

Fall Meeting: Tuesday, November 15, 2016, 10:00 a.m. – 5:30 p.m., Renaissance Hotel - Atlanta, GA.

Attendance

Present

National Officers

Mike Blount (Pres)	Sal Nodjomian (Pres Elect)	Marvin Fisher (VP)	Joseph Schroedel (XD)
Jane Penny (Past Pres)	Kurt Ubbelohde (VP)	Hal Rosen – non voting	

Regional Vice Presidents

John Blaisdell	Michael Darrow	James DeGour	Siokey Gastelum-Galvez
Jackie Hacker	Thomas Heinold	John Hickey	Steve Houser
Thomas Heinold	Cindy Lincicome	Shawn Moore	Ken New
Anthony Petrocitto	Bob Sidoti		Stephen Thomas
Alan Watt			

Deputy Regional Vice Presidents (non-voting)

Sharon Krock	Patrice Melacon
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Committee and Council Chairs

Matthew Altman	Amy D'Alonzo-Basehoar	William Bersson (AOF)	Rick Cox
C. Ernest Edgar	William Haight	Mark Handley	Stuart Harrison
Clarence McAllister	Steve Moes	Gerald Morris	Scott Prosuch
Blair Schantz	Corey Weaver	Neal Wright	

Deputy Committee and Council Chairs (non-voting)

Jim Hagan

Elected Directors

Joseph Angell	Brian Balukonis	Buddy Barnes	Rad Delaney
Kevin Lovell	Benjamin Matthews	Angela Nocera	Wendy Parker
Tony Price	Sally Riker	Raymond Willcocks	

SAME National Staff (non-voting)

Kathy Off	Stephen Karl
Nick Desport	Ann McLeod
Allison Ingram	
Jill Murphy	

Other

John Accardi

Not Present

National Officers

Rich Khalil (Treas)

RVPs & C-Cs

Paula Loomis
 Rodney Worden (telecon)
 Rich Stump (telecon)

Other

John Cawthorne

Call To Order

The President, Mike Blount, called the meeting to order at 10:00 am. Agenda (see Enclosure 1). A quorum was confirmed by Joe Schroedel (XD). The XD then introduced our new Membership Manager, Jill Murphy.

Welcome

Mike Blount welcomed the board members and reiterated our commitment to the strategic plan. He emphasized the need for military and government engineers to be a part of SAME and explained the value proposition of professionalism: "Being a "professional" means that you are registered and accredited in your field and that you are active in professional societies that support your industry. SAME is an ethical, transparent forum for professional, public and private sector interaction".

He also mentioned the memorandum issued by GEN Mark Miley, Chief of Staff of the Army, reference the interaction with and value of Non Federal Entities (see Enclosure 2). The memo was subsequently provided to Board members by the XD.

Supporting Documentation (provided to board members) (see Enclosure 3; Tabs below)

1. Consent Agenda
2. Executive Director Governance Briefing
3. National Office Financial Update
4. SAME Membership Trend Charts
5. Post Financial Update
6. Industry-Government Engagement Plan
7. Partnering Status
8. Military-Government Membership Recruiting Plan
9. Foundation Update and FAQ
10. Communications Briefing
11. SAME Strategic Plan
12. Lapel Pin rendering

Consent Agenda

1. **Board of Direction Minutes (May 2016):** Approved.
2. **Executive Committee Minutes (Aug 2016):** Approved.
3. **SAME Foundation Chair Recommendation:** The board approved the XC recommendation that Col (R) John Mogge be appointed as Chairman of the SAME Foundation Board.
4. **Bylaw Revision:** The board approved the revision of the bylaws to clarify the role of the AOF Chair as a voting member of the board, but not a national officer as described in the constitution.

New Business

Mike Blount presented new business. Mark Handley moved to also add New Business at the end of the meeting after the Strategic Plan assessment presentations (seconded and approved). All new business discussed is documented in this section.

- 1. Overseas Engagement & Financial Plan:** Mike proposed that a portion of the national office budget be set aside for overseas posts and managed by the International Committee (Chair: Blair Shantz). Joe Angell asked if this included items such as camp attendance. It was determined that Posts could ask for financial assistance for any reason and the International Committee would act as the authorization and approval. Blair Schantz agreed with and accepted Mike's proposal. Mark Handley suggested that funding was only one part of that oversight and that engagement also needed to be addressed. The XD acknowledged and will include this requirement in the ongoing national office budget process.
 - **ACTION:** Blair Shantz agreed to develop an Overseas Engagement & Financial Plan.

