuing to keep the Society engaged in their Foundation. Just need to make sure we socialize

this correctly to overcome any sensitivities about Post scholarships. Charlie agreed to put a greater effort into making sure the Foundation is a planned part of every significant event.

### 2023 Corporate

This year we are trying to approach firms outside of the SAME family. He sent a link for people to fill out a spreadsheet with their potential contacts: [https://docs.google.com/spreadsheets/d/1R9hlwSCyU4-k3j4noJL0FlnZGluqBUGT/edit?usp=drive\\_link&oid=103855302916962830413&rtpof=true&sd=true](https://docs.google.com/spreadsheets/d/1R9hlwSCyU4-k3j4noJL0FlnZGluqBUGT/edit?usp=drive_link&oid=103855302916962830413&rtpof=true&sd=true). We still need more board members to fill this out before sending to the wider Society Board. The goal is to coordinate efforts to a particular organization. Sal asked the board to do this as soon as possible.

### 2024 Corporate

Mercedes briefed the board on her idea to incorporate RVPs into fundraising for the Foundation (Encl 8). She met with RVPs to gather input. We will have rotating campaigns (external, regions & posts, SAME corporate members). We would ask RVPs (and DRVPs) to identify 1-10 corporate sponsors per region to secure \$5K donations up front – by February 2024. Each region would then match those donations through individual donations. Possible recognition could include a Foundation streamer by level of donation.

### Capital Week Fundraising Event

Beth Harris shared an idea for a raffle at the Foundation Fundraising Event in March. This will be an AOF effort in support of the Foundation. Initial thoughts include soliciting donations from AOF classes (with proper recognition), registrations to various national events, upgraded hotel rooms, lunch with the SAME President, LinkedIn profile consultations, Apple products, vacation homes, sporting event tickets, gift cards, etc.... There would be a minimum buy-in of \$50 per ticket and you draw for the items you really want.

### **Marketing & Communications Report**

Jane gave an update on marketing and communication. She would like to include marketing material in bags at SBC. Need to coordinate with SAME marketing staff for this effort. May consider having a board member present to answer questions of members and attendees and also at the AOF Luncheon. Sally and Jane are primarily working on SBC at this point. Dave mentioned that he has been working on an elevator speech which he will share with Jane. Sal would like to update the case statement and will work with Sally on that. Additionally, we need to refresh the website.

### **New Business**

No new business.

**Next Board Meeting is January 9, 2024. Next XC Meeting is September 5, 2023.**



RADM Dave Nash, P.E., F.SAME (Dist.), USN (Ret.)  
Chair, SAME Foundation

- Encl 1: Agenda
- Encl 2: Finance Report
- Encl 3: Financial Statements & Dashboards (separate)
- Encl 4: Stewardship Report
- Encl 5: Updated Stewardship Policy (separate)
- Encl 6: Stewardship Matrix
- Encl 7: Stewardship Assessment, Options and Proposal (separate)
- Encl 8: 2024 Fundraising Campaign

**ENCLOSURE 1**

	<b>AGENDA</b>	<b>DISCUSSION LEAD</b>
1200 – 1205	Call to Order, Quorum Established, Introduce new XD	Dave Nash/ Mike Wehr
1205 – 1215	Finance Report	Ed Jackson
1215 - 1245	Operations Report <ul style="list-style-type: none"> <li>• <i>Stewardship Report</i></li> <li>• <i>Governance Update (nominations)</i></li> </ul>	Susan Thames Ron Silva Bob Schlesinger
1245 - 1315	Fundraising Report <ul style="list-style-type: none"> <li>• <i>Campaign Plan update</i></li> <li>• <i>Corporate Fundraising update</i></li> </ul>	Sal Nodjomian
1315 - 1330	Marketing & Communications Plan Update	Sally Riker/Jane Penny
1330 - 1340	New Business	All
1340 - 1350	Summary & Close	Dave Nash



