Executive Director Update

Joe Schroedel
SAME Executive Director
16 Nov 2021

“Deeds Not Words!”
Welcome to SBC … It’s Great to See You … in 3D!!

SAME is about people and relationships … and delivering value … the new future … 2D and 3D!

Participants (as of 11/11/21):

In Person:*2632
Virtual: 384
3014

*2200 Vax Verified

Communicate your comfort zone:

HUG ME
3’ Please
6’ Please

SAFETY First!

Building Our Future!
Strategic Plan 2025:

2019 ... Buddy led the “Run to 2020 ... and Beyond”
2020 ... Heather “Got it Started” during a pandemic!
2021 ... Now We’re “Making it Happen” with Mark!

In the Middle of all of this ... we implemented Strategic Plan 2025 ... “How are we doing”?

Nov 2019 ... Last In Person SBC

May 2021 ... last virtual JETC.

Nov 2021 ... In Person with Virtual Participation SBC!
# Strategic Plan 2025: National Office Staff Contributions

## BOTTOM LINE UP FRONT

Adapting and thriving through the pandemic. 
Serving the Society and Foundation responsively, day in and day out. 
Executing major actions that will set the stage for long term success.

<table>
<thead>
<tr>
<th>ACTION</th>
<th>IMPACT</th>
</tr>
</thead>
</table>
| Implementing Membership and Dues Restructuring | Treat every member as an individual (full member rights and privileges)  
Cover cost to serve members |
| Developing a fully integrated Enterprise Management System (EMS) | Easier to be a member and leader (National, Region, Post, COI)  
Member Management System  
Website  
SAME APP  
Outsourcing Financial Management |
| Operationalizing COIs (established program mgt) | Mobilizing the Potential of COIs to support IGE  
Requires reshaping staff (COI Managers)  
Strategic Plan 2025: IGE is #1 Goal (only required goal for streamer) |
### Strategic Plan 2025: National Office Staff Contributions

<table>
<thead>
<tr>
<th>Area</th>
<th>Assessment</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staff (25)</strong></td>
<td>(+) Stable through pandemic</td>
<td>Need help – find right (technical) COI Managers</td>
</tr>
<tr>
<td></td>
<td>(-/+ Turnover of HR consultant</td>
<td>3 Recent departures; 1 resignation</td>
</tr>
<tr>
<td></td>
<td>(+) Hired IGE and Program Director</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(-) Recent turnover (events, programs)</td>
<td></td>
</tr>
<tr>
<td><strong>Office Relocation</strong></td>
<td>(+) 1 Year Anniversary (Sept) – all systems go</td>
<td>Safe, Healthy, ADA compliant environment</td>
</tr>
<tr>
<td></td>
<td>(+) Hybrid Operating Policy working well</td>
<td>Maintaining culture: positive team, service to Society</td>
</tr>
<tr>
<td></td>
<td>(+) Closed Sale Of Century House (Aug)</td>
<td>Exceeded profit goal ($2,070,00); Home Fund establishment</td>
</tr>
<tr>
<td><strong>IGE and Programs</strong></td>
<td>(+) Established IGE Program Management</td>
<td>Key to Operationalizing technical COI’s</td>
</tr>
<tr>
<td></td>
<td>(+) Won first ever Grant ($62,000 from UEF)</td>
<td>Supports LDP STEM Project; 4 Posts executing</td>
</tr>
<tr>
<td></td>
<td>(+) Hired Human Capital COI Coordinator (ASCE)</td>
<td>Extensive experience; mitigating Eddie departure</td>
</tr>
<tr>
<td></td>
<td>(+) Fully supporting impactful programs</td>
<td>Events; National LDP (Society and Foundation impact), etc.</td>
</tr>
<tr>
<td><strong>Events</strong></td>
<td>(+) Delivering value and earning revenue</td>
<td>Learning Org: in-person; virtual; in-person and virtual</td>
</tr>
<tr>
<td></td>
<td>(+) Active planning support of Posts</td>
<td>Contracts review, Centennial events</td>
</tr>
</tbody>
</table>
## Strategic Plan 2025: National Office Staff Contributions

