# SAME Board of Direction Day Schedule

**Tuesday, Nov 19, 2019, 0900 - 1700**

**Kay Bailey Hutchison Convention Center, Dallas, TX**

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<th>Attendance</th>
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<td>X Chair, Engineering &amp; Construction Camp COI</td>
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<td>X President</td>
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<td>X AppointedDirector</td>
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<td>X Chair, Enlisted COI</td>
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<td>X Chair, Small Business COI</td>
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<td>X RegVicePresident</td>
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<td>X Chair, Awards &amp; Recognition COI</td>
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<td>X ServiceLiaisonOfficer*</td>
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<td>X Chair, Environmental COI</td>
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<td>X Chair,K-12 COI</td>
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<td>X Chair, Membership COI</td>
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<td>X Chair, College Outreach COI</td>
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<td>X RegVicePresident</td>
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<td>X Chair, Resilience COI</td>
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<td>X Chair, Young Member COI</td>
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* Non-Voting
0900 RVP Meeting: SAME Vice President, Mark Handley, led the RVP meeting.

Post Assessments

- Summary of overall finding and trends
  - 46% of Posts are Thriving
  - 29% of Posts are Functioning
  - 16% of Posts are Struggling
- Strong in STEM
- Improvement area: veterans support
- Middle of the road on member participation/engagement
- Annual Plans – start to develop at PLW2020
- Keep Annual Assessment in Sep/Oct every year

Key Issues

- Articulating the value and benefits to Sustaining Members
- Gaining support for participation from top military leaders
- Developing leaders
- Succession planning
- Government engagement
- Consistent communications at the Post level
- Engagement with Strategic Partners

0900 COI Meeting: SAME President-Elect, Heather Wishart-Smith, led the COI meeting. After introductions and a couple minor edits to the COI Operations Manual, the team discussed mid-year progress, centennial contributions, 2025 Strategic Plan, and the Marketing Plan.

- Heather re-iterated that many of the COIs have come a long way and we shouldn't forget the progress that has been made, even though there is more work to be done.
- Succession Planning continues to be an issue. The YM COI noted their leadership path within the COI as a best practice for succession. Additionally, COIs have been asked to write job descriptions and time commitments for open positions (and filled positions for the future), so that volunteers know what they are agreeing to.
- There was concern that with the emergence of new COIs (LDP, Health Engineering, Geospatial, Diversity, Planners, Veteran Support), there is a risk to span of control.
- Many believe there should be more interaction between COIs (similar to RVP calls).
- There needs to be a link between Post websites and COIs. The group thought it would be good to post annual work plans on COI web pages so that members know what they are doing.
- Some of the COIs discussed their contributions to the Centennial and how others could participate.
- One COI Chair noted that there seems to be a gap in COIs based on the new 2025 Strategic Plan – do we need a new Veteran Support COI? While all COIs should be cognizant of this goal, a separate COI would allow Enlisted and Credentialing to focus on current service members. A Veteran Support COI could provide a valuable resource to Posts.
- Camp mentors continue to be a resource issue. Along with other efforts underway, Heather suggested that the Camp COI Chair write a Value Proposition for Camp Mentors.
- The Marketing and Recruitment project was revived with a couple new Elected Directors supporting. Those on the task include Matt Turner, Christine Tsai and Bob Ruch. They will work on an all-inclusive COI marketing framework with assistance from the National Office, under the direction of Heather Wishart-Smith.
Formal Meeting - Call to Order & Adjournment: SAME President, Buddy Barnes, called the room to order at 1200 hours. A quorum was confirmed. Buddy noted the great accomplishments of the 2020 Strategic Plan and that it is time to take the new 2020 Strategic Plan to the Posts. We want members leaving 2020 JETC committed to the next Century! (See Encl 1 for presentation slides)

National Office Report: Joe noted that the assessments that were provided today should serve as benchmarks to measure improvement and success moving forward. He gave a brief overview of our progress to date on the run to 2020.

Will Hoffman gave a financial update. At the mid-year review, there are no adjustments needed to meet the budget - which hasn’t happened in five years. Three new Posts have joined the Foundation Post Investment Fund: Omaha, Panama City, and Mid-Maryland. We have retained our 10-month reserve which is above the industry standard of 6-9 months. We’ve seen growth in individual and small business memberships as large businesses continue to re-align. We budgeted for 6.8 million, but are projecting 7.5 million in revenue.

Joe gave an update on the Comprehensive Membership Review. We are membership organization that is not dues dependent. We are NOT going to systematically raise dues. Instead, we are “going to make membership so valuable that people will pay anything to be a member.” While EVERY member is a part of the membership team, he mentioned two very important groups of people in this endeavor, Young Members and Fellows. He shared a checklist of actions – similar to the phases in our Run to 2020 campaign.

Academy of Fellows: Vice President, Neal Wright, gave an update on Fellows activities. He outlined his updated Action Plan for 2019-2020, gave a status report of activities on progress to include Golden Eagle Awardees, Fellows Class of 2020 and Mentoring Framework.

Foundation: Foundation President, John Mogge, gave an update on Foundation activities. There are six members vacating the board this year. Member succession will be phased in a rotational process. All committees are either complete with work or are succeeding in leading on-going efforts to achieve positive cash flow and valuable programs. He stated that it is time to focus externally on major donor fundraising. He reiterated that the Foundation exists to serve the needs of the Society in a philanthropic capacity vs. operating. Their primary operating goal is to meet the requirements of the Society. One board member noted that as we plan Centennial events and beyond, military cannot participate in fundraising events – there needs to be clear separation.

RVP Report: Vice President, Mark Handley, gave a mid-year assessment of Posts and Regions. Posts were divided into three tiers based on several KPIs. It was noted that a Post could fall into tier 3 (listed as “struggling”) and not necessarily be struggling, but just choosing to focus on certain things. However, this approach identifies potential problem areas, allowing Post Leaders, RVPs and National Leadership to address issues and provide assistance. It was noted that in the past, if Posts did not “measure up,” they would appear on the consent agenda for closure. This assessment provides a benchmark for improvement.

COI Report: Mark Handley also gave a report of his COIs (Membership, Awards & Recognition, and Investment). Of note:
• Membership COI will play an active role in the Comprehensive Member Review.
• Awards & Recognition COI will develop guidance for new award submissions/review.
• Investment COI has new advisor – RBC Wealth Management, who is a much better performer than the previous advisor. As of now, they are out-performing DiMeo.

President-Elect, Heather Wishart-Smith, gave a status report for her COIs (College Outreach, Credentialing, Engineering & Construction Camps, Enlisted, K-12 STEM Outreach, Leader Development and Young Member). Of note:
• Sam Lee, LDP participant and govt. Young Member, is developing a Young Member – Govt. Engagement Guide as his LDP project.
• Camps partnering with Academies for support by Midshipmen & Cadets.
• Inaugural LDP receiving positive feedback.
• Succession Planning must still be a priority.
• COI Marketing Plan & Communications Guide are underway.
• Metrics not tracked, but qualitative results are apparent in COIs.
• Continue to enhance and improve link to Posts.

Vice President, Bob Keyser, gave a status report for his COIs (Architectural Practice, Energy & Sustainability, Environmental, Facility Asset Management, International, JECO, Resilience, and Small Business). Of note:
• APC COI is establishing a bi-ennial design awards program in coordination with ENR, AIA and DOD Design Awards.
• FAM COI is working on FM Workshop & Tri-Service BOS Roundtable.
• International COI is continuing to hold monthly virtual meetings with excellent PDH-worthy programs.
• JECO COI is preparing for the TTEX at JETC.
• SB COI is forging relationship with GSA OSBU to include shared webinars and distance learning PDHs.
• Resilience COI is developing focus on cybersecurity.
• All are promoting, submitting and reviewing abstracts for 2020 JETC CFP process.

