MEMORANDUM FOR SAME MEMBERS

FROM: San Antonio Post Secretary

SUBJECT: Post Board Meeting Minutes, August 29, 2019, San Antonio Area Foundation

Board Members present are in BOLD:

President                  Mr. Scott J. Mikos
Vice President             Mr. Eric Wilbur
Past President             Mrs. Amy Shirlberg
Secretary                  Ms. Sarah Fowlkes
Assistant Secretary        Ms. Lily Cartwright
Treasurer                  Mr. Sam Hutchins
Assistant Treasurer        Mrs. Diane Glass
Professional Growth Director Mr. John Enyeart
Professional Development Director Mr. Joshua Graham
Relationships Director     Mr. Mike Geer
Leadership & Mentoring Director Mrs. Michele Torres
Fellows Director           Mr. Glen Turney
Resilience Director        Mrs. Miyoung Squire
Young Member Director      Ms. Marie Masbad
Individual Member Director Mr. Steve Holt
Sustaining Member Director Mr. David DeMartino
Military Enlisted Affairs Liaison Vacant
K-12/STEM Outreach Coordinator Ms. Victoria Hernandez
Assist K-12/STEM Outreach Coord             Ms. Monica Engler
SAME E&C Camp Coordinator   Mr. Kit Lui
College Outreach Coordinator Mr. Gary Panozzo
UT Student Chapter Mentor   Vacant
UTSA Student Chapter Mentor Mr. Terry Watkins
Texas A&M Student Chapter Mentor Mr. John German
Scholarship Director       Mrs. Diane Glass
Small Business Coordinator Mr. Tae Parrish (by Phone)
I-WEPTAC Coordinator       Ms. Bonnie Hopke
Leadership Lab (LLAB) Co-Director LTC Dana Savage
LLAB Co-Director           Mr. Don Gleason
Social Media Coordinator   Ms. Jennifer Peters
Newsletter Editor          Mr. Dick Kochanek
Website Manager            Mr. Dick Kochanek
WW/Community Support Coordinator Ms. Melody Marsh
Golf Committee Chair       Mr. Spencer Patterson
Awards Committee Chair     Mr. Dick Kochanek
Holiday Celebration Chair  Ms. Hilda Quinones

There were no additional changes to the posted minutes.

2. Finances/Budget:
   - *Attachment 1* is the 2019 Budget Data Update as of August 24.
     - There are receipts that have not yet been processed from the SBMRF.
     - There is a WebEx investment review meeting with Merrill Lynch on Thursday September 5 at 11:00. Those interested in participating should contact Sam Hutchins.
   - *Attachment 2* is the net results of the 2019 Post meetings to date.

Sam Hutchins briefed there may be SBMRF receipts that he has received for payment, but right now it appears the net revenue from SBMRF is about $57,000. Bonnie briefed she had turned in all her receipts. Sam asked briefly those that wanted to attend the investment meeting should contact him for the WebEx log in connection.

3. Board Positions:
   - We have 3 volunteers for the UT Student Chapter position: Lily Cartwright, Rick Galloway and Eric Russell.
     - Attachment 3 shows the info on the candidates.
     - Eric Russell is planning on moving away from the area so he may not be a viable candidate for the position.
     - Other factors:
       - Dr. Eric Williamson, Chapter Faculty Advisor, explained to Dick Kochanek that most of the chapter members had graduated and there was only one returning member. Therefore, this will be a rebuilding year and require lots of attention/assistance from the Chapter Mentor.
       - SAME is focusing more interest on and looking at more support by Posts of Student Chapters.
       - SAME is developing a College Grand Challenge Competition based on National Academy of Engineering (NAE) Grand Challenges for Engineering, which looks at 14 challenges society must address to ensure “the future of itself.”
       - The draft SAME Student Chapter Guidance Manual suggests that if “a YM is chosen to fill the Student Chapter Mentor role, that a senior Post member be paired with the YM as a mentor.”
       - Gary Panozzo, our College Outreach Coordinator who oversees our Student Chapter Mentors, will be retiring next year and not be serving on the Board. So, we should also be developing an individual to backfill that position.
With the departure of TSgt Kris Martin for a new assignment, we also have a vacancy again in the Military Affairs Liaison position. Eric Wilbur is requesting if Board members might know of a Post enlisted member interested in filling the position.

The following is an update on 2019 Post Election candidates as of August 27:

- Vice President/2021 President-elect – no candidates
- Secretary – Sarah Fowlkes
- Treasurer – Sam Hutchins
- 2020 Leadership & Mentoring Director – no candidates
- 2020-21 Relationships Director – Toby Flinn (SREP former UNIF) & Steve Moes (SREP)
- Professional Development Director Joshua Graham submitted as a candidate for the Vice President/President-elect position; however, he is not eligible since his current elected position runs through the end of 2020.

Scott Mikos appointed Rick Galloway as the UT Student Chapter Mentor and Lily Cartwright as the Assistant UT Student Chapter Mentor.

Scott will also contact Mickey Addison to see if he might be interested in the College Outreach position when Gary leaves. Eric Wilbur suggested we might look to find another enlisted member from the 668 ALIS to fill the Military Affairs position. Amy Shirlberg also indicated she would see if there might be an enlisted member in AFCEC interested in the position. Some Board members mentioned that maybe Joshua Graham should be allowed to run for the Vice President/President-elect position if he wanted to. Dick briefed that Joshua could resign from his current elected position and then run for the Vice President/President-elect position. If he did this, we would have to know right away so that we could add Joshua’s current position to the candidate call for Post Elections, which are scheduled to close September 25. Joshua’s current position would be added as a 1-year term rather than the normal 2-year elected Director terms. Dick will brief on the Post-Election Candidate Call at the September 19 Post meeting.