<table>
<thead>
<tr>
<th>Area</th>
<th>Assessment</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Communications</strong></td>
<td>(+) Sustaining <em>TME</em>, RealTiME, Web quality</td>
<td>Increased <em>TME</em> page count by 10% (ads, content)</td>
</tr>
<tr>
<td></td>
<td>(+) Enhanced Society News</td>
<td>New sections (COI’s, AOF, IGE, Post Best Practices)</td>
</tr>
<tr>
<td></td>
<td>(+) Implemented “Multiview”</td>
<td>COI newsletter support</td>
</tr>
<tr>
<td></td>
<td>(+) Initiated new COI specific RealTiME</td>
<td></td>
</tr>
<tr>
<td>Marketing:</td>
<td>(+) Established partnership with Feather</td>
<td>Interjecting advertisements</td>
</tr>
<tr>
<td></td>
<td>(+) COI Marketing pilot</td>
<td>BOD assistance; months long effort</td>
</tr>
<tr>
<td></td>
<td>(+) Increase featuring members in marketing outreach</td>
<td></td>
</tr>
<tr>
<td>Membership:</td>
<td>(+) Implementing Post Realignment</td>
<td>Vibrant Posts: relevant locally, contribute to national direction</td>
</tr>
<tr>
<td></td>
<td>(+) Membership and Dues Restructure</td>
<td>Model governance decision; IM implemented; SM next year;</td>
</tr>
<tr>
<td></td>
<td>(+) New Mgt System (AMS part of EMS)</td>
<td><em>Treat every member as a valued member</em></td>
</tr>
<tr>
<td></td>
<td>(+) Focused on “Member Engagement”</td>
<td>“Easier to be members”; Sales Force Based (Nimble)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Searching for ways to impact ... <em>New Streamers</em></td>
</tr>
<tr>
<td>AOF:</td>
<td>(+/-) Follow through w/ FELLOWS commitments</td>
<td>Some success; keep pushing</td>
</tr>
<tr>
<td></td>
<td>(+) Fully integrated AOF</td>
<td>NLT Chair; Post POCs</td>
</tr>
<tr>
<td></td>
<td>(+) Increasing communications, engagement</td>
<td>Townhalls, newsletter</td>
</tr>
<tr>
<td></td>
<td>(+) Transparent selection process working</td>
<td>Committee constituted by AOF position (keep fresh)</td>
</tr>
<tr>
<td>Area</td>
<td>Assessment</td>
<td>Notes</td>
</tr>
<tr>
<td>---------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Centennial</strong></td>
<td>(+) Closed out Centennial Commission and Plan</td>
<td>Centennial Ball: JETC 2022; Denver (10-12 May 2022)</td>
</tr>
<tr>
<td></td>
<td>(+) Century Book Published (investment; sales)</td>
<td>Post Celebrations Special Edition TME in 2022</td>
</tr>
<tr>
<td><strong>Foundation</strong></td>
<td>(+) Sustained responsive staff support (1.3 FTE/year)</td>
<td>Fundraising; Post Funds Policy; Financial Mgt</td>
</tr>
<tr>
<td></td>
<td>(+) SAME – SAMEF Operational Relationship</td>
<td>Implementing now</td>
</tr>
<tr>
<td><strong>Governance</strong></td>
<td>(+) Supporting robust focus on governance</td>
<td>Robust BOD, XC engagements;</td>
</tr>
<tr>
<td></td>
<td>(+) Established Bylaws Subcommittee of XC</td>
<td>Leaders recruiting and developing leaders</td>
</tr>
<tr>
<td></td>
<td>(+) Integrating KLDC recommendations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(+) Proactive support of DEIWG</td>
<td></td>
</tr>
<tr>
<td></td>
<td>(+) Sustaining transparent selection procedures</td>
<td>Nominating Procedures Guide</td>
</tr>
<tr>
<td></td>
<td>(+) Routinized Elected Director BOD Roles</td>
<td>Actively match individual interest and BOD needs</td>
</tr>
<tr>
<td><strong>Stakeholder Relationships</strong></td>
<td>(+) Expanded EAG (NOAA); established EAG Charter</td>
<td>IGE Focus\ Support IGE Management</td>
</tr>
<tr>
<td></td>
<td>(+) Began COI management of stakeholders</td>
<td>“Leading Collaboration” (Post, Region, National)</td>
</tr>
<tr>
<td></td>
<td>(+) Integrating multiple partners in IGE projects, events</td>
<td><em>Listen and Act</em></td>
</tr>
<tr>
<td></td>
<td>(+) Providing value, assistance to Gov’t and Industry (SMs)</td>
<td></td>
</tr>
</tbody>
</table>
## Strategic Plan 2025: National Office Staff Contributions

<table>
<thead>
<tr>
<th>Area</th>
<th>Assessment</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance</td>
<td>(+) 2021 EOY Forecast: will make budget</td>
<td>Sustaining Expense discipline</td>
</tr>
<tr>
<td>Finance</td>
<td>(+) Closed out Centennial Commission and Plan</td>
<td>Centennial Ball: JETC 2022; Denver (10-12 May 2022)</td>
</tr>
<tr>
<td>Finance</td>
<td>(+) Century Book Published (investment; sales)</td>
<td>Post Celebrations Special Edition TME in 2022</td>
</tr>
<tr>
<td>Finance</td>
<td>(+) 2020 Audit: Unqualified Opinion financial statement</td>
<td>Management Comment: 401K transfer error</td>
</tr>
<tr>
<td>Reserve Management</td>
<td>(+) Investments exceeding IPG benchmarks</td>
<td>Maintain $1M; $700K of added $1M = PPP</td>
</tr>
<tr>
<td>Reserve Management</td>
<td>(+) Integrated Enterprise Management System (EMS)</td>
<td>Conducted independent assessment</td>
</tr>
<tr>
<td>Reserve Management</td>
<td><strong>AMS:</strong> member database(Nimble; Sales Force)</td>
<td>Dues Restructure? IGE Staff? Event format?</td>
</tr>
<tr>
<td>Reserve Management</td>
<td><strong>CMS:</strong> website, SAME APP (Results Direct)</td>
<td></td>
</tr>
<tr>
<td>Reserve Management</td>
<td><strong>Finance:</strong> Outsourcing (Sage Intacct)</td>
<td></td>
</tr>
<tr>
<td>Reserve Management</td>
<td><em>(Leverage New Features)</em></td>
<td></td>
</tr>
<tr>
<td>Reserve Management</td>
<td>(+/-) $250K and $150K Auth (XC) not executed</td>
<td>Both management firms doing well for SAME and SAMEF</td>
</tr>
<tr>
<td>Reserve Management</td>
<td>(+) Sold Century House ($2,070,000; Aug ‘21)</td>
<td>NTE $1 M auth (XC); On Plan for June 2022 “Go Live”</td>
</tr>
<tr>
<td>Reserve Management</td>
<td>** AMS:** member database(Nimble; Sales Force)</td>
<td>Member, Post, Region, National, COI, focus</td>
</tr>
<tr>
<td>Reserve Management</td>
<td><strong>CMS:</strong> website, SAME APP (Results Direct)</td>
<td>Financial Reserves: NTE $1 Million (XC Decision)</td>
</tr>
<tr>
<td>Reserve Management</td>
<td><strong>Finance:</strong> Outsourcing (Sage Intacct)</td>
<td>Outsource CFO, Controller; in house staff accountant</td>
</tr>
<tr>
<td>Reserve Management</td>
<td><em>(Leverage New Features)</em></td>
<td>(e.g. Engagement Award Pgm; Job Board, ... )</td>
</tr>
<tr>
<td>Reserve Management</td>
<td>(+/-) $250K and $150K Auth (XC) not executed</td>
<td>Cash flowed expenditures; liquidation plan to XC in Dec</td>
</tr>
<tr>
<td>Reserve Management</td>
<td>(+) Sold Century House ($2,070,000; Aug ‘21)</td>
<td>Establishing <strong>Home Fund</strong></td>
</tr>
</tbody>
</table>
### Society of American Military Engineers