# Foundation Finance & Investment Committee Quarterly Board Update

Ed Jackson | John Henderson

14 AUGUST 2023

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## AGENDA

- **General Overview**
- **SAME 2024 Activity Support Request**
- **FY23Q2 Investment Results**

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## General Overview

- Financial Statement: As of 31 July 2023 we have a \$460K cash on hand balance, which is \$210K above our floor of \$250K (as per SAMEF Draft Financial Framework Guidelines). Jun Balance Sheet shows \$73,156 due from SAME, with \$6581 due to SAME (paid 7/27). July Financial Statement will show updates (avail 20 August). Accounts receivable from SAME due to donations. (Taha will review new Budget Overview Charts)
- CY22 Report of Impact. Not yet finalized...awaiting some final information to close out. Rob suggested we provide some focus on the STEM Pathways program and offered to connect us with Jeanine Fenton (SAME) for more detail...and to pitch this to the Board in August. (Rob will discuss STEM Pathways opportunity)
- Charity Rating-Guide Star: In order to move from a gold status to a platinum status, additional discussion will be required by the board since there additional time investment involved if we go this route. Need volunteers to help build justification. (Kathy will discuss proposed way ahead)

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## SAME 2024 Activity Support Request

- Posts submitted funding requests to SAME for \$309K. After SAME review/scrub, need for \$248K identified.
- SAMEF has provided \$182K the past two years, regardless of ask:
  - 2022: \$531K requested, \$182K provided
  - 2023: \$208K requested, \$182K provided
- Previous Board discussion suggested the need to keep \$250K cash on hand for contingency. To retain this balance, we can provide up to \$210K in 2024
- Board recommendation: range for consideration \$182K (historical amt)- \$210K (max amount)
  - SAME currently forecasts the lesser amount and plans to fund the balance from SAME accounts unless the Board approves more.

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### Investment Update

- Portfolio Performance: end of Q2 value was \$3.6M (+\$.3M since end of Q1). Quarterly Rate of Return 2.81% (target rate 2.48%). YTD Rate of Return 7.84% (target rate 7.31%)
- Post Participation (13 Posts currently)
  - 2 Posts added since last Board update (Pittsburgh and Buffalo)
  - 4 other Posts in discussions (Lake Michigan, Kentuckiana, NJ, and Louisiana)
- Tim Byers suggested we simplify the process for Posts to get involved. Will discuss with Taha and develop a way ahead.
- Portfolio Performance screenshots (next)

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**Quarterly Review**  
Portfolio Snapshot  
SAME Foundation  
As of 6/30/2023

	Ending Value	Allocation
Cash	11,490.52	0.32%
Schwab Treasury Inflation Protected Securities Index Fund	54,181.42	1.50%
TIPS	54,181.42	1.50%
IFMorgan Core Bond Fund Class I	499,682.88	13.87%
Mutualshare West Total Return Bond Fund Plan Class	499,682.88	13.86%
Broad Domestic Fund	998,685.06	27.71%
BlackRock Strategic Income Opportunities I	176,280.54	4.89%
Dynamic Fixed	176,280.54	4.89%
Artisan High Income Fund Adv	142,192.95	3.95%
High Yield Fixed	142,192.95	3.95%
BrandywineGLOBAL Global Opportunities Bond S	139,690.95	3.88%
Global Fixed	139,690.95	3.88%
Schwab S&P 500 Index	845,984.73	23.48%
Large Cap	845,984.73	23.48%
Cornerstone Small Cap I	131,247.34	3.64%
Hitchcock & Wilsay Small Cap Diversified Value I	131,247.34	3.71%
Small Cap	262,494.63	7.36%
Cadence International Value Instl	231,638.08	6.43%
Hawthorn International Equity Instl	231,638.08	6.43%
International Equity	463,276.16	12.79%
SGS Partners Emerging Markets Fund Instl	69,107.56	1.92%
PRMCO RAE Emerging Markets I	72,326.69	2.01%
Emerging Markets	141,434.25	3.93%
Sharia Core U.S. REIT ETF	182,567.01	5.07%
Real Estate Domestic	182,567.01	5.07%
OWS BRETF Real Assets Fund - Class Inst	206,721.34	5.72%
Invest Real Assets	206,721.34	5.72%
<b>SAME Foundation</b>	<b>3,603,553.16</b>	<b>100.00%</b>