- 2. Board Member Recognition:** Board members received a leather binder in recognition of their Board member status. The XD also proposed that a lapel pin be designed and adopted to recognize national board members. Several board members offered differing views.
 - **ACTION:** The board approved the decision to have a lapel pin for national board members developed. A task force, led by Sharon Krock, to develop the details was established.

- 3. NCO Council:** Matt Altman summarized his task force's findings regarding support of NCOs. Nobody could really answer why the NCO Council died and it was determined that a task force would be in order to explore the re-institution of an NCO Council.
 - **ACTION:** The task force was approved and will be led by Bob Sidoti, Neal Wright and Matt Altman.

- 4. Strategic Engagement:** Mark Handley proposed that the society should be strategic with external relationships and that the Board should be engaged in the process. This is especially critical for committee chairs who may have particular organizations they desire to work with (eg. IFMA and the Facilities Management Committee). Historically, external partnering was very limited. However, our 2020 vision requires that SAME be much more engaged externally. Joe Schroedel explained that the national office has just formally organized the effort by: establishing Kathy Off as the Strategic and Stakeholder Relations lead; compiling a list of existing or ongoing partnering efforts (See tab 7 of enclosure 3); and establishing four ground rules when considering partnering:
 - i. The partnering agreement is less than two pages long.
 - ii. Partnering provides mutually beneficial value to all parties.
 - iii. The partnering agreement details exchanges of in kind opportunities (memberships, booths at events, etc) in lieu of exchanging financial support.
 - iv. SAME is certain that we can deliver on the terms of the agreement.

- **ACTION:** The national office will: routinely engage appropriate members during the consideration and development of partnering agreements; will maintain a master list of partners (potential and existing); and will update the Board at every board meeting.

SAME Executive Director Governance Update

Joe Schroedel (XD) reviewed the planned outcomes for the Board Meeting; provided an overview, in lieu of national staff briefings, of the national office governance of the society; and introduced the main topic of the Board Meeting (SAME Strategic Plan 2020 assessment - 2016 implementation progress). RVPs and Committee and Council Chairs would occupy the majority of the meeting with their assessment reports. The XD's main points:

1. Board Meeting Outcomes:

- a. Governance update
- b. Assess strategic plan Implementation progress
- c. Determine actions to enable further strategic plan progress in 2017.

2. Governance:

- a. **Annual Report to Membership:** The XD will be providing a report to the membership via TME – May/June edition. He provided a milestone list to accomplish this task.
- b. **Financial Health:**
 - i. **Post Finances:** Post fund oversight is needed, as exemplified by Phoenix Post embezzlement case. National Office to provide more oversight of Post funds. National finances are healthy.
 - ii. **Foundation Board:** The full board is established and will convene in January.
 - iii. **Investment Committee:** the investment committee (Mark Handley, Heather Wishart-Smith, Rich Khalil) revised the investment companies and are revising the Investment Planning Guidance (IPG).
- c. **National Office Organization:** Set for the long term: now with only 3 directors and a very competent, committed staff.
- d. **Strategic Plan Initial Assessment.** The XD briefed the three mission essential tasks of the plan and the assessment process that RVPs and C&C Chairs went through in preparation for the Board Meeting. RVPs and C&C Chairs were asked to assess progress toward the three Mission Essential Tasks as well as each Strategic Plan 2020 Goal.
 - i. **Mission Essential Tasks:**
 1. **Recruit Military/Government members**
 2. **Increase Member Participation**
 3. **Enhance Industry-Government Engagement**

He also described several actions that have helped SAME build momentum in the first year of the plan: the JETC Table Top Exercise, FM Workshop expansion, Veterans Affairs integration into the Small Business Conference and the revision of the Post Leaders Workshop. He said that our challenges continue to be

volunteer time (member participation), value proposition (recruiting military and government engineers) and overcoming the Non-federal entity (NFE) challenge.