#### Statement of Activities (no Functional Expense Allocation)

**Actuals for the Nine Months ended September 30, 2021 and projections for the three months of October to December 2021**

<table>
<thead>
<tr>
<th>REVENUE</th>
<th>Actuals Year to Date</th>
<th>October</th>
<th>November</th>
<th>December</th>
<th>Total</th>
<th>Budget</th>
<th>Budget Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conferences and Meetings</td>
<td>$864</td>
<td>$2,617</td>
<td>$3,481</td>
<td>$3,766</td>
<td>(285)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dues</td>
<td>1,575</td>
<td>170</td>
<td>170</td>
<td>178</td>
<td>2,093</td>
<td>2,136</td>
<td>(43)</td>
</tr>
<tr>
<td>Advertising and Publications</td>
<td>646</td>
<td>10</td>
<td>120</td>
<td>10</td>
<td>786</td>
<td>598</td>
<td>188</td>
</tr>
<tr>
<td>Programs</td>
<td>8</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>12</td>
<td>194</td>
<td>(182)</td>
</tr>
<tr>
<td>Post Operations</td>
<td>69</td>
<td>1</td>
<td>1</td>
<td>1</td>
<td>71</td>
<td>10</td>
<td>61</td>
</tr>
<tr>
<td>Gain (Loss) on Investments</td>
<td>441</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>441</td>
<td>-</td>
<td>441</td>
</tr>
<tr>
<td>Gain on Sale of Building</td>
<td>1,572</td>
<td>1,572</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Grant Revenue</td>
<td>331</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>331</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Miscellaneous Income</td>
<td>26</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>26</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Interest and Dividends</td>
<td>63</td>
<td>15</td>
<td>15</td>
<td>15</td>
<td>108</td>
<td>180</td>
<td>(72)</td>
</tr>
<tr>
<td>Other Income</td>
<td>42</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>42</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td><strong>TOTAL REVENUE</strong></td>
<td>$5,637</td>
<td>$197</td>
<td>$2,924</td>
<td>$205</td>
<td>$8,963</td>
<td>$6,884</td>
<td>$2,079</td>
</tr>
</tbody>
</table>

| EXPENSES | Program Services: | | | | | | |
| Conference and Meetings | $264 | 1,762 | 2,026 | 2,385 | (359) |
| Membership Activities | 12 | 26 | 26 | 26 | 91 | 337 | (226) |
| Society Publications and Communications | 142 | 1 | 34 | 1 | 179 | 206 | (27) |
| Programs | 51 | 2 | 2 | 2 | 58 | 255 | (197) |
| Post Operations | 137 | 25 | 8 | 25 | 195 | 204 | 9 |
| **Total Program Services** | $626 | 55 | 1,833 | 55 | 2,549 | 3,367 | (818) |

| Supporting Services: | | | | | | | |
| Management and General | $3,003 | 345 | 345 | 345 | 4,038 | 3,729 | 309 |
| Fundraising | | | | | | | |
| **TOTAL EXPENSES** | $3,609 | 400 | 2,178 | 400 | 6,587 | 7,096 | (509) |

| CHANGE IN NET ASSETS FROM OPERATIONS | | | | | | | |
| $2,028 | (203) | 746 | (195) | 2,376 | (212) | 2,588 |

| Change in Value of Investments | | | | | | |
| $441 | - | - | - | 441 | - | 441 |

<p>| NET CHANGE IN NETS ASSETS | $2,469 | (203) | 746 | (195) | 2,817 | (212) | 3,029 |</p>
<table>
<thead>
<tr>
<th><strong>XC Approved Spending</strong></th>
<th>$1,000,000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Nimble</strong></td>
<td></td>
</tr>
<tr>
<td>Payment One</td>
<td>175,505.00</td>
</tr>
<tr>
<td>April payment</td>
<td>4,901.55</td>
</tr>
<tr>
<td>May Payment</td>
<td>27,200.00</td>
</tr>
<tr>
<td>June Payment</td>
<td>24,933.33</td>
</tr>
<tr>
<td>Contracted work</td>
<td>4,901.55</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>237,441.43</td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td>712,510.00</td>
</tr>
<tr>
<td>not Used as of 5/12</td>
<td>475,068.57</td>
</tr>
</tbody>
</table>

| **Results Direct**            |                |
| Kick Off                      | 26,500.00      |
| App Fee                       | 9,000.00       |
| Pmt 2                         | 38,000.00      |
| Pmt 3                         | 5,000.00       |
| **Total**                     | 78,500.00      |
| **Budget**                    | 201,000.00     |
| not Used as of 5/12           | 122,500.00     |

| **Open Water**                |                |
| Total                         | $ -            |
| **Budget**                    | 18,550.00      |
| not Used as of 5/12           | $ 18,550.00    |
| **Total Used**                | 315,941.43     |
| **Total Budget**              | 932,060.00     |
| not Used as of 5/12           | 616,118.57     |
Strategic Plan 2025: National Office Staff Contributions

- Profit from Sale (Aug ‘21): $2.07M
- Establish “Board Designated” fund for national office use (keep roof over head = original intent)
- Investment Committee working recommendations for XC in Dec
- Look for article in Nov-Dec Issue of TME!!