**Quarterly Review**  
Performance Review  
SAME Foundation  
As of 6/30/2023

	Ending Value	Allocation	Return % QTD	Return % YTD	Last 12 Months	Last 3 Years	Last 5 Years	2023	2022	2021	2020	2019	Since 6/30/2017
<b>SAME Foundation</b>	<b>3,603,553.16</b>	<b>100.00%</b>	<b>2.81%</b>	<b>7.84%</b>	<b>2.80%</b>	<b>4.15%</b>	<b>3.91%</b>	<b>-13.18%</b>	<b>13.88%</b>	<b>8.34%</b>	<b>13.19%</b>	<b>3.89%</b>	<b>48.2%</b>

**Quarterly Review**  
Balance Consistency  
SAME Foundation  
As of 6/30/2023

Portfolio Relative to Customized Benchmark

**Investment Activity QTD**

	Quarter To Date
Beginning Value	3,305,150.01
Net Gain	102,418.49
Net Additions	200,042.39
Ending Value	3,603,553.16
Return	2.81%
Fees	-4,957.73

**Asset Allocation**

Asset Class	Percentage
Short Term Liquidity	0.32%
Domestic Equity	30.83%
Real Assets	19.79%
Fixed Income	41.93%
International Equity	16.13%

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## FOUNDATION STEWARDSHIP REPORT

The three documents presented today for your approval are:

- The **Revised and Updated Stewardship Policy**
- The **SAME Foundation Stewardship Matrix**
- The **SAME Foundation Stewardship Assessment, Options, and Proposal**

The major features of the Revised and Updated Stewardship Policy include:

- updated to the current SAME Foundation Board organization
- eliminated material not directly relevant to Stewardship Policy
- made the Stewardship Policy more practical and doable
- clarified appropriate roles and responsibilities between the SAME National Staff (technical advice and execution ... can we do it) and the SAME Foundation Stewardship Committee (policy decisions ... do we want to do it)
- made improvements by adding references to Stewardship and Charity Ratings best practices
- improved Stewardship Policy supporting/enabling Fundraising initiatives



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### **SAME Foundation Stewardship Assessment, Options, and Proposal:**

- **Assessment:** The **absence of qualified/experienced resources** to execute nonprofit functions on the SAME Foundation Board and SAME National Staff, including volunteers, is problematic
- **Options:**
  - Do nothing
  - Find SAME Foundation Board members with requisite knowledge, skills and experience (KSE)
  - SAME National outsource requisite SAME Foundation functions that are needed
  - SAME National Staff create a position for a SAME National Staff team member (such as Kathy Off) to be trained in all the KSEs required and be credentialed as a Certificate in Nonprofit Management (CNM)
  - SAME National Staff create a position to be filled with a person with the requisite Certificate in Nonprofit Management (CNM) credentials to perform needed function for both the SAME National Staff and the SAME Foundation

### **SAME Foundation Stewardship Assessment, Options, and Proposal:**

- **Proposal:**
  - SAME National Staff create a **position requiring a Certificate in Nonprofit Management (CNM) credentials** (or equivalent experience)
  - **bring onboard a person or allow an experienced SAME National Staff team member** (such as Kathy Off) **to be trained and be credentialed as a CNM with the requisite KSEs that can help fill the KSE gap that the SAME and SAME Foundation has in Nonprofit Management in such areas as**
    - Stewardship, Fundraising, Charity Ratings and other related SAME National Staff functions
  - Recommend that this position has functions that support both the SAME and the SAME Foundation
  - Succession/redundancy planning would be required
  - Foundation Board present this **Assessment, Options and Proposal to the SAME National XD**