RVP Assessment Highlights

All RVP's briefed, with the exception of Europe – Rodney Worden provided slides. Kathy Off briefed Rich Stump's Pacific slides. Some issues were repeated by many RVP's, however the commitment was made to allow every RVP to represent their region and the work that posts contributed to the effort. Below is a list of important points. Please review slides in enclosure 3 for complete information.

- Military/Govt. Recruitment & Engagement was a hot-button issue. Many RVPs see this as a “show-stopping” issue
 - Buddy Barnes re-iterated that government participation does NOT have to be DOD.
 - Ken New suggested that it is hard to bring in local government unless there is crossover at the post level.
 - Jackie Hacker explained a best practice of having two membership chairs for industry AND government. She also mentioned that military benefits are not clear on the website and that she has received push-back on Prime Beef and Red Horse discounts being unfair.
 - National Officers (Mike, Marv, Sal and Joe) have offered to contact any officers from their respective branches that use Council as an excuse to disengage.
 - Kevin Lovell offered that some commands may allow their staff to participate vs. themselves and that could be better for the long term.
- Member Participation is still a difficult issue for many regions. The same people continue to serve in many posts, or just get moved around to different positions.
 - The introduction of Post Issues Workshops will help posts bring a wider variety of people to the table to solve issues and provide value.
 - Buddy Barnes suggested that young members and millennials want to solve problems and should be infused into every aspect of post operations.
- Resilience:
 - RVPs feel that resilience needs to be defined (Ernie Edgar did this in his briefing).
 - Posts/Regions are looking for meaningful resilience training.
 - With the institution of the Resilience Committee, help should be on the way.
- RVP Role
 - John Blaisdell asked what the RVP role would be in the foundation.
 - Bob Sidoti mentioned that Posts still need to know that RVPs are there and can help with a variety of issues.
 - Steve Houser explained a best practice in which he instituted a Deputy RVP to help with work load and distance challenges in his large region.
- Overseas Posts – Rich Stump had valuable information from our overseas Posts regarding needs and strengths.
 - OCONUS posts are isolated and subject to different challenges than CONUS posts. 5-year overseas rule is a challenge.

- They need more access to credentialing, training and resources.
- They appreciate the presence of SAME leadership (Joe last year and Mike this year) at their events.
- They have an active and engaged NCO corps.
- The Japan Post does a great job of engaging government counterparts to include universities and host nation agencies.

Marv Fisher announced the completion of the new RVP Manual and thanked the RVPs that assisted with that endeavor. He also mentioned the importance of collaborating with the Committees & Councils and partner organizations at the local level which will lead to brand recognition.

C&C Assessment Highlights

All C&Cs briefed, with the exception of Small Business Council. Rad Delaney briefed Paula Loomis' Architectural Practice slides. C&C highlights were more specialized by committee or council.

- Inter-committee collaboration:
 - Corey Weaver works very closely with Matt Altman to track graduates.
 - Gerald Morris explained the need for inter-committee collaboration in order to track members from Camp to Fellow.
 - Mark Handley expressed desire to collaborate with the Environmental and Resilience Committees.
- College Outreach
 - Committee acts as integrator of diverse student chapters.
 - Corey Weaver suggests that Fellows provide oversight for student chapters – or perhaps institute young member mentors.
 - There needs to be more value proposition to faculty advisors as they are the conduit.
- Facilities Asset Management: Stuart Harrison explained that government facilities are an untapped resource for engaging and recruiting military and government members.
- International Committee
 - Acts as beacon for all overseas posts and synchronizes their activities.
 - They assist COCOM in solving problems.
- JECO: next JETC TTX is about disaster relief and humanitarian assistance. Bill Haight needs more project managers from industry, not business developers.
- STEM
 - Recruit through partnerships (Ex: TSA).
 - Omaha Post provides a great model for mentorship by connecting Fellows with scholarship winners.
 - Every post should have a STEM representative.
- Young Member Council
 - Matt Altman has continued the excellent work of the Young Member Council with a Membership Taskforce Report.
 - Matt suggested that the National Office develop a recruitment video.