NOTE: On September 6, we received notification from TSgt Martin that his assignment had been canceled and he will be able to continue to fill his appointed position. In addition, former Board member, David Pratt registered as a candidate for the Vice President/President-elect position on September 5.

4. **SAME Post Leaders Workshop (PLW) and Student Chapter (SC) Mentor Meeting:**

- Sarah Fowlkes and Victoria Hernandez attended the PLW and Dick attended the SC Mentor Meeting August 4-6 in Bonita Springs, FL.

- Attachment 4 is an update by Sarah on some of the PLW key points

- The Post Leaders Centennial Action Plan, one of the handouts at the PLW, is also available at [https://www.same.org/Portals/0/same.org/inside_pages/documents/connected/post_knowledgecenter/postleaders/ACTION_PLAN_PLW%202019FINAL.pdf](https://www.same.org/Portals/0/same.org/inside_pages/documents/connected/post_knowledgecenter/postleaders/ACTION_PLAN_PLW%202019FINAL.pdf).

- Some of the key items that were discussed at the SC Mentor Meeting include:
o Purpose of Student Chapters and what we are trying to accomplish with them.

o Proposed SAME Grand Challenge Competition and the NAE Grand Challenges of Engineering to inspire more interest/participation by students and encourage interdisciplinary teamwork.

o Best practices such as resume classes, mock job interviews, speed mentoring (a spinoff of the speed dating concept), Student Chapter leaders developing budgets and speaker requests to submit to the host Post and Chapter Mentors working with Chapter students to get them aligned with Post members as their individual mentors. Dick sent out to the Board the new draft SAME Strategic Plan, SAME Student Chapter Engineering Challenge and Student Chapter Guidance Manual for any comments so our Post reps could bring them to the meetings.

Sarah briefed that during the sessions on best practices that our Post was already doing many of the recommended practices. She mentioned that some of the Posts had multiple Vice President positions that Board members progressed through before becoming President. Sarah also briefed that the SAME Annual Report video was very good and might be something we wanted to show at a Post meeting. Dick briefed that the Student Chapter Mentor meeting was one of the best SAME meetings he had ever attended and that SAME was putting more emphasis on Post support of Student Chapters. Dick also mentioned SAME was moving the Post Leaders Workshop to Fort Lauderdale FL in 2020.

5. Golf and SBMRF:

• Tae Parrish to provide detailed update on Golf Tournament and SBMRF at the September meeting. Sam mentioned that many expense receipts had not been received yet so the financial results are not yet available.

• Attendance spreadsheet shows a total of 357 attendees participated at the SBMRF.

• At a meeting with Joe Schroedel, SAME/XD, at the SBMRF, Board members learned that SAME-IFMA FM Workshop will no longer be held here in February time frame but will become a Facility Management/Public Works Workshop and be moving to summer months in 2020.

• This proposed date change may have an impact on our Golf & SBMRF which is typically held in August.

Michele Torres briefed the 357 SBMRF attendees included 82 government representatives from AFCEC, 7 USACE Districts and NAVFAC. There 30 government agency representatives that SBs could participate in one-on-one sessions with. Sessions included program updates, industry-government exchange on the Optimized Remediation Contract, updates on the Tyndall and Offutt AFBs recovery efforts, SBs rule changes and a transition workshop.

Tae (by phone) mentioned that he thought all expense receipts for the Golf and SBMRF had been turned in, but he will check. For 2020, we will be moving to the Embassy Suites at the Rim for the SBMRF.

Eric recommended that we get the dates locked in for the Golf and SBMRF so that we don’t run into a conflict with the change in the SAME FM Workshop dates. He will contact Ann McLeod at SAME to be sure she knows about our 2020 August plans for the Golf and SBMRF.

6. Leadership Lab (LLAB):
• Applications closed on August 23. Dana Savage reported that a total of 10 applications had been received as of the closeout.

• Don Gleason/Dana Savage to provide update on the 2019 Program.

**Don and Dana were unable to attend, but Don sent in an updated report on the LLAB status (see Attachment 5).**

7. **YM Event:**

• Marie Masbad is planning a YM Watch Party to view the SAME YM Community Webinar on “Professional Responsibility, Ethics, and the 21st Century Learned Professional” on September 5 between 11:00 am – 12:00 pm:

  o Event will be held at the HDR Office – 613 NW Loop 410, Suite 700, San Antonio, TX 78216 from 10:30 am – 12:00 pm.
  o FREE lunch will be provided.
  o To RSVP send email to marie.masbad@specprosvcs.com by September 4 COB.
  o PDH credit for the webinar is available, but people must register at the SAME website for the webinar for the PDH certificate.

• Info sent out to Post YMs by Marie and to Post members by Dick.

**Marie briefed she had received 6 RSVPs for the Watch Party as of the Board meeting. She is also planning a YM Bowling Tournament for the October/November time frame. She is looking at doing it in the UTSA area so that the Student Chapter can also participate.**

8. **Post Meetings:**

• Next Post meeting is September 19 at the FSH Golf Course:

  o Speakers will be Abigail Bush from SARA, Jonathan Bean from TXDOT and Razi Hosseini from CoSA on Design & Construction Opportunities.
  o RSVP at https://190919sapost.eventbrite.com by September 16.
  o Do we want to have a sustaining member infomercial and a “Bring a Non-Member to the Meeting” drawing? There is money available in the Post meeting net revenue to purchase a gift card if desired.