Centennial Report: Centennial Commissioner, Cindy Lincicome, gave an update on Centennial planning. She stressed the importance of focusing on Posts and challenged all board members to reach out to their local Posts to support and explain the value of the Centennial to them as Posts. She also challenged board members to add a Young Member to their Centennial planning. If a Centennial Post Celebration fails, “we, as the leadership, have failed.” Centennial Celebrations are meant to lift Posts up and energize them for the next century of service.

2025 Strategic Plan: Past President, Sal Nodjomian, and Elected Director, Charlie Perham, presented the final 2025 Strategic Plan for board approval. They explained the team composition, the timeline, process, and the fact that this was very much a grass roots approach to gathering member and Post input. Key themes:
• All members should be able to see themselves in the plan
• Inspire service to the nation
• Increase membership engagement
• Focus on impact
They explained the rationale for changing the order of the goals from the 2020 Plan and emerging lines of effort that evolved. Industry-Government Engagement (IGE) needed to be the top priority with Resilience close behind as it also encompasses IGE.

2025 Strategic Plan Streamer Concept: Joe Schroedel presented the Streamer Concept that will provide the metrics to the 2025 Strategic Plan. The intent of this briefing was to make the point that we must find a new approach that inspires members to become more engaged and not simply treat streamers as a "check the block to satisfy the national office annual end of the year drill." The discussion was vibrant and at times adversarial among members --- illustrating the diversity of thought about streamers. The intent was achieved. The National office must now lead the Society effort to develop a new approach that inspires engagement, serves the need of progress metrics for the strategic plan and provides a basis for recognizing contributions. Some notable specifics:
• There seemed to be confusion as to how Posts could provide an annual report and streamer input in one submission.
• Some did not like the idea of submitting an Annual Program Work Plan, but others said they are already doing it and it allows them to support the Strategic Plan in a more efficient way.
• Some did not like the idea of sending attendees to JETC, but others felt that it was absolutely necessary for the Post to be represented at the Society’s annual meeting.
• Some felt that there are Posts that do not have military around them, so they should not be expected to support Goal 1. Others recognized that there is local government near every Post, so this should not be an issue.
• One board member had an idea to have a yearly campaign streamer (for submitting any report) for which you can collect pins for each goal (taking the place of streamers).
• The BOD agreed with revising the streamer evaluation method.
• Before the streamer construct can be determined, the tasks associated with each objective of the new strategic plan must be agreed upon.

The National Office will assemble a task force consisting of Post Leaders, BOD Members and staff to develop a plan for streamer submission with regular IPRs in order to deliver the final product for approval at the May 2020 BOD.

Consent Agenda
• BOD Meeting Minutes (May 2019) – approved
• XC Meeting Minutes (Aug 2019) – approved
• Foundation Meeting Minutes (May 2019) – approved
• Society Bylaws Changes – approved
• Awards & Recognition (Veteran Transition Award) – approved
• COI Operations Manual – approved
• LDP COI Proposal – approved
• Health Engineering Task Force Proposal – approved
• Final 2025 Strategic Plan Goals & Objectives – approved
• 2025 Strategic Plan Streamer Concept – National Office will take comments into consideration, form task force, and conduct IPRs to keep the board informed of progress.

Meeting adjourned at 1700 hrs.

BG Joseph Schroedel, P.E., F.SAME, USA (Ret.)
Executive Director

Encl: BOD Slides
Welcome to Board Day!

Meeting Activities:
9-11:30 a.m.: RVP Meeting, C147
9-11:30 a.m.: COI Meeting, C154
11:30 a.m.-12 p.m. BOD Lunch, Ballroom C Four
12-5 p.m.: BOD Meeting, Ballroom C Four

WIFI
Network Name: SAMEBSC19
Password: Romanyk2019

Call to Order
OUTCOME: The overall expected outcome of SAME’s 3 year long Centennial Celebration is to set the stage for and gain momentum going into SAME’s second century of service to our nation.

PHASES:

PHASE I: The Run to 2020 and Beyond (May 2018 - May 2020): Increase member participation in and enthusiasm for SAME by getting members involved in centennial activities at the post and national levels – ultimate result is long term active participation, especially at the post level, in SAME because of the positive experience with the centennial.

PHASE II: National Kick-Off Celebration (27-29 May 2020): At JETC 2020 in Washington, DC, formally signal the end of our first century and beginning of our second century; celebrate the important juncture in our history by conducting a memorable national Centennial Society Ball on 29 May 2020.

PHASE III: Post Celebrations (May 2020 - May 2021): Focus on posts for the first year of our second century by highlighting post celebrations of what is important to them and their local stakeholders; use the 1915 Eniwetok convoy as a virtual thread to tie post celebrations together nationally – simply to underscore SAME’s and our military’s contributions to our national infrastructure and to the development of our profession.

CONTEXT: To fully understand our history, our future and the importance the three year Centennial Celebration ...

... Read pages 1-5, 9, and 78-95 of the World War I Commemorative Edition of TMETII

Dedicated to National Security Since 1920
SAME Centennial Celebration Plan
PHASE I
May, 2018 to May, 2020

PHASE I: The Run to 2020 and Beyond (May, 2018 - May, 2020):

OUTCOME: Increase member participation by engaging members in important initiatives and activities that help SAME increase the value we offer as we enter our second century.

3. Planning and Coordination: Establish the national centennial planning team and finalize concept for all three phases (DONE; May 2018)
4. Centennial Logo: Design graphic design logic in advertising, produce logo apparel, generate awareness and enthusiasm for the Centennial (DONE; Feb 2018)
5. National Governance and Management Review: Complete task force roles (DONE; Aug 2018)
7. Establish National Leadership Team participation for Post events: National leadership calendar refined and working (DONE; Jul 2018)
8. Begin development of the AFOS Action Plan: To focus on supporting posts and sustain their active commitment to SAME (DONE; May 2018)
9. Publish WE ARE SAME Commemorative Edition to help members and stakeholders understand our past, present and future as well as our centennial celebration (DONE; Nov 2018)
10. Complete the archival of all TME’s - now electronically available to the public (DONE; Aug 2018)
11. Complete the final draft of the Strategic Plan 2025 - draft will be presented to BOD in May 2018, vetted with posts, finalized at SIC 2019 in Dallas (DONE; Nov 2019)
12. Complete a Comprehensive Member Review: MAKE MEMBER EXPERIENCE WORLD-CLASS; ENABLE Strategic Plan 2025... (WORKING ON PLAN)
13. Conduct special projects to enhance the Centennial (Century Book: UNDERPLANNING; ONE PLEDGE)


OUTCOME: Conduct a memorable, well-attended National Celebration of our first 100 years and officially Kick Off our Second Century.

1. Abbrivated BOD Day (PM on 26 May): New BOD Member Orientation done in advance via webinar; AF Meetings on 27 May; Focus is approval of the Streamer Plan to support Strategic Plan 2025
2. Special tours and opportunities for those who decide to use Memorial Day week to spend time in our nation’s capital; DC and NOVA Posts planning events to support (GuideRide, etc.)
3. Historical Enhancements throughout EDCO “Military Contributions to America’s Infrastructure” exhibit, etc.
4. Stakeholders and sustaining members celebrate their contributions
5. Establish Joint Staff declaration that JETC is the premier annual joint military and interagency training conference; all COCOM engineers participate in Table Top Exercise; unveil tactical engagement program and expansion of tactical representation in EDCO Hall of Fame Spouse track
6. First National Leader Development Program graduation hosted by the Foundation – ITS: Seminole confirmed
7. Foundation Fund Raising Campaign
8. Recognition of Past National Presidents and Foundation Founding Board
10. Five Gala Ball (Looi seat): “Supporting our Veterans’ unique Commemorative Centennial Coin (must attend Ball to receive)
11. Century Book Advance Sales
**PHASE II: Post Celebrations (May 2020 - May 2021):** Strengthens local importance of SAME Posts by leveraging relationships with local stakeholders and partners to build collaboration at the local level.