- The enlisted committee within the YM Council has asked if there is potential for BOD participation (a task force to explore re-instituting the NCO Council was approved).
- TISP/ Resilience: Ernie Edgar briefed the transition of TISP from a national stand-alone entity through the period of TISP Council to its final state as the Resilience Committee (approved by the XC in Aug 2016). He also introduced the first chair of the Resilience Committee, Jim Hagan. The significant points Ernie made:
 - The Resilience Committee will maintain national relationships (policy level engagement) that were developed during the TISP days and the TISP transition this year. The Resilience Committee will also help Posts (local) level collaborate to fulfill the opportunities defined by Goal 4.
 - There will be a Resilience Workshop sponsored by the New England Region in March 2017 to help define post resilience activities. Federal and state entities will participate.
 - The Resilience Committee will help SAME stay focused. National office and RVPs should continue to facilitate public and private collaboration.
 - The Critical Infrastructure Symposium (CIS) has been cancelled for 2017 to permit review of the event and consideration of JETC as a forum for a potential National Resilience Summit.

The XD summarized the C&C briefs by emphasizing the role of C&C's: producing opportunities for posts which requires collaboration between C&Cs and RVPs.

- **Awards Task Force:** Tony Price provided an update from the Awards & Recognition Task Force. They are still reviewing the awards and awards processes, but have a few preliminary suggestions:
 - Reduce the number of awards nominations that have to be "submitted." The information is at our fingertips for many of these awards, why does somebody have to submit a form with the same information?
 - Everything needs to be electronic. Information can be provided in hard-copy form if requested, but primary means of submission and review should be electronic.
 - Why does every award need to be "blessed" by Post/RVP/BOD/etc...?
 - Should we recognize company support with every award?

Military/Government Recruiting Plan: Nick Desport briefly summarized the National Military/Government Recruiting Plan which includes engaging Chiefs for school, unit access and recruiting assistance, engaging partners to develop professional development program (with Foundation support), and begin fundraising for the Foundation.

Foundation Update: Joe Schroedel provided an overview of the foundation progress. The Foundation will provide support to Posts and the International Committee (overseas posts). He explained the psychological aspect of fundraising for the Foundation as opposed to posts. He will send out a communication to the membership about how to contribute to the Foundation. Board members should familiarize themselves with the Foundation FAQs.

Administrative Follow-up

- The Board will assist in recruiting nominations for open positions.
- The Board will continue to emphasize Roberts Rules of Order in an effort to encourage Board members to actively bring issues to the Board.

Formal Assessment:

- ACTION: The national staff will execute the Annual Report to Members in accordance with the milestones briefed by the XD (see Tab 2, Enclosure 3).
- ACTION: Post input via streamer submissions, awards submissions, and annual post reports is critical to the quality of the report. The XD reinforced the mandatory nature of Post Annual Reports and strongly encouraged all posts to submit for streamers to be recognized for their great work; streamers are a competition against standards, not other posts.
- ACTION: The national staff will also identify specific actions, from an analysis of the post input, that will enable further progress in 2017.

The meeting adjourned at 5:15 p.m. Conversations continued at the President's Reception.

3 Encl

1 - Board Meeting Agenda

2 - Chief of Staff of the Army paper on Non-federal entities

3 - Board Documents (Tabs 1-12)



Joseph Schroedel

BG, P.E., F.SAME, USA (Ret)

Executive Director

Welcome to the Fall Board Meeting at the 2016 Small Business Conference!

Executive Director

The National "A" Team Leadership:

Allison Ingram | Finance, Administration and Operations Director

Ann McLeod | Events, Marketing and Advertising Director

Nick Desport | Programs and Membership Director

Stephen Karl | TME Editor in Chief and Communications Senior Manager

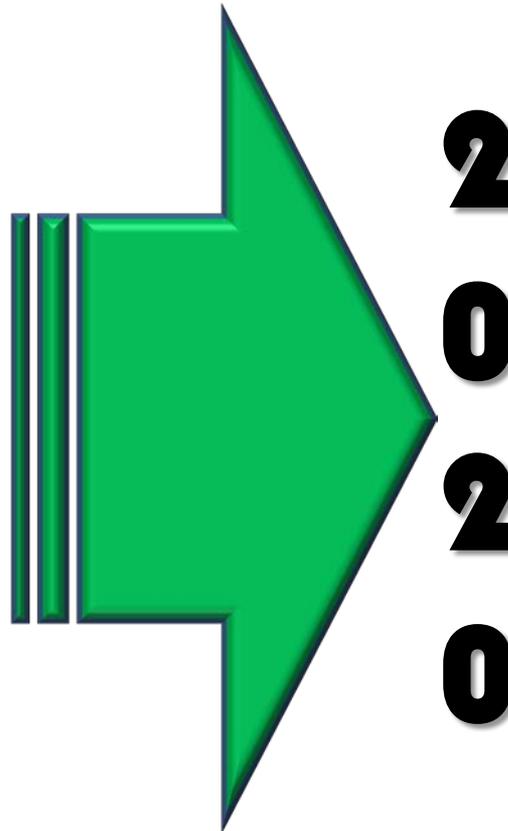
Kathy Off | Strategic and Stakeholder Relations

FALL BOARD MEETING OUTCOMES:

Update Society Governance (National Staff)

Assess Strategic Plan Progress

Determine actions to enable 2017 Progress



Have Fun at the President's Reception!

ANNUAL REPORT TO THE MEMBERSHIP

ANNUAL DEVELOPMENT TIMELINE

Oct 2016: CONDUCT **MEMBERSHIP SURVEY** (2015, 2017, ...)



Nov 2016: **BOARD ASSESS PROGRESS** (Initial)
DETERMINE ACTIONS TO ENABLE PROGRESS IN 2017

Assessment
Inputs

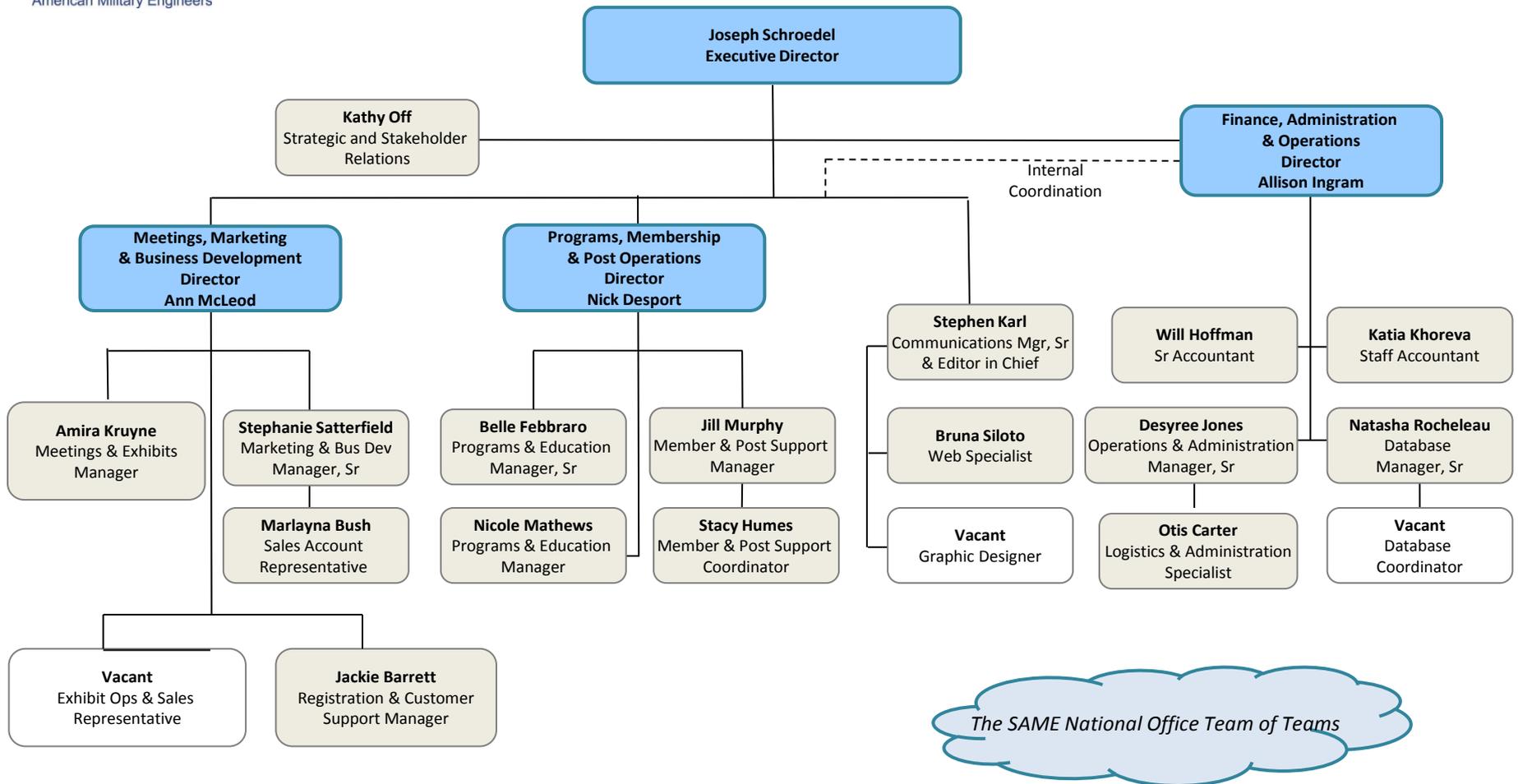
Dec 2016: RESOURCE PRIORITIES - NATIONAL OFFICE BUDGET APPROVAL