SAME HOME FUND

Prints will be sent to any donor in the book who requests one (900 on hand).
## SAME Foundation Post Funds Summary

<table>
<thead>
<tr>
<th>Location</th>
<th>AMOUNT</th>
<th>DATE</th>
<th>31 Oct</th>
<th>% GAIN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Houston:</td>
<td>$225K</td>
<td>Nov ‘17</td>
<td>$295K</td>
<td>31.1</td>
</tr>
<tr>
<td>Northern VA:</td>
<td>$108.4K</td>
<td>Nov ‘17</td>
<td>$142K</td>
<td>30.9</td>
</tr>
<tr>
<td>Narragansett Bay:</td>
<td>$39K</td>
<td>Nov ‘17</td>
<td>$51K</td>
<td>30.7</td>
</tr>
<tr>
<td>Omaha Post:</td>
<td>$560K</td>
<td>Mar ‘19</td>
<td>$673K</td>
<td>20.1</td>
</tr>
<tr>
<td>Panama City:</td>
<td>$30K</td>
<td>Sept ‘19</td>
<td>$37K</td>
<td>23.3</td>
</tr>
<tr>
<td>Mid-Maryland:</td>
<td>$30K</td>
<td>Nov ‘19</td>
<td>$36K</td>
<td>20.0</td>
</tr>
<tr>
<td>Tampa Bay Post:</td>
<td>$250K</td>
<td>May/Oct ‘19</td>
<td>$298K</td>
<td>19.2</td>
</tr>
<tr>
<td>Huntsville Post:</td>
<td>$80K</td>
<td>Aug ‘20</td>
<td>$94K</td>
<td>17.5</td>
</tr>
<tr>
<td>Hampton Roads:</td>
<td>$460K</td>
<td>Dec ‘20</td>
<td>$513</td>
<td>11.5</td>
</tr>
<tr>
<td>Orange Country:</td>
<td>$100K</td>
<td>Nov ‘21</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Central Virginia:</td>
<td>$25K</td>
<td>Pending</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: SAME Foundation: $1,340,058.42
SAME Foundation with Post Funds: $3,580,320.23
Operationalizing Technical COI’s

Mobilizing COI Potential to Energize IGE Collaboration

INPUT

EAG Posts
Partners Academia
Industry Gov’t

National IGE and
Program Director

National Office

COI Manager

Technical COI’s

COI Manager

COI Chair,
Steering Cmte

COI Chair,
Steering Cmte

Manage Program,
Enable Collaboration

Resources Coordination
Administration
Stakeholder Oversight (EAG, …)

Project Delivery
Strategic Partner Integration
Attract Expertise (billable member)

Build, Sustain Portal to
technical expertise

COLLABORATION

IMpact

IGE Projects
Education & Training
Professional Dialogue (COP)
Talent Management

Recognized leader of Collaboration

Thought Leadership
One Stop Access to Expertise
More Fully Leverage Capacity

11/29/2021
Operationalizing Technical COI’s

**Marketing and Brand Awareness:**
- "Multiview" Advertising

**SAME APP:**
- Connecting Members ... enabling engagement ... even virtually

**CEOs of APWA and IFMA agreed to Personally Participate in Steering Cmte ...** but ...

**Communications:**
- New Integrated Website (June ‘22)
- New Job Board
- TME Dedicated IGE Project Progress Section REALTIME

**FAM COI**

**FAM COI Steering Cmte**

... want their members to join the COI, bring their training ... in return for: ...

**“Virtual” Member**
- Technical
- Billable
- Gov’t expert
- Dues paying
- May never go to JETC

... Link their expertise with the issues and gov’t work!!

**Management:**
- Full time COI Manager
- New Management System (June ‘22)

**What will SAME look like in 10 years?**

“It’s exciting to be part of a SAME COI ... I have access to the work, issues and expertise I need.”

**ENABlers**

**LE**

**E N A B L E R S**

**ENABLER**

11/29/2021 Dedicated to National Security Since 1920
In support of Strategic Plan 2025, the National Office Staff is:

Adapting and thriving through the pandemic.

Serving the Society and the SAME Foundation professionally and responsively, day in and day out.

Executing major actions that will set the stage for long term success:

- Implementing the BOD Membership and Dues Restructuring
- Developing a fully integrated Enterprise Management System
- Operationalizing the COI’s

Deeds Not Words!
BACK UP
Risk Considerations:

**Government In-Person Participation:** (e.g. VA cannot travel unless vaccinated)

**Presenters In-Person Participation:** (Business Opportunity Sessions, Education Sessions, etc.)

**Staff Capability and Willingness:**
- Execute first In-Person event in two years PLUS Simultaneously deliver event to virtual participants
- Pandemic persists (staff safety and willingness)
- Challenge of volunteers and temp employees (neg test buys little safety; enormous staff cost)
- Venue compliance with SAME standard (they agreed)

**Individual Participant Safety:** large gathering (3000), odds favor presence of virus (higher and more severe impact on unvaccinated)

**Legal Liability:** Enforce promulgated standards (clear standards are more enforceable, hence no exceptions)

**Market:**
- Government related (AFA, AUSA, etc) required vaccination;
- Other fall conferences: 33% virtual; 33% vaccination; 33% vaccination or test

**Process:**
- **Capital Week Survey:** Split opinion ... uncertainty, vaccination unfolding
- **Tested Response:** (vaccination question on registration: first 2 weeks: 500 registered, 82% vaccinated, 18% not commit)
- **National Leadership Team and XC Deliberations (incl listening to members)**

**Execution:** BOD obligation to support leadership decisions (ref: New BOD Member Training)
SAME Key Leader Development Commission (KLDC) Update
Matt Altman, Appointed Director
2025 SAME Strategic Plan
  – Goal 3: Develop Leaders For The Profession
    • “Execute leader development programs at the post, regional, and national levels and ensure their long-term viability.”
    • “Promote a structured mentoring continuum, highlighting growth and leadership opportunities for members at all levels.”
  • Key Leadership Development Commission formed in May 2020 to:
    – Increase size and diversity of SAME Key Leader Position (KLP) candidates
    – Ensure consistent pipeline of interested, qualified candidates for SAME KLPs
    – Help members navigate their SAME “career” by gaining and applying a diverse set of experiences
    – Demystify KLP requirements, expectations, and selection process

**Bottom Line:** SAME has incredible leadership opportunities beyond the Post level. SAME has amazing volunteer leaders. We just need to connect them!
KLDC 2.0 TEAM

- Lt Col Graham Auten, USAF
- CMSgt Adam Boubede, USAF
- Mr. Pete Delano
- Mr. Troy Hamilton
- Ms. Massie Hatch
- Ms. Suzanne Grix
- Ms. Angela Nocera
- Col Sal Nodjomian, USAF (Ret)
- Ms. Kathy Off
- Capt Sid Osgood, USCG (Ret)
- Mr. Justin Payne
- Ms. Lisa Thoele
- Ms. Carrie Ann Williams
KLDC 2.0 BURN-IN INITIATIVE