**OUTCOME:** Use the SAME Centennial to celebrate one or more Post accomplishments and as a tool for assisting posts with membership involvement in SAME.

1. Celebrate a post level accomplishment or recurring event (that contributed to SAME) – involve partners (chapter/local level), community leaders, etc. Celebrate big events in the lives of stakeholders and partner organizations.
2. Post create public awareness of the importance of SAME locally through their events – positive messages about collaborating with local stakeholders to produce solutions to challenges – share results with the society through the Centennial Task Force.
3. Track celebrations throughout year in MF and other Society News media.
4. Capture post celebrations for inclusion in the SAME Century Book and other industry publications.
5. With the help of Posts, develop the streamer criteria (between November 2019 and May 2020) for Strategic Plan 2025. Posts will then be in a position to develop their plans for 2021 by November 2020. New streamer criteria are to be effective in 2021 (for first submission under new criteria is January 2023).
6. Support the overall Centennial Plan by assigning a Post Centennial Coordinator that is part of the Centennial Task Force.

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**Centennial Communications and Coordination**

**JETC '20 (Centennial Kick Off) Planning Team**

- **National Office:**
  - Joe Schroeder, JETC '20 Director
  - Cindy Litke, CTO
  - John Croston, History
  - Tony Lattner, Foundation
  - Mark Wright, COO
  - Dave Rapp, CTO
  - Adam Sautulea, CEOR
  - Amanda Adams, Ed COO
  - John Haney, CFO
  - Vincent Keto, Micro COO
  - Jeff Cross, STEM COO
  - Ali Ozer, National MKT, DC-Post
  - Bill Kight, RMB, MEM/NOVA Post
  - Sunil Laxman

- **National Leadership Team:**
  - Joe Schroeder, President
  - Condie Litke, Chair
  - JETC Foundation
  - JETC Staff

- **Post Centennial Coordination:**
  - Dave Newill, Chair
  - John Magg, President
  - Neil Wright, Chair

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**Primary Focus:**

- **Role of Commission:** Part of the National Leadership Team, National Coordination of Centennial Activities
- **National Office:** Overall Management of Centennial Celebration, Phase II (JETC '20) planning and execution, further C&O role as extension of national office by involving C&O's in centennial planning and execution.
- **SAME Foundation:** JETC Implementation (first graduation at JETC '20), foundation fundraising, campaigns, special events at JETC '20 as desired.
- **SAME Membership Plan Implementation:** Phased focus now is to support incoming JETC Implementation, (current initiative). Next focus is on JETC '20: Special events at JETC '20 as desired.
- **Centennial III:** Dialogue w/ Post Centennial Coordination – share Phase III plans among posts, keep leadership and members informed of centennial activities.
By November 2021...

... our Centennial Celebration has concluded...
... our Century Book is published, capturing national and post celebrations, but more importantly providing a guide to the future... based on our Strategic Plan...
... SAME is more widely recognized as a leader of collaboration...

... and our second century is off and running!!

On to 2120!

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Financial Update

- **SAME**
  1. 2019 revenue will exceed 2019 budget (TME Ads & Meetings strong growth)
  2. JETC & SBC growth exceeded our projections (increased expenses)
  3. Mid-Year Management Review: no budget adjustments (first time)

- **Foundation**
  1. Successful Inaugural Fundraising Campaign ($119K individual and $3,725 Corporate Donation)
  2. Three new Post’s have joined Foundation Post Investment Fund

- **Investments**
  1. Three strong quarters in 2019, up 9.33% for the year
  2. Foundation is up over 10%
Comprehensive Member Review

“We’re Looking Forward and Focusing on MEMBERS”....

... Our Second Century demands a new understanding of Member VALUE ...

... while embracing our 100 year heritage of service!

19 Nov 2019
Outcomes

Enable Strategic Plan 2025 by:

• **Focusing on Members** – TIME is the coin of the Realm in the 21st Century – help members sort overload of choices; they will choose SAME as a result

• **Growing SAME’s Unique Image (Brand)** as the Leader of Collaboration – network of networks (be the IGE center of gravity) – use our diversity to corner the market on IGE

• **Building on the Momentum of the Centennial Plan (all 3 phases)** – move participation to involvement and interaction

“Build it and they will come”

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Inspiring Members from Participation to Involvement

• **Member Voice** – Meet or Exceed Member Expectations
  ✓ Help Members Cope with the speed of change – SAME’s Responsiveness is best in class
  ✓ Provide highest value leadership opportunities – maximize return for member and SAME for investment of TIME
  ✓ Help members solve problems – help them build and leverage support networks
  ✓ Focus on Quality not Quantity – reduce TIME to participate, get info, convince employer of value (BIM)
  ✓ Embrace families and friends – support work-life balance

• **Member Experience** – Members believe SAME is focused on helping them – from first contact
  ✓ Less flooded by overwhelming information and choices – SAME helps them choose
  ✓ SAME is the Go-to of Collaboration – network of networks (business, partners, CEOs, ...) to produce rapid access to critical information and expertise
  ✓ Problem solving is the basis of building lasting and valued relationships … core of BOTH and IGE

• **Member Recruiting and Retention** – Personalize at every level (human touch)
  ✓ Network communications – not mass marketing – customize all communications
  ✓ Continue focus on enabling posts to truly be “vital posts that are relevant locally”
  ✓ Engage all members in membership – not a staff or board function

• **Member Management** – Invest in Technology to Create Enterprise Membership System
  ✓ Improve staff recognition
  ✓ Improve service to members – produce “most loved” “Highlights” standard for communications … inspire member to “pull”; Eliminate “push”
  ✓ Improve member targeting … support all networking efforts
  ✓ Improve active role of CM’s as Hub for “Sensational expertise and national source of technical reach for solving problems

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Let’s Get Started ... This is a Journey

- Develop and implement a SAME “API” - motivate members to keep profile in database current; enhance member and prospect tracking (individual and SM); establish reward program for volunteer service hours (VSH); tie to recognition and rewards; PDH tracking tied to state license renewal; link to all partner and agency IGE efforts; link to fed bid ops, link to all SAME sponsored events; establish affinity partnerships (enhance benefits), programs, recognition, podcasts, ongoing problems being worked (IGE Plan, RT, Workshops, etc); link to congressional legislation tracking (vet bills, etc), streamlined event registration, instant renewal and membership, ...
- Invigorate value generated by IGE collaboration - educate and advocate — partners lobby — congressional dialogue
- Revamp the “Member” Streamer to establish forward thinking and a team effort across SAME
- Reset organization and function of the Member CCI
- Leverage SAME Foundation to enhance leadership development opportunities
- Invigorate Fellow engagements in leadership and mentoring
- Develop and implement an automated Best Practices Search Engine (Course Catalogue)
- Ensure all published materials are unique, useful and enjoyable - “Pull” not “Push” — increase consumer demand ...
- Define student chapter purpose by implementing Grand Challenges collaboration focus; provide post mentor training
- Sustain PLW training approach — invigorate Post implementation of training
- Enhance the joint and interagency underpinnings of JETC … and other program offerings
- Create virtual posts and student chapters to serve remote members
- COT’s — webinars, programs, others’ programs (awareness)
- Establish Volunteer Service Hour system — tie to member benefits — “loyalty rewards program”