• October meeting will be a joint breakfast meeting with the CMAA South Central Texas Chapter hosted by CMAA on Thursday, October 24, 7:30 – 9:00 am at the Petroleum Club. This will be our Annual Ethics Training Program.

• November meeting is scheduled for November 14 at the FSH Golf Course.

**Board decided to continue with the “Bring a Non-Member to the Meeting” drawing at the September 19 meeting. Dick will advertise it in the September newsletter and will purchase the gift card with revenue from the 2019 Post meetings. John Enyeart briefed they are working a speaker on future basing concepts or the Offutt Airfield project for the November meeting and still looking at having a tour of the SAWS downtown flood tunnel system.**
9. **Ideas for JETC 2020:**

- Scott Mikos received a video, see [https://www.youtube.com/watch?v=3UBilDHRt1U&t=11s](https://www.youtube.com/watch?v=3UBilDHRt1U&t=11s), about how the Space Coast Post coordinated with six (6) companies to create a collaborative booth space and brought an entire pirate ship to the exhibit hall at the 2019 JETC. They had the entire conference visiting their booth space just from word of mouth.

- This might be something to consider with a San Antonio/Riverwalk theme for the 2020 JETC to help with the Centennial celebration and to spark interest for the 2023 JETC which SAME will host here in San Antonio.

- Dick got some additional info from SAME on collaborative exhibit space at JETC (see Attachment 6)

> **Dick briefed that the Pirate Ship area at the 2019 JETC was really something the sustaining members did and had very little involvement from the Space Coast Post; all the expenses were paid by the participating sustaining member companies. Several Board members mentioned they didn’t find the collaborative area attracted much additional attention by JETC attendees. After more discussion the Board decided not to pursue the idea of a collaborative display for the 2020 JETC. Dick will notify SAME that we are not interested in doing this for the JETC.**

10. **SAME Staff Visit:**

- Eddie Gonzalez from the SAME Membership, Programs and Logistics staff is the POC for STEM, STEM Camp, Leadership Development, College Outreach, Student Chapter and Transition of Students to YM Status Programs. He would to visit the Post to learn about some of our programs.

- Originally Dick thought a November 5 – 9 visit would be optimum since there is the Society of Design Administration’s Design Treasures STEM Camp event, on November 9 we support, a possible LLAB class on November 6 and we might be able to work UTSA Student Chapter meeting on November 7 or 8. However, checking with the Directors the LLAB class is scheduled the following week.

- We need to look at what dates might be best for Eddie’s visit to our Post. We know the UTSA Engineering BBQ is scheduled for October 26, which we will be supporting. The SA Boosting Science, Engineering & Technology Robot Competition, which we also support, is now also locked in for Sunday, October 27 at St Mary’s University. Plus, we also have the Joint Post-CMAA breakfast meeting on Thursday, October 24.

> **The Board decided the October 23-27 would be good dates for the SAME visit since Eddie Gonzalez could really see many different Post activities. If Marie can schedule the YM Bowling Tournament then, he could also participate in a YM event. Dick will provide the suggested dates for the visit to SAME.**

11. **SAME 2025 Strategic Plan:**

- Post inputs on the new draft SAME Strategic Plan (see original draft at Attachment 7) are due Friday, August 30. Any inputs must be uploaded to SAME via a website form they have created.

- Dick sent out the draft Plan with some ideas for changes that were discussed with Joe Schroedel, SAME/XD, during his visit to our 2019 SBMRF. He received several comments back from Board members.
Attachment 8 is the draft SAME Strategic Plan incorporating those changes (in BOLD RED). Michele submitted some changes on the Mission/Vision statements, but there is no opportunity to submit inputs on them.

The Strategic Plan schedule is as follows:

- Changes to the Plan will be worked until October.
- The 2025 Plan will be finalized at the SAME Board meeting during SAME Federal SB Conference in November.
- Inputs for the new Streamers will be worked from December – May 2020
- The new Streamers will be finalized at the SAME Board meeting at the 2020 JETC.
- New Streamers will be implemented for CY 2021 (Post submittals due January 2022).

Dick briefed the changes received from Board members on the goals and objectives had been incorporated in the suggested Post input. The Board discussed Michele’s suggested idea about changing the Mission/Statement. After the discussion Michele agreed that the change to Goal 4 covered her concern about relating wounded warrior/veteran support to National Security. The Board approved Dick submitting the Post input to SAME.

12. 2019 Fellows Nominations:

- We are planning to nominate Post member Mickey Addison for the AOF this year.
- We have met the initial draft and final draft submittal dates of August 5 and August 26 for the nomination package to the TEXOMA Regional Fellows POC, Jim O’Brien.
- If approved by the Regional Fellows POC and RVP, we will upload the nomination to SAME by the October 1 deadline.

INFORMATION UPDATE ONLY

13. Membership:

- Attachment 9 shows the latest Post membership status through August 18.
- As of the latest data we have 1139 total members – plus 25 over our 2019 membership baseline of 1114.

INFORMATION UPDATE ONLY

14. September Post Newsletter:

- Inputs for the September newsletter are due to Dick by Tuesday, September 3, 5 pm.

INFORMATION UPDATE ONLY
15. **Next Board meeting:**

- Next Board meeting will be Thursday, September 26, 11:30 am – 1:00 pm, at the San Antonio Area Foundation in the Pearl Area.