- Overall intent is to codify deliberate Key Leadership pipeline-building engagements in standard SAME processes, procedures, and positions

- 2021-22 Lines of Effort:
  - SAME Governance
  - COI Engagement
  - Academy of Fellows Engagement
  - RVP / Post Leader Engagement
  - Elected Director Engagement
  - Military / Federal Engagement
  - Diversity, Equity, and Inclusion

- Developing plan to sunset KLDC at the end of the 2021-22 campaign
  - Will present COAs w/recommendation to the XC during Capitol Week; BoD approval at JETC
KLDC ANNUAL ENGAGEMENT PLAN

- Jan/Feb: KLP Non-Selects (POC: Selection Committee Chairs)
- Jan/Feb: New Fellows and AoF Deferred (POC: AoF)
  - Periodic AoF Class Reunion?
- Apr: LDP COI Opportunities Brief
- May: JETC; Departing Board Members (POC: XC)
- Jun – Aug: Graduating Post Presidents (POC: RVPs)
- Aug: Post Leaders Workshop
- Sep – Oct: National Leadership Opportunities Webinar in conjunction with nomination window
- Nov: Small Business Conference Engagement
- AD HOC: Post Presidents / RVP Calls; YP COI Engagement

SAME National Leadership Nominations Due December 1st!!!
KLDC TAKEAWAYS

- We can’t build the next SAME Vice President or President in a year
  - Process takes years of deliberate development and recruitment at all levels in the Society
- All SAME Board Members need to prioritize recruitment and succession planning
- Need to cast a broader net and diversify our pipeline starting with Young Professionals
- Still need more post-level focus on the pathway to national leadership
  - Post leader engagement is critical to encourage the jump to national involvement
- Active duty / government members still lag in Key Leader involvement
  - PCS tempo and civil service time accounting presents hurdles we need to overcome
- Energy and excitement for SAME National Leadership opportunities is tangible

SAME truly does set the standard for personal engagement and leadership development!
SAME Diversity, Equity and Inclusion Work Group (DEIWG) Update
Mike Huffstetler, Membership COI
Purpose of Presentation

– Provide a status update of DEI subcommittee
– Raise awareness of DEI Action Plan
Overview of DEI Action Plan & DEI Subcommittee

As a Society, our mission is to build leaders and lead collaboration among government and industry to develop multidisciplined solutions to national security infrastructure challenges. Over the course of a century, SAME has created opportunities for leadership development, networking, and technical collaboration across the A/E/C profession. All over the world, an increasing awareness of the business case for diversity and inclusion (D&I) is on the rise. Research consistently cites D&I as a source of competitive advantage and a key enabler of growth.

– Developed a detailed Pathways Action Plan.
– Consolidated number of Paths Forward from 6 to 4 to focus efforts.
– Scheduling these actions over the next year and beyond.
– Collaborating and engaging across Society, engaging on DEI.
Pathway 1: Commit & Cascade | Articulate the Society's vision and cascade accountability for delivery to the Posts.

**Task Description & Purpose**

**Executive Commitment.** Develop Executive Letter of Commitment to be included on website and similar materials to demonstrate top-level Society commitment to DEI. Work with Society President/Office to craft document. Expand diversity commitment beyond gender, race/ethnicity, and professional background.

**DEI Toolkit.** Establish DEI toolkit in support of the strategic plan’s objective to "provide a repository of industry-government engagement tools, resources, and lessons learned on the SAME national website." Decide on composition of toolkit and what content should be in the toolkit.

**External Communications.** Create external messaging for DEI in support of "communications to inform, educate, and reinforce SAME’s impact to the nation." Tout/advertise DEI toolkit events, Post activities, goals achievements, etc. Review SAME website content for current DEI terminology and modify as needed. Add more imagery reflective of current/future membership, Recommend changes as needed. Work with Jill for approvals.

**Leadership Representation & Training.** Support the Posts, COI, National Leader Development Program in ensuring diverse representation of Post/COI leaders and of classes. --look at current make-up of classes and Post/COI leaders. --review recruiting efforts and criteria to support inclusion. --look at curriculum to address DEI.

**Industry-Government Engagement Workshop.** Identify Industry-government engagement workshops to develop relationships and collaboration in addressing national, state, and local needs to build equitable infrastructure and communities. Conduct tabletop exercises at Posts/Regions to stimulate collaboration among military & civilian engineers & planners.

**Conduct Membership Survey and Analyze Demographics.** Follow up on 2020 survey every to gauge member perceptions on diversity, equity and inclusion and analyze member demographics.

**Consider DEI award (post and individual).**

**Engage across COIs.** Hold targeted conversations and set goals with COIs to explore diversity efforts, offer opportunities, scholarships and outreach to underserved communities (K12, Camps, LDP, etc.)

**Steamers.** Codify DEI into the Streamers (to include STEM programs/ K12 outreach)

**Determine actions to ensure continuity beyond 2022/2023.**
Pathway 1: Commit & Cascade |
Articulate the Society's vision and cascade accountability for delivery to the Posts.

Highlighted Actions
Executive Commitment
DEI Toolkit
Determine actions to determine continuity of support after 2022/2023
Pathway 2: Link DEI to Membership Growth

Demonstrate SAME's commitment to advancing the future of the AEC industry & increase interest in SAME membership.

Task Description & Purpose

**DEI Toolkit.** Identify strategies to attract more diverse and equitable populations that reflect the Society's commitment to recruitment, advancement and retention. Work with internal COIs/Program leaders to determine best ways to engage and collaborate with them.

**Member Recruitment.** Work w/ sustaining member companies & military representation to broaden inclusion of the SAME representatives and, through SAME participation, to provide development opportunities for member employees.

**External Communications.** Publish SAME DEI article in Diversity in Action looking for members who are like-minded believing in a strong United States.

**Explore SAME's demographics compared to USG/US Military.** Look into why SAME does not reflect the military's diversity: conduct interviews & listening sessions, and respond by addressing those issues (e.g. STEM interest) -- Understand how they find value (how do you find value by being a member here?)