Jan 2017: CLOSE **NATIONAL OFFICE FINANCIAL YEAR**
EVALUATE **STREAMERS**
EVALUATE **NATIONAL AWARDS** SUBMISSIONS
ANALYZE **POST REPORTS AND FINANCIAL STATEMENTS**
REFINE ASSESSMENT

Feb 2017: NATIONAL OFFICE IMPLEMENTATION PLANNING (Proposed)
DRAFT ANNUAL REPORT TO THE MEMBERSHIP

Mar 2017: PRODUCE ANNUAL REPORT VIDEO

May 2016: PUBLISH ANNUAL REPORT IN MAY-JUN *TME*
RELEASE ANNUAL REPORT VIDEO – DISTRIBUTE TO REGIONS AND POSTS FOR USE



The SAME National Office Team of Teams

NATIONAL GOVERNANCE SUMMARY:

- ***National Office Organization is set for the long term:***
 - ***“Inside-Outside” Model - - expand external relationships, advocacy***
 - ***Leadership Focus: Value - Revenue – Communications***
 - ***The Right People on the Bus in the right seats (Caution)***
 - ***Best In Class Support and Benefits for our People***

- ***Financially Healthy***
 - ***Improve Oversight of Post Finances (Phoenix)***
 - ***Foundation Board is set – let the Fund Raising Begin***
 - ***Investment Team is well established – revising IPG and investment company***

- ***Meetings, Marketing and Business Development Team is Producing***

- ***Program Quality is Value-Added***

- ***Membership is rebuilding***

- ***Communications – rebuilding – right leader – creativity unleashed (podcasts, newsletter ...)***

Strategic Plan Initial Assessment

TOWARDS OUR CENTENNIAL

STRATEGIC PLAN 2020:

*Annual Assessment ...
Actions to Enable Progress*

Developed

Implemented
1 Jan 2016

2015

2016



2017



2018



2019



2020

GOAL 1
OBJ #3

JETC TF
TTX



"THE JOINT Engineer
Training Event (OSD)"

FM Workshop
Expansion



Federal Facilities
Management Workshop

SBC
VA Integration



"Federal SBC for the
A/E/C Industry"

SAME STRATEGIC PLAN 2020

ASSUMPTIONS:

- ***The Plan will not change – first year of execution affirms vision and direction***
- ***Significant Challenges Include:***
 - **Volunteer Time**
 - **Value Proposition – “NFE Challenge” (BD vs PD)**
 - **Plan Momentum – Implementation Plan for 2017 – 2020 to accelerate progress**
 - **Communication**
 - **Re Imagine JETC ... Coalition of Military Societies**
- ***Significant Strengths Include:***
 - **Legacy – Values, Unique Role in A/E/C Industry (collaboration is needed across the industry)**
 - **Government and Sustaining Member Commitment ... diehard individuals**
 - **Networking ... most ethical forum for collaboration**