///SIGNED///
Sarah Fowlkes
Secretary, San Antonio Post

Approved as written

///SIGNED///
Eric Wilbur
Vice President, San Antonio Post

Attachments

1. 2019 Budget Data as of 8/24/2019 (to Board only)
2. 2019 Post Meeting Results (to Board only)
3. UT Chapter Mentor Volunteers
4. 2019 PLW Update
5. LLAB Update
6. Collaborative Exhibit Space at JETC Background
7. Draft 2025 SAME Strategic Plan
8. San Antonio Inputs to 2025 Strategic Plan
9. Post Membership Statistics
UT Student Chapter Mentor Volunteers

1. Lily Cartwright
   - **Member Status** – YM; SAME Join Date 6/2016; Term Date 1/2021
   - **Post Service** – Assistant Secretary, SB and Golf Committee, OFAS, UTSA Chapter Support Volunteer
   - **STEM/College Mentoring Experience** - As a student at the University of Virginia I mentored younger students in my 2nd-4th years in both the Society of Women Engineers and my national scholarship group Quest Bridge, of which I co-founded the mentor/mentee program at UVA.
   - **Why Interested** - SAME has been a family to me in my young career, and the opportunity to nurture that family’s success and growth by being a bridge between UT students and the professional engineering world is a role for which I am uniquely suited. As an engineer only a few years out of college myself, I hope to be able to encourage the students to become more involved with their group online and the SAME Post.

2. Rick Galloway
   - **Member Status** – SREP; Join Date 10/1989 (membership gaps); Term Date 4/2020
   - **Post Service** – College Mentor back in 1990
   - **STEM/College Mentoring Experience** - Previously did the mentoring for the UT at Austin for the post back in the mid 1990’s. Ben Matthews, Dallas & San Antonio Post and F.SAME, was one of the students.
   - **Why Interested** - Would like to engage here in the Austin area more so as I live in Round Rock TX.

3. Eric Russell
   - **Member Status** – UNIF; Join Date 8/2011; Term Date 1/2025
   - **Post Service** – Vice President of El Paso and European Posts
   - **STEM/College Mentoring Experience** - Mentored Students through School Partnership that JTF-North had in El Paso.
   - **Why Interested** - Highly experienced project manager (LTC/06) who believes in purposeful leadership and mentoring others. I have a masters of arts in leadership studies, and over 15 years of experience as a senior project manager delivering projects valued over $100M. I have been a vice president at 2 SAME Posts.
2019 Post Leaders Workshop Update

- SAME Centennial Celebration-
  - Creation of the Century Book created by an executive committee; 5 chapters long (the strategic plan) and will focus on past, present, and future of SAME. Will be completed by end of 2020 with epilogue about kick starting the NEXT century.
  - Get Post events on National Calendar so a member of the National committee will be able to attend. Goal is to have at least one National committee member at all local Post events.
  - UNIQUE EVENTS specific to location (like fiesta for SA)

- Keeping your Post strong: Post Succession Planning-
  - 3+ year succession plan: chairs and co-chairs; 3rd, 2nd, and 1st VP.
  - Trying new things- Post surveys, member-only events, etc. (Out of the box ideas)
  - January 2022 is when new streamer requirements go into effect

- Best Year Your Post Ever Had presentation-
  - SAME Value Message
    - Membership is not about SAME post, it’s about giving VALUE, not just “stuff”
    - Use people’s talents and not just their time
    - Personalize “sales pitch” and empathize- use feel, felt and found
    - Price differences between members and non-members and/or charge for luncheon then if they join within two weeks get either refunded the price difference or get “reduced” first year membership
  - What members WANT:
    - Top two- sense of accomplishment and recognition for good work. Create local Post awards
    - Recruiting YMs- be able to answer their top 5 questions: 1. Expectations 2. Training 3. Amount of time 4. Group size and 5. Anyone like me.
  - 10 things your Post needs to do:
    - DELEGATE responsibilities
    - Actively LISTEN
    - Realize that not everyone does things the way you do (NEGOTIATE)
    - Use TECHNOLOGY effectively
    - Lead by example, ask one prospect (PERSONALIZATION)
    - Be VISIONARY, focus on the bigger plan
    - COMMUNICATE empathy
    - ENGAGE others
    - Give RECOGNITION
    - TEACH others to lead
Leadership Lab Backup Information

- **Applications** - currently at 12, I believe from all civilian companies, and 1 DoD civilian. I have not had the chance to review them yet. Interest from military but did not get returned calls/e-mails. So still following up. Appreciate we are final approval authority. I will send a list later.

- **Approvals** - Dana and I meet Fri 30 Sep to review and approve.

- **Notification** - after approval, we’ll immediately notify all applicants.

- **Meetings** - 2nd and 4th Wed of each month, Sep - April, except Nov and Dec due to holidays (just 2nd week those months).

- **Locations** - still finalizing locations for first two mtgs, making calls this week and early next. Have several companies committed to host - Merrick, OTIE, Holt Cat. Appreciate your connection to Jacobs.

- **Application fee** - I will contact Sam Hutchins on process for them to pay, who and how.

- **Books** - we are starting with 360 Leader and Crucial Conversations. I will talk with Sam Hutchins on me buying the books and seeking reimbursement. That way we have them to hand out at the first class.

- **Speakers** -
  - 11 Sep: appreciate you, Eric, being our kickoff speaker. Our plan that day is introductions, discussion on dates/topics/books, decision on 3rd book, discuss committees and your kickoff.
  - 25 Sep: plan is for DISC Assessment workshop, having provided assessments to each prior and talk thru those, plus greater knowledge of DISC and application. Our previous speaker has declined and I am searching for a replacement within our budget. As a backup, I am certified and do this for my business. I can do this for my cost of assessments only.