Summary

- Committing to a MEMBER FOCUS will enable Strategic Plan 2025 … and every Strategic Plan thereafter … hence, the Comprehensive Member Review is the right priority for SAME now … every member is part of the membership team
- Building trusting, responsive and robust networks is the foundation of personal, business and government success
- SAME is uniquely positioned as a result of our diversity to be the “network of networks” [IGE, etc]
- Realizing the full benefits of a member focus is a journey that will take time … our action plan will be driven by highest impact actions first

Time is …

the Coin of the Realm!!
Academy of Fellows Action Plan 2019-2020

Priority Actions

I. Build a strong and active Fellows Network with Regional and Post Fellows.
II. Encourage all Fellows to be active members of their posts, support regional and national events and accomplishment of the Strategic Plan.
III. Update and Execute a Strategic Communications Plan for the AOF promoting internal and external activities to support the Strategic Plan.
IV. Working with SAME staff, design a new program of Fellows events for each SAME National event to increase engagement and prompt actions supporting the strategic plan.
V. Fellows commit to and actively engage in Mentoring Activities at multiple levels per the Fellows’ Charge. Develop a new Mentoring Framework.
VI. Identify and encourage members of SAME to become Fellows. Select the Class of 2020.
VII. Golden Eagle selection process for the 2020 Golden Eagle is revised and formalized. Distinguished Fellows lead Internal selection process.
VIII. Academy of Fellows Supports the SAME Centennial Activities
Status of Fellows Action Plan

- **Fellows Network** - under development; led by RAD Delaney, K. Off
- **Strategic Communications Plan** - final draft to AOF XC, to AOF December.
- **Fellows Events** - close tie into YM and Enlisted COI’s; SBC and JETC events
- **Mentoring Framework** - in development with National Staff; common Mentoring support system tied to Strategic Plan
- **Selection of Fellows Class of 2020** underway; 11 Dec meeting in Alexandria
- **Golden Eagle Award nominees** - Distinguished Fellows engaged for Internal; External award nominee selection in process
- **Support to Centennial Commission** - filming three short videos on AOF, Gerald Brown Mentoring Award and Career Benefits of SAME Membership

SAME Fellows Class of 2020 Timeline

- April – Initial Fellows nomination process webinar
- August 2 – RFPOCs must submit list of nominations to National. Any nominations received by National that were not on the RFPOC list were not accepted.
- August 26 – Complete draft of nomination due to RFPOC.
- First Tuesday of October – Nominations list was due to National
- Late October – Phase II scoring complete by RFPOCs
- 2nd week of December – Phase III scoring complete (this includes scoring and consensus meeting). [On site meeting in Alexandria at Century House, 11 Dec 2019]
- 3rd week of December – Recommendations due to XD and President
- Late December – final determinations made
- Late December – Notifications made and debriefs for deferred candidates
Priority Actions Still in Process

- Selection of Fellows Class of 2020- in progress and proceeding smoothly- for 50 candidates!
- Golden Eagle Award External Nominee- in progress
- Golden Eagle Award Internal Nominee(s)- Distinguished Fellows meeting at SBC to select among 5 great candidates.
- Centennial Celebration- filming three videos at SBC, editing by National Staff and completed for JETC 2020. JETC 2020 events in planning. Selecting award winners.

SAME Foundation
John Mogge, Foundation President

Dedicated to National Security Since 1920
Nov 20, 2019 Foundation Update to the BoD

- Succession Planning
- Key committees and status update
- November 20 Meeting Agenda
- Questions

Succession Planning

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<th>Gary Engle</th>
<th>*Julie Fisher</th>
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<td>*Tim Byers</td>
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Volunteer Committees and Status

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<td>J Mogge &amp; W Hoffman</td>
<td>Great</td>
<td>Positive cash flow</td>
</tr>
<tr>
<td>Investments</td>
<td>G Engle</td>
<td>Great</td>
<td>Above expectations</td>
</tr>
<tr>
<td>Stewardship</td>
<td>G Lupia</td>
<td>Complete</td>
<td>Stewardship Policy - complete</td>
</tr>
<tr>
<td>Marketing &amp; contract support</td>
<td>J Fisher</td>
<td>Complete</td>
<td>Marketing Collateral ready</td>
</tr>
<tr>
<td>Internal Outreach (to Posts and AoF)</td>
<td>R Wozny</td>
<td>Complete</td>
<td>Visits are complete – Initiative retired</td>
</tr>
<tr>
<td>Leader Development Program</td>
<td>A Goral</td>
<td>Great</td>
<td>Details at the meeting on Wed</td>
</tr>
<tr>
<td>Camps</td>
<td>J Mogge</td>
<td>Great</td>
<td>Good shape – funding for mentors?</td>
</tr>
<tr>
<td>Post Resources</td>
<td>H Rosen</td>
<td>Complete</td>
<td>Policy is complete and in place</td>
</tr>
<tr>
<td>Fund Raising</td>
<td>J Mogge &amp; H Rosen</td>
<td>Complete</td>
<td>Trial campaigns and lessons learned</td>
</tr>
</tbody>
</table>

November 20, 2019 Foundation Board Meeting Agenda

<table>
<thead>
<tr>
<th>TIME</th>
<th>AGENDA</th>
<th>Discussion Leader or Briefer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1100</td>
<td>Call to Order – Quorum Established – Pledge of Allegiance</td>
<td>John Mogge</td>
</tr>
<tr>
<td>1105</td>
<td>Financial Update &amp; Campaign Results</td>
<td>Will Hoffman</td>
</tr>
<tr>
<td>1130</td>
<td>Investment Committee Update</td>
<td>Gary Engle</td>
</tr>
<tr>
<td>1140</td>
<td>LDP Update</td>
<td>Angie Goral</td>
</tr>
<tr>
<td>1200</td>
<td>Centennial Update &amp; Questions (working lunch)</td>
<td>Tony Leiketa</td>
</tr>
<tr>
<td>1230</td>
<td>Summary of By-law Changes to enable succession planning</td>
<td>Hal Rosen</td>
</tr>
<tr>
<td>1245</td>
<td>Marketing Committee Update (2020 Big Dollar Campaign)</td>
<td>Jane Penny</td>
</tr>
<tr>
<td>1300</td>
<td>Stewardship Update &amp; Policy (motion to accept as final)</td>
<td>Gene Lupia/Julie Fisher</td>
</tr>
<tr>
<td>1315</td>
<td>Internal Outreach Update</td>
<td>Roger Wozny</td>
</tr>
<tr>
<td>1330</td>
<td>Succession plan and board nominations</td>
<td>John Mogge &amp; Joe Schroedel</td>
</tr>
<tr>
<td>1345</td>
<td>Review of Action Assignments</td>
<td>Eddie Gonzalez</td>
</tr>
</tbody>
</table>
Q&A AND FEEDBACK

RVP/COI Report
Mark Handley, Vice President

- California
- Carolinas
- European
- Great Lakes
- Lower Mississippi
- Middle Atlantic
- Missouri River
- New England
- North Atlantic
- Northwest
- Ohio Valley
- Pacific
- Rocky Mountain
- South Atlantic
- South Central
- Southwest
- TEXOMA

- Membership
- Awards & Recognition
- Investment
Region/Posts Updates

- Strong Battle Rhythm
  - Monthly Calls
    - Leadership support to Post
    - National Office Support/Updates
    - Best Practices – focus on adoption
  - Update/Spotlights
    - LDP program; Enlisted COI; Centennial

- Shout Outs
  - RVP – Critical Leadership Linkage to our Posts
  - Stacy Smith – Bringing issues to the forefront
  - Jill Murphy – Wealth of knowledge and experience

- Post Assessments
  - RVP Assessments of Posts: Objective elements; Subjective evaluation