**For the SAME Foundation Board approval:**

- **The Revised and Updated Stewardship Policy**
- **The SAME Foundation Stewardship Matrix**
- **The SAME Foundation Stewardship Assessment, Options, and Proposal**

## QUESTIONS?

ENCLOSURE 6

<h1 style="text-align: center;">SAME Foundation</h1> <h2 style="text-align: center;">Stewardship Matrix</h2> <p style="text-align: center;">14 August 2023</p>				New Donors	Recurring Donors	Mid-level Donors	Major Donors	Planned Giving Donors
Outreach	Engagement Type	By Whom	Timeline					
Acknowledge	On-line Gift Email	National Staff	In 24 hours	X	X	X	X	X
	Tax Acknowledgement Letter	National Staff	In 48 hours	X	X	X	X	X
	Add'l Thank You (≥ Mid-level)	Steward./Found. Chairs	In 72 hours	X	X	X	X	X
Recognize	Plaque Recognition at JETC	Foundation Chair	Annually				X	
	> Mid-level noted in TME	National Staff	Quarterly	X	X	X	X	X
	≥ Mid-level noted in Soc. Med.	National Staff	Monthly	X	X	X	X	X
	SAME Forever Society Recog'n	Nat'l Staff/Found. Chair	Annually				X	
	COL R. Gridley Society Recog'n	Nat'l Staff/Found. Chair	Annually				X	
	MGEN W. Black Society Recog'n	Nat'l Staff/Found. Chair	Annually				X	
	Cum. Giving Coin each Level	National Staff	In 2 weeks	X	X	X	X	X
	Naming Opportunities	Steward/XC/Nat'l Staff	In 1 month	X	X	X	X	X
Report	Special Fund. Camp. Recog'n	Fundraising Com.	As needed	X	X	X	X	X
	SAME Found. Impact Report	National Staff/XC	Annually	X	X	X	X	X
	SAME Found. Charity Rating	National Staff/XC	Annually	X	X	X	X	X
Cultivate	SAME Found. Comms in TME	Nat'l Staff/Comms/Mar	Quarterly	X	X	X	X	X
	Campaign Emails	Fundraising Com.	As needed	X	X	X	X	X
	Stewardship Events	Steward/Fundraising	As needed	X	X	X	X	X
	TME Marketing Articles	Marketing/Fundraising	As needed	X	X	X	X	X
	Internal SAME Donors	Fundraising Com.	Annually	X	X	X	X	X
	External Donors	Fundraising Com.	Annually	X	X	X	X	X
	Charity Rating Improvement	XC/National Staff	Annually	X	X	X	X	X
	Volunteer Opportunities	XC/National Staff	Annually	X	X	X	X	X
	Donor Survey	Steward/XC/Nat'l Staff	Annually	X	X	X	X	X



## DRAFT- 2024 Fundraising Campaign

### Engaging RVPs and DRVPs

Mercedes Enrique, MBA, F.SAME  
August 13, 2023

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### SAME Foundation Fundraising Committee Board Members

- **Michael Blount**, CAPT(R), PE, F.SAME
- **Mercedes Enrique**, MBA, F.SAME
- **Sal Nodjomian\***, Col(R), PE, F.SAME  
\*Board Fundraising Chair
- **Todd Semonite**, LTG(R), PE, F.SAME
- **Kathy Off\*\***, PMP  
\*\*Strategic and Stakeholder Relations, SAME

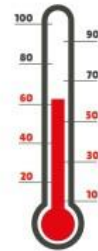
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## 2024 Corporations and Individuals Fundraising Campaign \$1M Campaign Goal with 100% Member Participation

- Goal of the SAME Foundation is to raise \$1M per Year
- Rotating Campaigns:
  - External/Non-SAME (Yearly w/ single emphasis on Years 1, 4, 7, etc.)
  - SAME Regions/Posts (Years 2, 5, 8, etc.)
  - SAME Sustaining Member Companies (Years 3, 6, 9, etc.)
- SAME Foundation would engage the help of RVPs/DRVPs every three (3) years



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## How Can We Achieve the \$1M Goal in 2024?