- **Speaker and Locations** - our plan is to always be a month ahead, minimum, and have Dana or I be backup speaker in case of last minute cancellation. We might find others who can also respond on short notice.
Background Info on Collaborative Exhibit Space at JETC

1. The SAME POC for exhibits is Kelly Dawson, Exhibit Operations & Sales Manager, 703-549-3800 ext 111, Kdawson@same.org.

2. SAME would need to know how many companies would be included in a collaborative booth space.

3. Only one company can occupy a 10x10 booth space. So if you have 6 companies, you must have 6 10x10 booth spaces. You cannot have 6 companies in 4 10x10 booth spaces. SAME does offer discounted booth pricing if purchasing a booth space larger than a 10x20.

4. The companies are responsible for purchasing all items for the booth.

5. The companies in the Space Coast collaborative booth area at the previous JETC purchased shipped and set up the pirate ship and other decorations. The Post as a whole did not have any involvement in this collaborative booth or the purchasing of the actually booth or items in the booth. One of the individuals in the Space Coast, Abigail Goral, is however, the Space Coast Post Secretary. The 7 companies in this space paid for and were responsible for all items purchased or shipped to the conference.

6. SAME does not promote the collaborative booth space as a “Post” booth in the program or online. However, you can have a sign at the collaborative booth space indicating that companies all are from the same Post.

7. SAME can definitely set up something like a collaborative booth for our 2020 JETC event. We would need to start the discussion in October 2019 to confirm the location, number of booths, number of companies and price.

8. No one has reserved booth space yet for our 2020 JETC. The booth lottery will go live the beginning of November 2019. The booth lottery is only available to companies who exhibited at JETC 2019. Booth sales will open to the public mid November 2019.

9. SAME does not allow Posts to have a booth space. Again, the collaborative booth space at JETC 2019 included a group of companies who worked together and are members of the Space Coast Post. SAME did not promote this as a Space Coast Post booth.
SAME 2025 Strategic Plan
Task Development

For COIs and Posts, please provide feedback to the Strategic Planning team by July 12th.

Below is the read-ahead that was shared with the Board of Direction (BOD) at JETC. At the BOD, breakout sessions took place where BOD members provided validation and feedback. Their inputs are incorporated.

This strategic planning effort picks up where the 2020 Strategic Plan left off and will launch SAME forward into the next decade. We strove to maintain alignment with the original vision of SAME:

“We are establishing at this time a Society of American Military Engineers. This society will serve no selfish purpose. It is dedicated to patriotism and national security. Its objects are, in brief, to promote solidarity and co-operation between engineers in civil and military life, to disseminate technical knowledge bearing upon progress in the art of war and the application of engineering science thereto, and to preserve and maintain the best standards and traditions of the profession, all in the interests of patriotism and national security.” –The Military Engineer magazine, January 1920

Framing our effort … we believe:

SAME is:

1. A total volunteer organization
2. One Society of vibrant posts supported by National
3. The “Society of Choice” for young members, especially military members
4. Striving to exceed expectations of sustaining and individual members

We are on track with the timeline to complete the plan prior to the 2019 Small Business Conference and publish in the subsequent TME.

The team accomplished 3 primary tasks:

1. Reviewed and modified SAME Vision and Mission statements
2. Reviewed and modified Lines of Effort (goals)
3. Proposed Objectives for each goal

SAME Vision and Mission

Through multiple telecons the team arrived at the below new statements which were validated at the JETC BOD.
Vision

2025 Vision: “Serve as the foremost integrator for leadership development and national security infrastructure collaboration within the A/E/C profession.”

Mission

2025 Mission: “Builds leaders and provides the platform for government and private industry to find solutions to national security infrastructure challenges.”

Line of Effort/Goals

Following the vision and mission efforts, the team focused on the lines of effort that have evolved for the Society since 2015. We broke the team into working groups to focus on each line of effort with the desire to transform each line of effort into a Goal with specific Objectives. Tasks (that support the Objectives) will be suggested prior to, and then validated at the Post Leader’s Workshop (PLW). These tasks should directly connect the 2025 Strategic Plan to the posts. COIs and Posts should consider this during their review to prepare for the PLW.

Key in this effort is the alignment of awards and recognition to proposed Goals, Objectives, and Tasks. The 2025 Strategic Plan will inform the actions of the posts in 2020, with those actions culminating in streamer recognition at JETC in 2021. (As a reminder, posts actions in 2019 will be informed by the existing 2020 Strategic plan.)

Below are the Goals and associated Objectives developed by the Strategic Planning Team and validated by the BOD.

GOAL 1: Enhance Industry-Government Engagement.

As the cornerstone on which the Society was founded, SAME will lead efforts to foster communication among military, public, private, academic, and professional A/E/C organizations to identify issues and develop solutions collaboratively in support of National Security.

1. Ensure the SAME Industry-Government Engagement Plan effectively produces viable engagements that enhance industry/government collaboration and add value to joint efforts to improve America’s infrastructure. Promote recognition of the role of SAME among all levels of government, industry, academic and business interests.

2. Develop key Strategic Partnerships for the goal to identify focus areas, challenges, opportunities, and potential solutions that partnering will achieve. Establish contacts at the Post, Region, and National levels to enhance vertical collaboration.