Post Assessments

<table>
<thead>
<tr>
<th>Region</th>
<th>Objective elements</th>
<th>Subjective evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federation Level:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Aliens to mean questions hired</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- do they take it seriously</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- who’s the strength of leadership</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- any challenging/deficit volunteers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- are meetings scheduled and relevant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- who shows up – same people or variety</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- are regular meetings held</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Annual event – great on time</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Intermediate Level: |
| - Succession Plan to develop new leaders in a variety of SAME positions |
| - variety of programs supporting the strategy plan |
| - Enhancing industry-government engagement from event |
| - Marketing efforts for the position |
| - Producing EJ/PP professionals for the Nation |
| - Preparing veterans for the A/E/C Industry |
| - Building resilience throughout the country |
| - all events participating |
| - Membership participation – social events; young members |

| Top Level: |
| - Inviting & selecting ICE events with multiple entities |
| - Partnering with other non- and organizations |
| - Small business events/industry (by event) |
| - Student Chapter(s) with Post chapter mentor engaged |
| - Providing EJ/PP programs/supporting Center |
| - Supporting veterans – banquets, community service, etc. |
| - Membership engagement beyond 1200 – other Federal agencies; state/federal government |
Post Assessments

2019 Post Assessments:
- Tier 1 posts: 47 (46%)
- Tier 2 Posts: 30 (29%)
- Tier 3 Posts: 16 (16%)
- No data: 9 (9%)

Post Assessments
Assessment by Region
Post Assessments

Next Steps

- RVPs/DRVPs Review assessments – some may move up/move down

- RVP/DRVP focus:
  a. Tier I - Sustain momentum:  
     a. Recognize sustained, superior performance  
     b. Leverage best practices with other posts/regions
  b. Tier II – Sustain best elements:  
     a. Recognize pockets of excellence, 
     b. Identify areas to bring post to the next level (annual plan);  
     c. Implement best practices
  c. Tier III – Evaluate post viability Options include  
     i. Reinvigorate – target key fundamental areas to build foundation; targeted annual plan; rally support at local, regional national levels; assign Fellow(s) to assist  
     ii. Convert to Field Chapter of strong post  
     iii. Close Post – transition members to nearest posts aligned with their interest

- Use Assessments to drive leadership actions in Annual Plan

- Annual Assessments to review trends
Membership COI
Our Rallying Cry: “Sustainable Membership Growth”

• Support to Posts and Volunteer Leaders
  — Recruitment Tools
    • Welcome Package, Strategic Partner 101, Strategic Partner Post Level Matrix
  — Webinars
    • YM Engagement, Non-DOD Environment and Strategic Partners [Dec]
  — Awards – Working with A&R on National Recruitment Award for consideration

• Enhance Communications and Marketing Effectiveness
  — Best Practices Guides; Welcome new Members; Infographics

• Strengthen Industry-Government Engagement Impact
  — Service Specific Liaisons – Action for December

Awards and Recognition COI

• Refine A&R program to align with current/emerging Strategic Plan:
  — Implementing changes to the submission process to increase submissions
  — Develop guidance for new award submissions/review

• Charter for the roles and responsibilities of the A&R committee:
  — A Steering Committee has been created to align with the Charter

• JETC 2020: Graphic banners to celebrate the historical significance of the founding fathers for which our awards are named.
Investment COI

- **Two Investment Accounts**
  - Operating Reserve (9-12 months reserve)
  - Foundation

- **Two Investment Advisors**
  - DiMeo Scheider & Associates, LLC
  - RBC Wealth Management

- **Initiatives**
  - Support to posts – Investment Mentoring /Scholarship funds through the Foundation
  - Investment COI Members needed
  - Evaluating Benchmarks to better gauge performance

---

### Investment COI Update as of 09/30/19

<table>
<thead>
<tr>
<th>INVESTMENT TIME HORIZON</th>
<th>RISK TOLERANCE</th>
<th>STRATEGIC ALLOCATION</th>
<th>MINIMUM</th>
<th>TARGET</th>
<th>MAXIMUM</th>
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<tbody>
<tr>
<td>7-10 Years</td>
<td>Moderate Growth</td>
<td>TOTAL EQUITIES</td>
<td>40%</td>
<td>52%</td>
<td>70%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ALTERNATIVES</td>
<td>0%</td>
<td>9%</td>
<td>15%</td>
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<tr>
<td></td>
<td></td>
<td>FIXED INCOME</td>
<td>30%</td>
<td>39%</td>
<td>60%</td>
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</table>

<table>
<thead>
<tr>
<th>FUND</th>
<th>ADVISOR</th>
<th>MARKET VALUE as of 09/30/19</th>
<th>YTD PERFORMANCE</th>
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</thead>
<tbody>
<tr>
<td>SAME FOUNDATION</td>
<td>DiMeo Scheider &amp; Associates, LLC</td>
<td>$2,079,434</td>
<td>3.89</td>
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<tr>
<td>SAME Reserve Account</td>
<td>DiMeo Scheider &amp; Associates, LLC</td>
<td>$3,323,119</td>
<td>4.57</td>
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<tr>
<td>SAME Reserve Account</td>
<td>RBC Wealth Management</td>
<td>$2,721,921</td>
<td>4.69*</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>*03/01/19-09/30/19</td>
</tr>
</tbody>
</table>
**Foundation Steward Post Funds Summary**

- **5 Posts participating:** Total invested to date is ~ $1.009M.
  - **Houston:** Contribution: $225K, 30 Sep Balance: $329.8K
  - **Northern VA:** Contribution: $108.4K, 30 Sep Balance: $115.1K
  - **Narragansett Bay:** Contribution: $39K, 30 Sep Balance: $41.5K
  - **Omaha Post:** Contribution: $560K, 30 Sep Balance: $582.7K
  - **Panama City:** Contribution: $30K, 30 Sep Balance: $30.2K

- **Funds are managed by DiMeo Schneider, LLC**
  - 26.3% U.S. Equities, 15.18% International Equities, 43.9% fixed income, 1.71% cash and equivalent.

- **Each participating Post gets a quarterly statement.**

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**COI Report**

Heather Wishart-Smith, President-Elect

- College Outreach
- Credentialing
- Engineering & Construction Camps
- Enlisted
- K-12 STEM Outreach
- Leader Development
- Young Member
Goal 1: Relationships

- Credentialing COI continuing to team with other COIs, strategic partners to provide credentialing solutions and opportunities for the SAME community
- Enlisted Post POCs
  - Comms network for enlisted outreach & activities, promotes programming
  - COI membership has grown 300%, from 171 to 520 COI members!
- YM Government Engagement guide

Goal 2: Leadership & Mentoring

- Camps COI partnering with Academies for support by Midshipmen/Cadets and recent grads
  - USNA agreement completed
  - USMA agreement in progress
- Virtual Student Chapter Webinars and Technical Briefings
  - Broaden technical knowledge, retain student interest, attract new members
Goal 3: Professional Development & Personal Growth

- Camps COI
  - Five camps scheduled, six STEM activities planned, others under discussion
  - LDP projects to improve processes and recruiting
  - Significant benefits to SAME Posts, Members, Federal Agencies
  - Dozens of graduates admitted to Service Academies, ROTC scholarships, and other future leaders.
  - Enlisted COI partnership to promote mentor opportunities
    • Expands networking opps, increases visibility, L&M opps

Goal 3: Professional Development & Personal Growth (cont.)

- Inaugural LDP
  - Positive feedback
  - Utilization projects to benefit Society
  - Program evaluation brief at JETC

- K12 STEM
  - TME STEM Corner established, second article underway
  - Developing Post STEM library of activities, “How-tos,” and Lessons learned
Goal 3: Professional Development & Personal Growth (cont.)