- RVPs & Deputy RVPs (30 leaders over 18 regions) identify 1 -10 Corporate Sponsors per region (for a total of 100 sponsors) to secure \$5k donations each which equal \$500,000
  - RVPs & Deputy RVPs will secure these donors before Capital Week
- Each Region's Indv Donations to match Corp. Donations/Region
  - Other members' campaign kickoff during Capital Week (March)



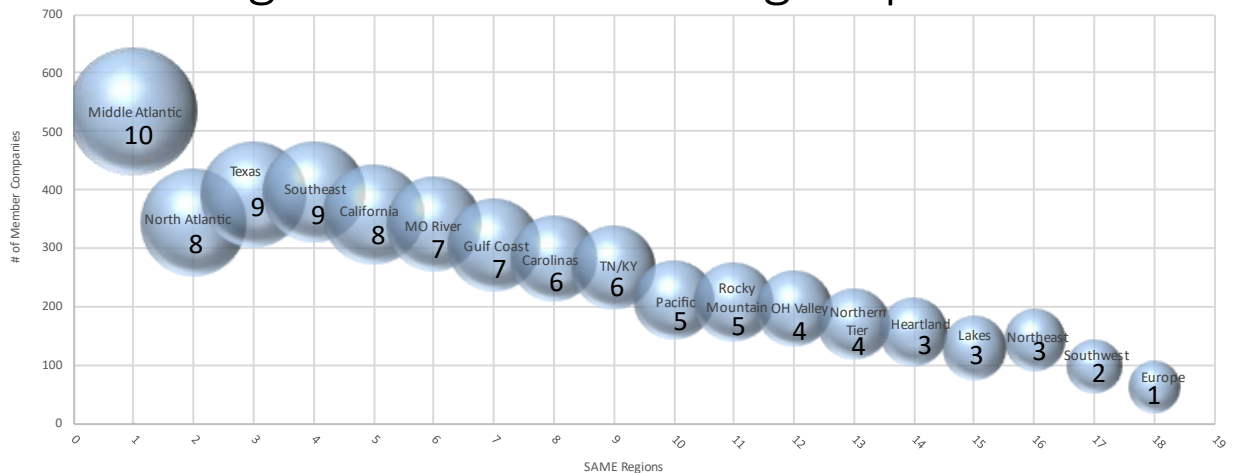
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## Timeline

- By October 2023: fundraising committee prepares all marketing materials
- By February 2024: RVPs & DRVPs secure Corporate Sponsors donations (\$500k)
- By March 2024: RVPs & DRVPs are encouraged to attend Capital Week for “kick off” and hosting of the \$500k Corporate Sponsors
- By April 2024:
  - RVPs and DRVPs Engage with SAME Posts to Fundraise
  - SAME Foundation also sends questionnaire with \$XX donation “Ask” to all members
- Subsequently... update the campaign thermometer to track progress until 100%!

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## SAME Regions: Number of Target Sponsors



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## SAME Foundation Recognition to Regions

- Streamer Flag to be kept for 2 years since they participate every 3 years
- SAME Foundation Streamer to all Posts in the Region:
  - Platinum Streamer- Region achieved 100% of the Goal
  - Gold Streamer- Region achieved 75% of the Goal
  - Silver Streamer- Region achieved 50% of the Goal
  - Bronze Streamer- Regional achieved 25% of the Goal

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## SAME Foundation Fundraising Committee Board Members

- **Michael Blount**, CAPT(R), PE, F.SAME
- **Mercedes Enrique**, MBA, F.SAME
- **Sal Nodjomian\***, Col(R), PE, F.SAME  
\*Board Fundraising Chair
- **Todd Semonite**, LTG(R), PE, F.SAME
- **Kathy Off\*\***, PMP, \*\*Strategic and Stakeholder Relations SAME
- **2024 Campaign Volunteers – SAME RVPs and DRVPs**

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