3. Develop a portfolio of SAME professional communications of high-quality content that informs, educates, enlightens, and reinforces our mission. Maintain an up-to-date central
location for Industry-Government Engagement efforts, tools, documentation and results on the
SAME website.

4. Ensure the SAME Communities of Interest are serving Posts, Regions, and National Entities
as subject matter experts in their professional disciplines to enhance industry, government, and
academic collaboration, professional development, and support industry-government
engagement at every level.

5. Lead efforts to promote inclusion of all stakeholders at the Post, Region, and National levels
through meetings, workshops and conferences

As an example, suggested National Level Tasks:

- Ensure the Joint Engineer Training Conference is recognized by the agency leaders of
  the Services as the premier joint national training event for all federal, military, civilian
  and private sector professionals across the A/E/C industry and related professional
  societies, and by veteran support non-federal entities as the nation’s annual celebration
  of support to veteran engineers.
- Host the annual Table Top Exercise to support resilience, combatant commands, and
  warfighting.
- Ensure the Small Business Conference is recognized by industry and government as the
  primary Federal Small Business Conference serving the A/E/C industry
- Host the annual CEO Roundtable for government and business leader collaboration.
- Ensure the Facilities Management Workshop is recognized by industry and government
  as the premier training event for the professional development of federal installation
  managers, hosting the Base Operating System workshop for government and business
  leader collaboration.

Suggested Post Level Tasks

- Identify local touchpoints to key stakeholders within local, state, and federal
government entities to determine how the Post can serve those entities.
- Conduct Industry-Government Engagement Workshops with key stakeholders to
  identify issues, collaborate on solutions, and document progress. Categories can
  include but are not limited to: Policy/Law; Capacity (skilled labor); Business Practice;
  Capability (professional expertise, technology); Warfighting; and Resilience

Goal 2: Develop Leaders for the Nation

Integrate investments in leadership development to produce leaders for the profession.

1. Execute Leadership Development Programs and ensure their long-term viability.
2. Promote a SAME mentoring continuum, highlighting potential growth and leadership opportunities for engaged members at all levels. (Suggested tasks below)
   - Develop integrated membership system for seamless lifecycle record keeping of experience, investment and supporting through transitions.
   - Build pathways to reap returns on investments (scholarships, stipends, Fellow designations) that build sense of duty.
   - Create defined Standard/Goal/End state of what ready engineer leaders look like and how to communicate qualifications across A/E/C communities (gov civ, officer, enlisted, industry).
   - Adopt “green pages” or similar personal briefing record and leverage an existing sharing platform – LinkedIn; provides access to the leader pool.
   - Develop mentorship avenues for Fellows to remain engaged in leadership development of SAME members.

3. Align and integrate society and foundation leadership investment (Suggested tasks below)
   - By 2021, create a “Leader Production for the Profession” Plan to align leader development investment initiatives.
   - By 2022, draft value proposition (including diversity goals) of SAME to target demographic groups (enlisted, officer, academics, students) and codify associated programs in applicable by-laws, corporate structure.
   - Establish and integrate leader development targets in STEM Pipeline from K-12, Construction Camps, College Outreach and Young Members and transitions.

4. Know and invest intentionally in leader-producing institutions and critical masses of military engineers. (Suggested tasks below)
   - By 2022, formalize SAME relationship and engagement strategy with military service academies, primary engineer commissioning institutions, and military engineer basic courses.
   - By 2022, establish engagements within Joint Engineer Operations Course and Military Engineer Continuing Education Courses, and at all Military Engineer Graduation Ceremonies.
   - Support leader development at SAME Construction Camps.

5. Grow academic professional membership. (Suggested tasks below)
   - Create opportunities to transfer knowledge and invest in national security infrastructure-related leading academic institutions.
     - Explore opportunities such as: peer reviewed section of TME; academic track at national conferences; conference publication of abstracts/articles; feature research highlights on SAME.org; support to research grants to solve national security infrastructure-related challenges.
   - Need verb here (implement or establish?) National labs (such as DOE, AFRL, etc.)
Goal 3 – Enhance the STEM Pipeline for the Nation

Help develop our nation’s future STEM professionals and grow prospective members of the Society through STEM outreach efforts, scholarships, and engagement of college student chapters.

1. Become a national leader in STEM initiatives at the primary and secondary school levels by developing active partnerships with locally relevant, established organizations focused on excitement and interest in the professions.
   a. Develop tools to track effectiveness of STEM outreach at Post and National levels.
   b. Develop tools to track students to feed them into the SAME pipeline – Virtual Student Chapter, College Post, then Young Member membership.

2. Foster Post- and National- sponsored STEM-based camps or programs.

3. Enhance scholarship programs for camps, collegiate students, and other local, STEM-relevant events. Establish well-defined and measurable outcomes to ensure good stewardship of the scholarship funds.

4. Align students with mentors to enhance learning and long-term commitment to SAME.

Goal 4: Prepare Transitioning Veterans for the A/E/C and Asset Management Industries

Expand networking opportunities for transitioning veterans to provide a platform that promotes credentialing and translates skills in a manner that connects to needs of the industry and nation.

1. Build upon our success as a recognized national leader in creating opportunities for transitioning veterans across the A/E/C and asset management industries. Provide access to the full spectrum of credentialing for licensed professionals, skilled labor certifications and other A/E/C supporting qualifications to transitioning veterans.

2. Sponsor the credentialing of a veteran leveraging post-level or Foundation funds.

3. Establish and offer a mentoring event for transitioning veterans connecting the A/E/C industry opportunities, leadership development and Fellows involvement.