- Student Chapter Mentor meeting at PLW
  - Best practices & ways to work with military engineering students
  - Grew College Outreach COI by three members, developing succession plan for incoming CO COI Chair
  - Recruited two major university Student Chapters, updated award criteria and began planning for adjusted national website
- Webinars
  - Credentialing, YM, Student Chapter, others

Resource Needs & Actions

- Succession planning, recruitment of COI leaders
  - Particularly Credentialing, K12 STEM, Camp mentors
- Turnover
  - YM documentation of processes and procedures
- Communications
  - YM COI Comms Plan
  - COI Marketing Plan & Communications Guide
Resource Needs & Actions (cont.)

• Leader Development Program (LDP)
  — Seeking private sector speaker for February
  — 2020 applications close 2 Dec 19
    • Only 14 as of 14 Nov; 5 are from International Committee

Summary & Conclusion

• Tremendous progress made in support of 2020 Strategic Plan
• Metrics not tracked, but qualitative results apparent
• Success planning (included in Goal 2) must extend to COIs
• Continue to enhance, improve link to Posts
COI Report
Bob Keyser, Vice President

- Architectural Practice
- Energy & Sustainability
- Environmental
- Facility Asset Management
- International
- Joint Engineer Contingency Operations
- Resilience
- Small Business

Architectural Practice Community of Interest
On track with the work plan, supporting the Strategic Plan

- Establishing a bi-ennial Design Awards Program.
  - Coordinate and collaborate with ENR, AIA and DoD Design Agents
  - Pending endorsement by the Executive Committee and Board of Directors

- Publish the APCOI Quarterly Journal and host quarterly webinars
  - Providing professional development as well as network development
  - Leverage AIA MOU for accredited learning units

- Provide Technical Programs for JETC and Post Events
  - Solicit, review and select high-quality technical sessions for accreditation and presentation
  - Leverage AIA MOU for accredited learning units
Environmental Community of Interest
On track supporting the Strategic Plan

- Conducted Webinars on Water Quality and PFAS
  - Current technical issues at DoD level
  - Over 185 participants combined

- Conducted monthly COI meetings/conference calls
  - Broaden professional network of participants
  - Identifying current hot topics for future webinar and JETC presentation, as well as presentation at Post level
  - SBC COI meeting in 2018 had largest attendance ever

- Provide Technical Programs for JETC and Post Events
  - Solicit, review and select high-quality technical sessions for accreditation and presentation

Facility Asset Management Community of Interest
On track supporting the Strategic Plan

- Conducted 2019 Facility Management Workshop – 450 Attendees
  - ICW International Facility Management Association
  - Half Day Tri-Service Roundtable to Improve Base Operations & Maintenance contracting process
  - DoD Acquisition Community focus on expanding facility O&M Resilience

- Provide Technical Programs for JETC, FM Workshop and Post Events
  - Solicit, review and select high-quality technical sessions for accreditation and presentation
  - Reviewed over 80 abstracts for JETC
  - Reviewed over 100 abstracts for FM Workshop

- Conducted Four Technical Briefings/Webinars
  - Facility O&M contracting for VA facilities
  - Utility Privatization, Airport Electronics O&M, ISO 55000 Update
  - 20-40 participants
International Community Of Interest

On track supporting the Strategic Plan

- **Monthly Virtual Meetings**
  - Connects deployed, travelling and stationed overseas membership
  - Focus on combatant command challenges and overseas REC delivery opportunities
  - Award PDVs, recorded and available for podcast

- **European and Pacific Professional Events in Support of the Geographic Combatant Commands**
  - 2020 EUCOM & PACOM Events focused on emerging military engineering challenges
  - USACE, NAVFAC & ARCEC participation and public-private collaboration

- **Field Chapter Sponsorship**
  - 7 Field Chapters in Middle East, Africa, Central America, Europe and Pacific
  - New Chapters targeted in Australia and the Philippines (Subic Bay)

- **International COI Grant Program**
  - Tool to assist European and Pacific RVPs assist Posts and establish Field Chapters
  - International COI provides assistance through Grant Program

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JECO Community Of Interest

On track supporting the Strategic Plan

- **Plan and Execute the Annual Table Top Exercise**
  - Coordinated Civil Infrastructure topic with Joint Staff J4
  - Overlap with FEMA National Level Exercise Priorities; likely FEMA participation
  - Participation expected from Combatant Command Engineers, USACE, FEMA and J4
  - Logistical plan developing

- **Support the Joint Engineer Operations Course (5 times per year)**
  - Speakers (and backups) secured for 15 Jan 2020, 1 Apr 2020, 29 Jul 2020 and 23 Sep 2020
  - Executed 6 Nov 19

- **Support Joint and Overseas Engineering Track Education at JETC**
  - Solicit, review and select high-quality technical sessions for accreditation and presentation

- **Identify and Establish JECO COI Regional Representatives**
  - No progress to date
  - Initiate effort after holidays

---
Small Business Community Of Interest
On track supporting the Strategic Plan

- Conducted SBC-prep Webinar
  - Webinar conducted by Jackie Santistaban - Captivating Capabilities Statements: How to Differentiate Yourself and Get Noticed
  - Reviewed submitted capabilities statements
  - Provided FPRs and direct assistance in preparation for SBC
- Relationship with GSA OSBU Syretta Dyson-Buesing
  - Shared Webinars on working with GSA
  - Distance Learning FPRs and practical guidance
- Established Small Business Liaisons at the Post level
  - Work in Progress, coordinating with Posts
- Establishing Mentoring Program within the COI
  - Intended to be a permanent relationship as new members join COI
  - Work in Progress

Resilience Community Of Interest
On track supporting the Strategic Plan

- Relationship with National Disaster Resilience Conference
  - COI participation in 2019 event
  - Different Segment of Engineering, Construction and Service Communities with Similar Goals
  - Working toward possible MOU
- Developing Master List of Speakers and Presentations
  - Make FEMA and USACE SME POCs contact information available for presentations and assistance
  - Webinars available through COI website
- Sustaining a Resilience Outreach Program
  - 5 Webinars this year – 3 done, 2 more coming
  - Supporting JETC with soliciting, reviewing and selecting presentations
- Developing Focus on Cybersecurity
  - Identifying needs and resources
  - Industrial and Corporate Programs
Energy and Sustainability Community Of Interest
On track supporting the Strategic Plan

- Conduct Quarterly Educational Webinars
  - Focus on current issues - Eliminating HVAC Induced Mold and Corrosion with a High-Efficiency Dehumidification System
  - Provide PDHs and Identify Problems for Collaborative Solutions
- Develop Portfolio of Professional Communications
  - Soliciting abstracts for Energy Issue, JETC and Webinar topics
  - Facilitating the Publishing Process for COI members
- Fostering Government Engagement
  - Coordination and Participation in IFMA Workshop
  - Improved focus on nexus of Energy and Water Sustainability

Add-ons

- Geospatial Working Group ongoing
- Health Engineering Task Force
  - Charter Developed, COI alignment under consideration

Thanks to the Small Business COI for work on SBC!
## Financial Update

**Approved Budget ($250,000)**
- Committed Century Book ($125,000)
- Contractor Expenses ($95,000)
- Production Costs ($30,000)

**Expenses to Date ($32,966)**
- Century Book $12,760
- Promotional $20,206

**Upcoming Expenses ($18,000)**
- Historical Banners $8,000
- JETC 2020 Venue (50%): $10,000

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**Plan Notes**
- Recover $25,000 or more in Century Book sales
- Budgeted $50,000 for the push package and some other re orders of centennial swag
- Resulting in $80,000 as unallocated as of 11/10/19
Run to 2020 Journey