**Collecting demographic information.** Consider collecting diversity demographic information for benchmarking and progress measurement

**Communicate diversity of SAME membership.** Review TME and website for diversity of photos. Work with communications team to set guidelines to reflect DEI goals. Member spotlights in the TME to spotlight the diversity of membership in SAME
Pathway 2: Link DEI to Membership Growth

Demonstrate SAME's commitment to advancing the future of the AEC industry & increase interest in SAME membership.

Highlighted Actions
DEI Toolkit
Explore SAME Demographic Compared to USG/US Military
Pathway 3: Mentoring & Training

**Task Description & Purpose**

**DEI Toolkit.** Develop DEI classes for Post leaders (which would be included in Toolkit) to provide basic literacy on DEI and how they can support efforts w/in Posts. Determine type of training needed. May incl. Relationship Building, Bias training, Allyship, etc.

**DEI Toolkit.** Develop an unconscious bias training video to develop awareness that we all have unconscious bias. Provide video to leadership groups within Society.

**DEI Toolkit.** As part of DEI Toolkit, provide resources to help sustaining members bring DEI initiatives to their firms.

**Leadership Development.** Work with Leadership Development Program (LDP) COI to develop DEI-content for LDP curriculum to educate emerging leaders on DEI.

**Mentoring.** Develop/enhance current strategy for member mentoring to include/set DEI goals for existing Society programs. Review scholarship programs for colleges and camps to better target underrepresented communities. Work with internal COIs/Program Leaders to facilitate buy-in and engagement.

**Credentialing.** Support credentialing & training of underrepresented groups of service members. Develop plan to use scholarship funds to support training for licensing.

**Camp/Scholarship Program Recruitment.** Develop handout/ppt slide that SAME Posts and member companies can use to share information and aid in recruiting underrepresented communities for camps and college scholarships. Create customizable document for use by local Posts.

**Camp/Scholarship Program Requirements.** Examine/Revise requirements for scholarships and camp admissions with the goal of recruiting diverse campers and campers who have not been exposed to STEM previously. Work with Camp COI in providing support inclusive camp membership. Look into communities to bring people who have never been involved in STEM - introduce them to camps. Alter criteria.

**Scholarships.** At post level, provide assistance to families to support first generation college goers, which may include $$ assistance to cover incidental costs or internships.

**STEM Programs.** Reach new students through STEM programs that have not been exposed to engineering previously. Develop programs that reach students (and their families) at all levels - elementary, middle, and high school.

**Approach Eng Firms for sponsorship**

Example: Goodwill Houston has training rooms, the employees inviting students, SAME teaching

**STEM Programs.** Organize/sponsor/participate in a STEM competition or activity for K-12 audience, targeted to underrepresented communities.

Develop a conference mentoring program: pair underrepresented attendees with an experienced mentor to talk for several months before and be introduced at the icebreaker.

Include HBUs, online programs, and Tech Schools in scholarship Programs

Ask Fellows to take on at least one mentee from an underrepresented group

Work with KLDC for transparent & open communication and recruitment

Develop DEI curriculum for Post Leaders workshop
Pathway 3: Mentoring & Training

Highlighted Actions
DEI Toolkit
Leadership Development
Camp/Scholarship Program Requirements
STEM Programs
Pathway 4: Partnering with Other Organizations

Task Description & Purpose

Prioritize strategic partners

Mentor the underrepresented groups in the partner organizations

Look at existing partnerships to see where we can increase recruiting efforts to expand outreach to underrepresented groups

Set up meetings with strategic partners

Invite diverse engineering organizations to our meetings, events, training, etc. at the National Level/COIs

Seek alignment with strategic partners like NSBE, SHPE, BEYA.

Engage with Association of Engineering Societies on its DEI initiative and cross-sharing of experience and content.

Review current partners and identify if we are missing any strategic partners
Pathway 4: Partnering with Other Organizations

Highlighted Actions
Prioritize Strategic Partners
Seek Alignment with Strategic Partners like NSPE, BEYA, etc.
Next Steps

- Prioritizing and Scheduling Actions with Champions from DEI Subcommittee
- Establish Communications Plan
- Make Action Plan available on SAME website (membership section)
SAME Request for Foundation Support Update
Mike Darrow, Elected Director
Summary: A formalized process has been established for SAME to request support from the SAME Foundation

- A result of the SAME BOD/Foundation Board TF work in Fall 2020

- Puts structure to the requests coming from SAME to the Foundation
  - Formal request via letter from President SAME to President Foundation Board NLT 15 December each year
  - Establishes a committee from the NLT/BOD to rank order requests from COIs, RVPs, Posts
    - Ranking based on linkage to the SAME Strategic Plan and outcomes for the Foundation
    - Ranking Review Committee (with support from National Office) will provide 1-n list to XC for review in October – shared at November BOD mtg.
      - Committee: President-Elect, National Vice Presidents, SAME National Staff Member, an RVP, one COI Lead, and one Elected Director
  - Foundation Board will review requests at their January BOD meeting each year
    - Formal feedback provided back to SAME President

- Full implementation will begin with the May 2022 BOD meeting and submitted in September 2022
  - COIs will build requests based on Annual Workplan development process
  - Posts and Regions will build requests based on post and regional initiatives
The basics:

1. **REQUESTOR**
   - COI Chair/RVP: _____________________________________________________
   - COI (if applicable): ...........................................................................
   - Email: .........................................................................................
   - Phone: .........................................................................................

2. **DATE OF REQUEST:** ______________
   Submit on a Separate Sheet with this cover.

3. **DESCRIPTION OF THE PROGRAM/Support REQUESTED**
   - Describe the initiative or program
   - Include a linkage to the SAME Strategic Plan

4. **AMOUNT REQUESTED**
   - Provide a basic budget. Include description of the funding usages such as travel, stipends, materials, software acquisition, contracted support, etc.
   - Indicate if this is a one-time request or what the out-year support for the program/initiative is envisioned.
   - Highlight any support that is also coming from the Society for the effort (i.e., mentors, leaders, other financial support)
   - Provide timing on the required support.