4. Sponsor or co-host an event with Trade Labor Unions to grow prospective members in the A/E/C industry from transitioning veterans.

Goal 5: Build and Strengthen Resilient Communities

Lead public and private sector collaboration to prepare communities to absorb, adapt and recover from natural or man-made threats

1. Leverage local, regional and national partnerships to provide education and training to stakeholders with regards to infrastructure risks and mitigation strategies.
2. Leverage the multidisciplinary nature of our membership to educate stakeholders on new and existing technologies across appropriate Department of Homeland Security defined critical infrastructure sectors.

3. Provide a platform at the local, regional and national level for cybersecurity awareness, challenges and solutions to address infrastructure resilience.

4. Continue leading collaboration on joint response strategies to natural or man-made threats at the local, regional and national level.
SAME 2025 Strategic Plan
Task Development

For COIs and Posts, please provide feedback to the Strategic Planning team by July 12th.

Below is the read-ahead that was shared with the Board of Direction (BOD) at JETC. At the BOD, breakout sessions took place where BOD members provided validation and feedback. Their inputs are incorporated.

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This strategic planning effort picks up where the 2020 Strategic Plan left off and will launch SAME forward into the next decade. We strove to maintain alignment with the original vision of SAME:

“We are establishing at this time a Society of American Military Engineers. This society will serve no selfish purpose. It is dedicated to patriotism and national security. Its objects are, in brief, to promote solidarity and co-operation between engineers in civil and military life, to disseminate technical knowledge bearing upon progress in the art of war and the application of engineering science thereto, and to preserve and maintain the best standards and traditions of the profession, all in the interests of patriotism and national security.” –The Military Engineer magazine, January 1920

Framing our effort … we believe:

SAME is:

1. A total volunteer organization
2. One Society of vibrant posts supported by National
3. The “Society of Choice” for young members, especially military members
4. Striving to exceed expectations of sustaining and individual members

We are on track with the timelinetocomplete the plan prior to the 2019 Small Business Conference and publish in the subsequent TME.

The team accomplished 3 primary tasks:

1. Reviewed and modified SAME Vision and Mission statements
2. Reviewed and modified Lines of Effort (goals)
3. Proposed Objectives for each goal

SAME Vision and Mission

Through multiple telecons the team arrived at the below new statements which were validated at the JETC BOD.
Vision

2025 Vision: “Serve as the foremost integrator for leadership development and national security infrastructure collaboration within the A/E/C profession.”

Mission

2025 Mission: “Builds leaders and provides the platform for government and private industry to find solutions to national security infrastructure challenges.”

Line of Effort/Goals

Following the vision and mission efforts, the team focused on the lines of effort that have evolved for the Society since 2015. We broke the team into working groups to focus on each line of effort with the desire to transform each line of effort into a Goal with specific Objectives. Tasks (that support the Objectives) will be suggested prior to, and then validated at the Post Leader’s Workshop (PLW). These tasks should directly connect the 2025 Strategic Plan to the posts. COIs and Posts should consider this during their review to prepare for the PLW.

Key in this effort is the alignment of awards and recognition to proposed Goals, Objectives, and Tasks. The 2025 Strategic Plan will inform the actions of the posts in 2020, with those actions culminating in streamer recognition at JETC in 2021. (As a reminder, posts actions in 2019 will be informed by the existing 2020 Strategic plan.)

Below are the Goals and associated Objectives developed by the Strategic Planning Team and validated by the BOD.

GOAL 1: Enhance Industry-Government Engagement.

As the cornerstone on which the Society was founded, SAME will lead efforts to foster communication among military, public, private, academic, and professional A/E/C organizations to identify issues and develop solutions collaboratively in support of National Security.

1. Ensure the SAME Industry-Government Engagement Plan effectively produces viable engagements that enhance industry/government collaboration and add value to joint efforts to improve America’s infrastructure. Promote recognition of the role of SAME among all levels of government, industry, academic and business interests.

2. Develop key Strategic Partnerships for the purpose of identifying focus areas, challenges, opportunities, and potential solutions that partnering will achieve. Establish contacts at the Post, Region, and National levels to enhance vertical as well as horizontal collaboration.

3. Develop a portfolio of SAME high-quality, professional communications that informs, educates and reinforces our mission. Maintain an up-to-date central repository for Industry-
Government Engagement efforts, tools, lessons learned and results on the SAME National website.

4. Ensure the SAME Communities of Interest are serving Posts, Regions, and National Entities as subject matter experts in their professional disciplines to enhance industry, government, and academic collaboration, professional development and industry-government engagement.

5. Lead efforts to promote inclusion of all stakeholders (federal, state, local, private, and academia) at the Post, Region, and National levels through meetings, workshops and conferences

As an example, suggested National Level Tasks:

- Ensure the Joint Engineer Training Conference (JETC) is recognized by the agency leaders of the Services as the premier joint national training event for all federal, military, civilian and private sector professionals across the A/E/C industry and related professional societies. Ensure JETC is also recognized by veteran support organizations as the nation’s annual celebration of support to A/E/C veterans.
- Host the annual Tabletop Exercise to support resilience, combatant commands, and other warfighting and crisis response agencies.
- Ensure the Small Business Conference is recognized by industry and government as the primary Federal Small Business Conference serving the A/E/C industry
- Host the annual CEO Roundtable for senior government and business leader collaboration.
- Ensure the Facilities Management Workshop is recognized by industry and government as the premier training event for the professional development of federal installation managers while also hosting the Base Operating System workshop for government and business leaders.