**Purpose:** Focuses on Posts

- Increase membership participation
- Recognized in LOCAL community – build awareness of SAME
- Afforded Posts opportunity to change their method of business
- Celebrate the entire industry and build momentum for the future of Engineering, Architecture and Construction.
- Building a culture change – Use the Centennial as a platform for the next 100 years

- Academy of Fellows – Supporting the Posts
- Post Leaders Workshop Improved Program
- Strategic Plan 2025
- Resources – National Staff, RVPs, CTF Liaisons, Communities of Interest, BOD
- Post Centennial Coordinator Meeting at SBC – focus on the potential, long-term impact
- Membership COI – Tools, Strategic Guidance – Meeting at SBC – focus on membership participation (New ACTIVE members)

---

Summary Post Engagement

- 38 Starter Kits Requested
- 15 Posts w/out Post Centennial Coordinator
- 3 Centennial Events Held
- 2 Centennial Events Planned

---

Dedicated to National Security Since 1920
Value of Centennial for Posts

- Reminder: encourage Posts to take the time to plan the “RIGHT” celebration – benefits posts:
  - Expands the Posts reach to include local agencies and other Industry Partners and Media outlets
  - Recruit without recruiting --- internal inclusion of volunteers
- Showcase the Post’s value and ability to integrate and recognize organizations, partners and their community
- Change the Culture
- Excite individuals to be SAME member in the next Century
- Bring in new active members
  - Share Why You are a Member!

CALL TO ACTION
HOW CAN THE BOARD OF DIRECTION MORE EFFECTIVELY ASSIST THE POSTS?

Board Of Direction
Leaders in the Society
Members of a Local Post
Many are Fellows
Regional Vice Presidents
Community of Interest
National Leaders
Be Involved in Your Local Post’s Start to the Next Century!

2025 Strategic Plan
Sal Nodjomian & Charlie Perham
Overview

- The Team
- The Timeline
- Perspective
- Vision and Mission
- Goals
- Objectives
- Discussion

The Team

Kathy Off
Pat Coullahan
Col Scott Grainger
MSgt Amanda Jones
Scott Griffin
Col (s) Matt Altman

Traci Dewar
NK Mbaya
Maj Seth Lorimer
Lisa Thoele
Kathy Stewart
Steve Tupper

Steve Pranger
Jeff Davis
Bobbi Lang
Jennifer Kilbourn
CDR Craig Clutts
The Timeline

✓ February – Call for volunteers, team selection
✓ March – Senior mentor engagement, idea generation, mega-trend consideration, XC update
✓ April – Frame new Strategic Plan, team reviews, mission and vision review
✓ May – Share draft plan with BOD prior to JETC; working session during BOD
✓ June/July – Committee, COI and Post feedback
✓ August – Post Leaders Workshop – Utilized select attendees to formulate detailed tasks
✓ Sep/Oct – Re-engaged posts and finalized strategic plan; read-ahead to BOD
  • Nov – Gain BOD approval of 2025 Strategic Plan at SBC
  • Dec – Publicize plan in TME

Perspective

“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

Key themes for 2025 plan
• All members should be able to see themselves in the plan
• Inspire service to the nation
• Increase membership engagement
• Focus on impact
Vision

Serve our nation as the foremost integrator for leadership development and technical collaboration within the A/E/C profession.

Mission

Build leaders and lead collaboration among government and industry to develop multidisciplined solutions to national security infrastructure challenges.

2025 Strategic Outcome: Set the industry standard for active membership that creates lasting impact at the local and national levels.

Goal 1: Strengthen Industry-Government Engagement
Goal 2: Build and Sustain Resilient Communities
Goal 3: Develop Leaders for the Profession
Goal 4: Enrich the STEM Pipeline for the Nation
Goal 5: Prepare Servicemembers and Veterans for the A/E/C Industry
Goal 1: Strengthen Industry-Government Engagement

Lead efforts to foster communication and build relationships among military, public, private, academic, and professional organizations; further collaboration to identify issues and develop solutions in support of national security.

- Ensure SAME’s IGE Plan promotes multidisciplined industry-government collaboration and adds value to shared efforts to improve America’s infrastructure, with the Society recognized by all stakeholders as the platform for industry-government engagement.
- Develop Strategic Partnerships to identify focus areas, challenges, opportunities, and potential solutions, integrating mutual expertise to achieve greater results.
- Ensure SAME’s Communities of Interest serve Posts and national entities as subject matter experts, leveraging the Society’s broad technical diversity to advance knowledge, standards, and best practices.
- Develop a portfolio of professional communications to inform, educate and reinforce SAME’s impact to the nation; provide a repository of industry-government engagement efforts, tools, and lessons learned on the SAME national website.
- Promote inclusion of stakeholder interests at the Post, regional, and national levels through meetings, workshops, symposiums, and conferences.

Goal 2: Build and Sustain Resilient Communities

Lead efforts to prepare communities to absorb, recover, and adapt from natural and man-made threats; fortify our nation’s resolve directly where people work and live.

- Leverage local, regional, national, and international partnerships to educate and train members and stakeholders on infrastructure risks, mitigation efforts, and joint response strategies to natural and man-made events.
- Utilize SAME’s multidisciplinary network to connect and educate stakeholders on new and existing technologies and to develop solutions to problems across critical infrastructure sectors.
- Promote partnerships and collaboration supporting the needs of military installations in pursuit of mission assurance and readiness (such as energy, water, cyber security).
- Utilize SAME’s national relationships and local Posts to furnish vertical collaboration between all levels of government and private business.
- Lead collaboration to advocate for streamlined acquisition and implementation of resilience solutions.
Goal 3: Develop Leaders for the Profession

Lead efforts to enhance leadership development and cultivate talent necessary to address the nation’s grand challenges; ensure the enduring stewardship of the A/E/C profession.

- Execute leader development programs at the Post, regional, and national levels and ensure their long-term viability.
- Promote a structured SAME mentoring continuum, highlighting growth and leadership opportunities for members at all levels.
- Support and promote the SAME Foundation in fostering engineering leadership.
- Increase participation and partnerships with academic institutions and college students at the Post, regional, and national levels.
- Utilize SAME Fellows to assist Posts in building engagement, identifying and developing volunteer leaders, and establishing succession plans.

Goal 4: Enrich the STEM Pipeline for the Nation

Lead efforts to inspire, encourage, and enable youth to pursue STEM careers; help develop the technical capacity our nation needs to remain globally competitive.

- Become a leader in STEM initiatives by leveraging national partnerships and connecting with locally relevant organizations focused on advancing STEM.
- Grow prospective members of the Society through K-12 outreach, scholarships, sponsorships, and engagement of college students.
- Grow participation in existing, and create new, Post and national STEM camps and initiatives; develop programs to motivate members to serve as mentors.
- Align students with mentors to enhance learning and long-term commitment that leads them into STEM professions.
- Enhance college outreach by collaborating nationally to help define the effective and unique role of SAME Student Chapters.
Lead efforts to fully integrate military and government members into the A/E/C industry; support training, credentialing, and networking initiatives that build, maintain, and translate skills to meet current and future needs.

- Provide technical and joint training, industry best practices, and networking opportunities to servicemembers at the Post, regional, and national levels.
- Provide servicemembers and veterans access to the full spectrum of credentialing for licensed professionals, skilled labor certifications, and other A/E/C qualifications.
- Sponsor leader development, networking, mentoring, and job fair opportunities for transitioning servicemembers that connect them to Trade Labor Unions, industry organizations, and other professional resources.
- Enable success during and after active service by eliminating barriers to participation and by partnering with organizations that promote the entirety of veteran well-being.
- Operationalize the Post sponsorship model, where SAME Posts coordinate to welcome servicemembers/civilians and their families upon transitioning to new locations.