5. **EXPECTED OUTCOMES and HOW THEY WILL BE MEASURED**
   - Initiatives that can show clear and direct outcomes may compete better for the limited funding as the Foundation may not have resourcing to support all requests.
   - Relate how this initiative supports the SAME Foundation’s compelling purpose to foster engineering leadership for the nation.
   - Describe how outcomes will be measured or assessed. Focus on outcomes that are readily used by the Foundation to support telling the story in fundraising activities.
   - Describe how you will report back out and when.

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**The foundation can and will leverage the outcomes in their fundraising efforts**
SAME Bylaws Subcommittee Update
Nick Desport, Elected Director
Questions to answer:

1. Are current bylaws (dated 19.7.21) fit for purpose?
2. What is the absolute minimums required for bylaws for a non-profit corporation?
3. What can come out of the bylaws? Do we want it out of the bylaws? Why does it need to be added / deleted?
4. If the bylaws isn’t the right location for it, where does it go (e.g. operations manual)? Who is responsible for making this change?
5. Is the Society membership better served by a recommended change? Does it make governance more functional?

Separate question for us to answer:

Does the bylaws subcommittee remain as a standing body? If so, what are its business rules? (i.e. where does it reside, who picks members, how long do the members sit on the subcommittee, etc.)
Milestones

- 20 Oct: update on info subcommittee actions, intended focus, schedule – ask for adjusts
- 16 Nov: provide BOD update on subcommittee actions, work plan & schedule
- 15 Dec: present XC first recommendation for changes
- Jan – Feb:
  - Determine final round of changes / coordinate
  - Outline subcommittee business rules for comment
- 21 Mar: XC update on final recommendations
- Apr: finalise all recommendations
- 9 May: outbrief BOD on final recommendations for bylaw adjustments & subcommittee plan
SAME IGE Action Plan Update
Rob Biedermann, SAME Director of Programs
Agenda

• Purpose
• Process
• Progress
• Projects
• One final thought...
**IGE Program Management** provides a *deliberate, consistent, repeatable, & transparent* process to manage national-level IGE efforts ensuring we deliver impact and maximize use of available resources in the service of our National Security.
IGE Governance

- Identify or Collect proposed issues (Pressing, Project Delivery, Joint Engineering)
- Validate Issues
- Prioritize Issues

IGE Program Management Office

- Publish National IGE Plan
- Manage the Plan
- Evaluate the Plan
- Refine the Plan

- IGE Program Management
- Other IGE tasks (COI initiatives, Post support, webinars, education, etc.)
- Communications (Report progress, Share perspectives, Celebrate impact)
- Resource Management
Process - Key Elements

• Open aperture for Pressing Issues
  – Executive Advisory Group (EAG)
  – CEO Roundtables
  – Posts, Post IGE efforts
  – Regions, Regional IGE efforts
  – Communities of Interest (COIs)

• XC involvement in all aspects
  – Program & project oversight and participation
  – Ongoing Pressing Issue assessment, selection

• Impacts defined up front as part of Pressing Issue submission and if selected, Letter of Appointment

• Robust, constant drumbeat of communication
Process - Responsibilities

• **XC**
  – Execute IGE Governance Tasks

• **XC Champion**
  – Ensures XC’s intent is clearly communicated, met
  – Removes obstacles
  – Holds IGE PM accountable for progress, impact
  – Note: XC Project Champion – opportunity for future National Leader Development

• **IGE Project Manager**
  – Team leader, manages the project effort
  – Accountable for progress, impact
  – Leads collaboration between executing entities
  – Often *Pressing Issue* Initiator

• **IGE Program Manager**
  – Manage collection, validation and prioritization process
  – Reporting to XC
  – Support projects as necessary
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- TBD for ENC initiatives. (NavSec 2/21) had a meeting for new ENC program.

**Other National Projects**

- Contractor Performance Assessment Reporting System (CPARS) Education & Training.
- Avoiding FAS Information Overload: Targeting Training for Operational Effectiveness.
- Climate Change, Sea Level Rise to Coastal Regions and its Effect on the Military, and other Public Infrastructure.

**Pending Pressing Issues**

- Diversity, Equity & Inclusion Work Group.
- Pending issues.

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**Notes**

- Training requirement for each year by the program managers for presentations for business in National Partnering Initiative.
- DOD, other Public personnel, and contractors to effectively address. For the CASL program, by providing technical, legal, and regulatory frameworks.
- Climate Change, Sea Level Rise to Coastal Regions, and its Effect on the Military, and other Public Infrastructure.
- Climate Change, Sea Level Rise to Coastal Regions, and its Effect on the Military, and other Public Infrastructure.
Process - IGE Program Communication Plan

- Why??
  - Enables engagement
  - Illustrates impact

- The Military Engineer (TME), NOV-DEC’21:
  - IGE Program Update article including new process and newly approved projects
  - Project list

- IGE Webpage:
  - Revamped webpage including tabular project list with impacts
  - “Do You Want to Know More” button for each linked to project documents

- SAME Perspectives:
  - Documents all completed projects: Results, impacts, efforts expended
  - Forms important resource for future Thought Leadership
Progress - XC Accomplishments

• Developed, Approved Governance Criteria for IGE Management Process:
  – National IGE Tracking document (IGE Matrix)
  – National IGE Pressing Issue proposal criteria and format
  – National IGE Pressing Issue validation criteria
  – National IGE Pressing Issue prioritization process

• Evaluated, Approved current slate of National IGE Pressing Issues and Projects
# Progress – Project Status

<table>
<thead>
<tr>
<th>Source</th>
<th>Strategic Goal</th>
<th>Impact</th>
<th>Education/Advocacy</th>
<th>Project Manager</th>
<th>XB</th>
<th>Stakeholders</th>
<th>Lead COI</th>
<th>Level of Effort</th>
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## Project Delivery

### SDVOSB Certification
- Source: COI
- Impact: 1
- Education/Advocacy: Neeld Wilson
- Project Manager: N/A
- XB: N/A
- Stakeholders: SB COI, SBA, USAEC, NAVFAC
- Level of Effort: LOW
- Resources: N/A
- Completion Date (Initial): MAY’23
- Completion Date (Revised): N/A
- Progress: N/A