Suggested Post Level Tasks

- Identify regional stakeholders within local, state, and federal government entities to determine how the Post can best serve those entities.
- Conduct Industry-Government Engagement Workshops with key stakeholders to identify issues, collaborate on solutions, and document progress. Categories can include but are not limited to: Policy/Law; Capacity (skilled labor); Business Practice; Capability (professional expertise, technology); Warfighting; Crisis Response; and Resilience

Goal 2: Develop Leaders for the Nation

Integrate investments in leadership development for the A/E/C profession.
1. **Execute Leadership Development Programs at the National and Local levels.**

2. **Promote a SAME mentoring continuum, highlighting potential growth and leadership opportunities for members at all levels.** (Suggested tasks below)
   - Develop integrated membership system for seamless lifecycle record keeping of experience, investment, engagement and support of SAME at all levels through transitions.
   - Build pathways to **achieve** returns on investments (scholarships, stipends, Fellow designations) that create a sense of duty.
   - **Create a definition of what ready A/E/C engineer leaders look like and how to communicate qualifications across the A/E/C industry (government, industry, academic and business).**
   - Adopt “green pages” or similar personal briefing record and leverage an existing sharing platform – LinkedIn or other social media applications that provide access to the leader pool.
   - Develop mentorship avenues for Fellows to remain engaged in leadership development of SAME members.

3. **Align and integrate society and foundation leadership investment (Suggested tasks below)**
   - By 2021, create a “Leader Production for the Profession” Plan to align leader development investment initiatives.
   - By 2022, draft value proposition (including diversity goals) of SAME to target demographic groups (enlisted, officer, civilian, academics, students) and codify associated programs in applicable by-laws, corporate structure.
   - **Establish and integrate leader development targets in STEM Pipeline from K-12, Construction Camps, College Outreach and Young Members.**

4. **Know and invest intentionally in leader-producing institutions and critical masses of military engineers.** (Suggested tasks below)
   - By 2022, formalize SAME relationship and engagement strategy with military service academies, primary engineer commissioning institutions, and military engineer basic courses.
   - By 2022, establish engagements within Joint Engineer Operations Course and Military Engineer Continuing Education Courses **including** all Military Engineer Graduation Ceremonies.
   - Support leader development at SAME Construction Camps.

5. **Increase participation and partnerships with academic institutions and college/university students at the Post, Region and National levels to enhance national security.** (Suggested tasks below)
   - **Create opportunities to transfer knowledge to and invest in leading academic institutions with infrastructure-related curriculums and research.**
     - Explore opportunities such as: dedicated academic section in TME; academic track at national conferences; conference publication of
abstracts/articles; featured research on SAME.org; and support of research grants that solve national security infrastructure-related challenges.

- Engage and partner with National labs (such as DOE, AFRL, etc.)

**Goal 3 – Enhance the STEM Pipeline for the Nation**

*Help develop our nation’s future STEM professionals for the A/E/C industry and grow prospective members of the Society through STEM outreach efforts, scholarships, and engagement of college student chapters.*

1. Become a national leader in STEM initiatives at the primary and secondary school levels by developing active partnerships with locally relevant, established organizations focused on generating excitement and interest in STEM professions.

2. Monitor progress of and mentor students at the Post and National level that demonstrate a keen interest in STEM professions.

3. Grow existing and create new Post- and National-sponsored STEM-based camps and programs.

4. Enhance scholarship programs for camps, collegiate students, and other local, STEM-relevant events. *Monitor scholarship winners’ progress in their continuing STEM education and pursuit of STEM careers.*

**Goal 4: Support military, veterans and their families that have sacrificed so much to protect our National Security**

*Participate in activities at the Post, Region and National levels that directly assist veterans in transitioning their skills to meet future National Security needs (e.g., training, credentialing, and networking).*

1. Participate with and support organizations focused on veterans (e.g. Wounded Warrior Project, Homes for Heroes, Operation Float-A-Soldier, PTSD Organizations and Soldiers’ Angels).

2. Build upon our success as a recognized national leader in creating opportunities for transitioning veterans across the A/E/C and asset management industries. *Provide access to and fund the full spectrum of licensed professional credentialing, trade certifications and other A/E/C qualification licenses to transitioning veterans through Post and Foundation funds.*
3. Establish and offer a networking and mentoring event for transitioning veterans connecting them to A/E/C industry and other career broadening organizations, professionals, opportunities and leadership development.

4. Sponsor or co-host an event with Trade Labor Unions to connect transitioning veterans with opportunities in the construction and asset management industries.

Goal 5: Build and Strengthen Resilient Communities

*Lead public and private sector collaboration to prepare communities to absorb, adapt and recover from natural and man-made threats*

1. Leverage local, regional and national partnerships to provide education and training to stakeholders and our membership on infrastructure risks, mitigation strategies and joint response strategies to natural and man-made threats.

2. Leverage the multidisciplinary nature of our membership to bring together all stakeholders in order to educate them on new and existing technologies while also developing solutions to complex problems across appropriate Department of Homeland Security defined critical infrastructure sectors.
2019 San Antonio Post Membership
(Goal: IMs+SREP = or > Baseline on 31-Dec)

Number of Members

Jan 13: 1144
Feb 17: 1139
Mar 3: 1141
SAME Mar: 1146
SAME Apr: 1126
SAME May 27: 1134
SAME Jun: 1122
SAME Jul: 1128
SAME Aug 1: 1130
SAME Aug: 1125
SAME Aug 18: 1139