Key themes – did we hit them?

- All members should be able to see themselves in the plan
- Inspire service to the nation
- Increase membership engagement
- Focus on impact
Next Steps

• 2025 Strategic Plan is just the beginning
  — Streamer plan
  — Communications plan (roll out, internal and external comms, etc)
  — Strategic plan implementation (post plans, COI plans)

2025 Strategic Plan
Proposed Streamer Concept
Joe Schroedel
Streamer Concept:
What’s Proposed?

- BOD officially declares purpose of streamers
- Separate Operational Tasks from Streamers
- Revise accommodation for post size (eliminate desired/required “scale”)
- Streamline streamer administration to save volunteer time
- Revise Streamer Evaluation: Establish BOD Goal evaluation teams and Top Post evaluation team; national office verifies Distinguished Post status
- Revise Distinguished Post and Top Post criteria and evaluation
- Revise Membership Streamer criteria and evaluation

Why Have Streamers?

Proposed: BOD officially declares purpose of streamers.

- Specify preferred tasks to support objectives of Strategic Plan Goals (this will be big part of streamer development; Strategic Plan TF developed suggested tasks for each objective – great starting point for developing details of streamer plan – outcome is posts see themselves in the plan)
- Provide basis for Post, Region and National (National Office, AOF, COI) planning
- Measure Strategic Plan IMPACT (progress)
- Account for Strategic Plan contributions (aggregate at national level) for Annual Report to Members
- Provide a basis for recognizing Posts and Regions
Separate Operational Requirements

**Proposed:** Separate Operational requirements from streamers

- Emphasize Operational Requirements (as a minimum requirement for Posts to be a Post in “good standing”) separately from streamers – keep streamers focused on IMPACT contributions to the strategic plan
- Expand the Operational Requirements that are linked to disbursement of Post Membership Dues
- Completion of Operational Requirements is prerequisite for consideration for streamers or other region, post recognition – must revise submission
- Proposed Operational Requirements (evaluation scheme):
  - Submit Post Annual Report (Complete?)
  - Submit Annual Financial Report and confirmation of Annual Audit (Complete and accurate?)
  - Submit Annual Program Work Plan (Did post complete their plan for that FY?)
  - Send minimum of one attendee to PLW (Did the post send a rep and did they use what they learned?)
  - Participate in SAME Annual Meeting (JETC) (Actively participate?)

Post Contributions

**Proposed:** Revise accommodation for post size (eliminate desired/required “scale”). OPTION 1 is initial recommendation.

- Using the draft suggested tasks that the Strategic Plan 2025 TF developed, produce two to three tasks per objective that target specific actions (e.g. Post IGE workshops) that directly contribute to the accomplishment of that objective. The society standard then would be to specify how many of the tasks posts must accomplish (e.g., if we list three tasks per objective, we could specify that posts must do one task for every objective in that goal to qualify for the streamer). This approach gives post clear direction to level the playing field across the society and gives posts the freedom to incorporate national objectives into their locally relevant plans.
- Focus on quality contributions that produce IMPACT.
- **Option 1:** Require all posts to contribute to Goal 1 (IGE) since it is the core of SAME existence; all other goals are optional
- **Option 2:** Require all posts contribute to Goals 1 or 2 and one other goal
- **Option 3 (status quo):** Posts expected to contribute to all strategic plan goals and objectives; accommodate post size by requiring more tasks for larger posts
Streamer Administration

Proposed: Streamline streamer administration to save volunteer time.

- Simplify streamers by integrating streamer submissions and Post Annual report into one integrated report, hence eliminating one annual requirement for posts.
- Focus on quality of the report - narrative format, fill in the blanks format; de-emphasize submission of supporting materials such as newspaper clippings, photos etc (instead, emphasize use of TME for media related stories and photos right after the event to get publicity for the Post; submission of articles, etc is not part of streamer process)
- Incorporate other operational objectives (such as Posts reaching out to partners to collaborate) into the streamer submission (the SAME national database will have to be modified to automate the input process; ultimately, SAME should have an enterprise management system)

10 OCT 2019

Streamer Evaluation

Proposed: Revise Streamer Evaluation: Establish BOD Goal evaluation teams and Top Post evaluation team; national office verifies Distinguished Post status.

- Establish evaluation teams now (SBC '19) to lead the development of detailed plan, include training plan for evaluation teams.
- Establish BOD Goal Teams using Elected Directors and COI Chairs to evaluate streamers.
  - Criteria: Meet the tasks specified by objective (based on Post Contribution option chosen)
  - 5 Teams of BOD members that include Elected Directors and COI Chairs
  - VP oversight
- Establish BOD Distinguished Post evaluation team. Distinguished Post is NOT a competition, rather a standard. Evaluation is simply did the Post meet or exceed the standard?
  - Criteria: Contributing beyond the Post Contribution Option (eg if option one, then contribute beyond just Goal 1)
  - National OFFICE confirmation
  - VP oversight
- Establish a BOD Team using the VP for RVPs and the RVPs to evaluate Top Post competition. Competition is based on total IMPACT the Post made.
  Suggested competition format:
  - Criteria: must be Distinguished Post
  - RVPs and Post Presidents in region select top regional posts (one each, S, M, L) to compete at national level; recognize regional selectees;
  - VP and Team select top nationally
  - (consider top 3 S, M, L)

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Membership Streamer

Proposed: Revise Membership Streamer criteria and evaluation; stay focused on participation, recruitment and retention, but deemphasize membership growth (e.g. growing by 5% is not a reasonable measure of impact)

- Develop criteria that focus on quality of member participation and their impact.
- Fully implement the Home Post concept to make sure posts know who their members are that can be counted on for participation in their post.
- Assign responsibility for membership streamer evaluation to the Membership COI

Current Annual Streamer Timeline

February:
- Post Financial audits confirmed by PIVPs
- BOD Goal Teams Evaluate Streamer Submissions for streamers and Distinguished Post
- BOD conducts Top Post Competition
- National Office analyzes post input to develop Society Annual Report to Members

1 March (this will likely have to be changed to afford evaluation time and, if desired, additional time):
- Integrated Annual Report [including financial report and Streamer Submission] due to the National Office

May (BETC):
- BOD:
  - Annual Report Video rollout
  - New Elected Directors assigned to a Strategic Plan Goal Team
  - PIVPs confirm Posts submissions of Annual Plans for the following year
  - Post Awards Lunch: Posts recognized for previous year efforts

July: Written Society Annual Report to Members in TIME

August: NC National Governance and Management Review (P.L.W)

November (SCC)
- BOD:
  - Strategic Plan Progress Assessments (IMPACT)
  - Guidance to Posts for planning next year
  - Guidance to National Office [budget considerations, etc]

Approved
Approved

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Streamer Concept:
Summary

Proposed:

- BOD officially declares purpose of streamers
- Separate Operational Tasks from Streamers
- Revise accommodation for post site by eliminating expectation that posts contribute to overall goal
- Streamline streamer administration to save valuable time
- Revise Streamer Evaluation: Establish BOD Group evaluation teams and Top Post evaluation teams; national office oversees Distinguished Post status.
- Revise Distinguished Post and Top Post criteria and evaluation
- Revise Membership Streamer criteria and evaluation

Consent Agenda

- BOD Meeting Minutes (May 2019)
- XC Meeting Minutes (Aug 2019)
- Foundation Meeting Minutes (May 2019)
- Society Bylaws Changes
- Awards & Recognition – new award
- COI Operations Manual
- LDP COI Proposal
- Health Engineering Task Force Proposal
- Final 2025 Strategic Plan Goals & Objectives
- 2025 Strategic Plan Streamer Concept
President’s Closing Remarks & Recognition

Buddy Barnes

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