### Cost Engineering
- Source: Education
- Impact: 1
- Education/Advocacy: Miro Kurka
- Project Manager: N/A
- XB: N/A
- Stakeholders: USAEC, NAVFAC, APE
- Level of Effort: MED
- Resources: N/A
- Completion Date (Initial): NOV’21
- Completion Date (Revised): N/A
- Progress: N/A

### Task Order Requirement Notice (TORN)
- Source: Advocacy
- Impact: 1
- Education/Advocacy: Bob Keyser
- Project Manager: N/A
- XB: N/A
- Stakeholders: USAEC, NAVFAC, APE
- Level of Effort: LOW - MED
- Resources: N/A
- Completion Date (Initial): FEB’22, DEC’22
- Completion Date (Revised): N/A
- Progress: N/A

### Project Partnering (Pre-Award)
- Source: Education
- Impact: 1
- Education/Advocacy: Sal Nodjomian
- Project Manager: N/A
- XB: N/A
- Stakeholders: USAEC, NAVFAC, APE
- Level of Effort: LOW
- Resources: N/A
- Completion Date (Initial): EAQ Q1’22
- Completion Date (Revised): N/A
- Progress: N/A

### Alternative Project Delivery (ADM)
- Source: Education
- Impact: 1
- Education/Advocacy: Sal Nodjomian
- Project Manager: N/A
- XB: N/A
- Stakeholders: USAEC, NAVFAC, APE
- Level of Effort: HIGH
- Resources: N/A
- Completion Date (Initial): MAY’23
- Completion Date (Revised): N/A
- Progress: N/A

- Source: COI
- Impact: 1
- Education/Advocacy: Mercedes Enriquez, Sally Clark
- Project Manager: SB COI, USAEC, NAVFAC, APE
- XB: MED
- Stakeholders: USACE, NAVFAC, APE
- Level of Effort: N/A
- Resources: TBD
- Completion Date (Initial): TBD
- Completion Date (Revised): N/A
- Progress: Y

### Contractor Performance Assessment Reporting System (CPARS) Education & Reform
- Source: EAG
- Impact: 1
- Education/Advocacy: Michael Blount, Mark Handley
- Project Manager: FAM, SB COI, USAEC, NAVFAC, USAEC
- XB: HIGH
- Stakeholders: USACE, NAVFAC, USAEC
- Level of Effort: MAY’22 (JETC’22)
- Resources: N/A
- Completion Date (Initial): N/A
- Completion Date (Revised): TBD
- Progress: Y

### Avoiding PFAS Information Overload: Targeted Training for Operational Entities
- Source: EAG (OSD)
- Impact: 1
- Education/Advocacy: Bill Di Giuseppe, Jeff Davis
- Project Manager: ENV, NAVFAC, USAEC
- XB: MED
- Stakeholders: ENF, FAM, COI
- Level of Effort: TBD
- Resources: N/A
- Completion Date (Initial): TBD
- Completion Date (Revised): N/A
- Progress: PENDING

### Cybersecurity: Raising Awareness of Current & Emerging Cyber Threats to Smart Operational Technologies (OT) & Development of Effective Policy & Standards Enhancing Cybersecurity Resiliency for Federal Facilities & Infrastructure
- Source: EAG (COI)
- Impact: 1
- Education/Advocacy: Lucian Niemeyer, Brian May
- Project Manager: HEW, NAVFAC, USAEC
- XB: HIGH
- Stakeholders: RES, NAVFAC, USAEC
- Level of Effort: MAY’22 (JETC’22)
- Resources: N/A
- Completion Date (Initial): N/A
- Completion Date (Revised): TBD
- Progress: PENDING

### Climate Change: Sea Level Rise in Coastal Regions and Its Effect on Military and other Public Infrastructure
- Source: EAG (OSD)
- Impact: 1
- Education/Advocacy: Albert Romano, Carrie Ann Williams
- Project Manager: RES, ENV, FAM, COI
- XB: MED
- Stakeholders: RES, NAVFAC, USAEC
- Level of Effort: DEC’22
- Resources: N/A
- Completion Date (Initial): N/A
- Completion Date (Revised): TBD
- Progress: PENDING

- SBA implements a five-year (5) moratorium program for businesses in NAICS Sector 23 allowing transition into the unrestricted market. A five-year moratorium would aid the transition once the $38.5 million cap has been exceeded and substantially alleviate the current obstacles small businesses face as they transition into the unrestricted market.

- Ratings consistency within an Agency and across all Agencies;
- Incorporation of CPARS definitions and understanding into Partnering;
- Establish a dispute resolution process for low ratings;
- Establish correlation between meaning of CPARS scores given during and after a project; and interpretation by source selection board;
- Promulgate and support CPARS training for vendors.

- Enables DOD, other Public personnel, and contractors to effectively address PFAS issues by providing accurate, concise, tailored and digestible PFAS knowledge.

- Raising awareness of current and emerging cyber threats to smart operational technologies (OT) used in federal facilities and infrastructure;
- Facilitate development of effective policy and standards aimed at enhancing the cybersecurity and resiliency of federal facilities and infrastructure.

- Provides resilience education, awareness, and best practices related to climate change and adaptation (CCA) focusing attention on Military and other public infrastructure impacts and best practices.
One Final Thought...

For SAME’s first century, the Society was instrumental in creating opportunities for individuals and organizations to become familiar with each other, allowing each party to prosper and build lasting trust and relationships...

It’s now time to put those relationships to use for the National Security...

In SAME’s second century, in addition to this legacy of camaraderie, the Society has the opportunity to impact some of the pressing issues of the day affecting our National Security through IGE efforts such as project delivery, PFAS, sea level rise and other issues...
Consent Agenda

- BOD Meeting Minutes 4-27-21
- BOD Meeting Minutes 7-29-21
- XC Meeting Minutes 8-25-21
- Foundation Meeting Minutes 8-19-21
- Addition of Appointed Director – Blair Schantz