2020 **SAME** STRATEGIC PLAN

Towards Our Centennial

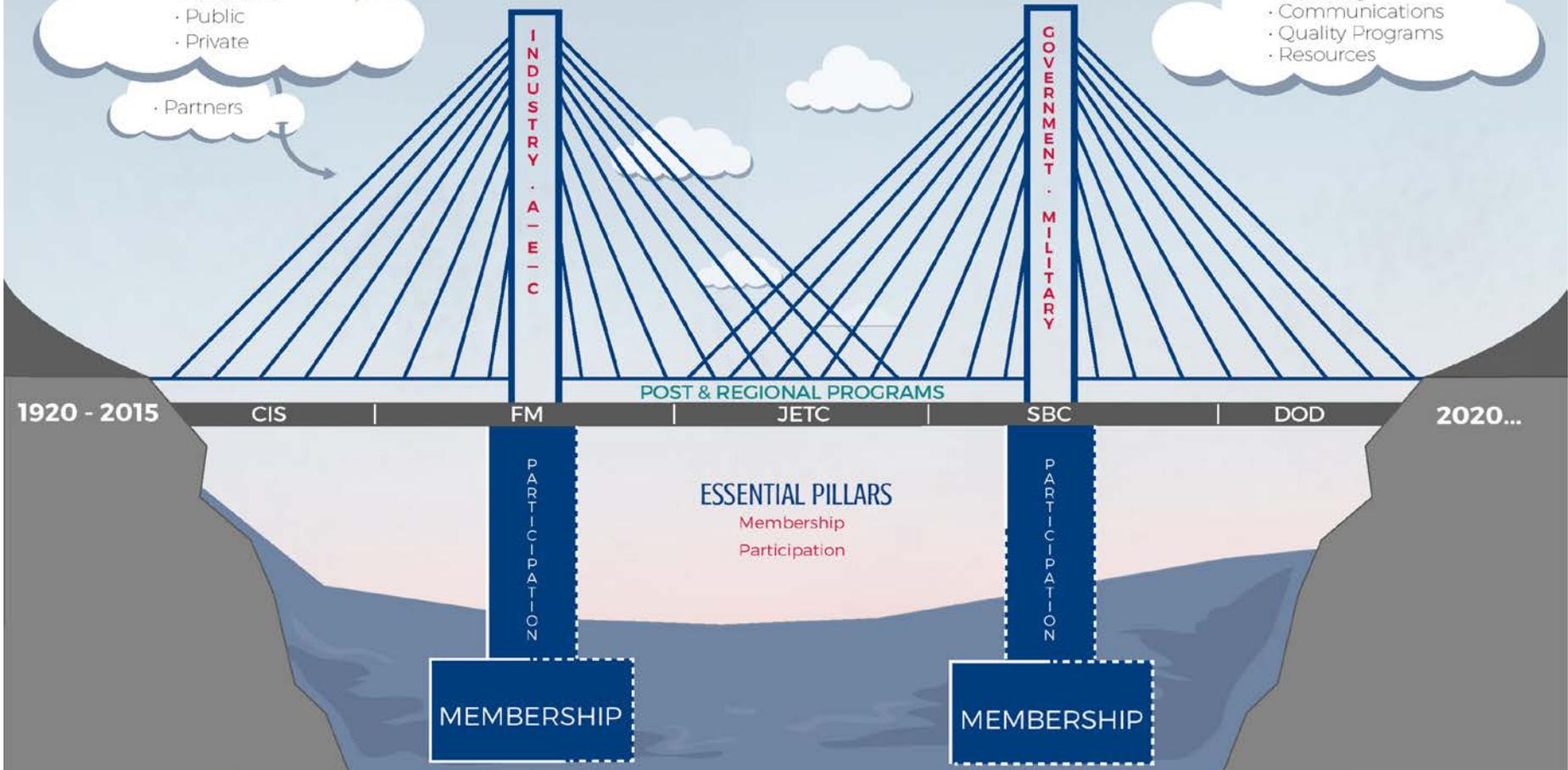
CAPABILITIES

- Military
- Academic
- Public
- Private

· Partners

ENABLERS

- Volunteer Leadership
- Branding
- Communications
- Quality Programs
- Resources



SAME STRATEGIC PLAN 2020

MISSION ESSENTIAL TASKS:

- ***Recruit Military and Government Members***
- ***Increase Member Participation***
- ***Enhance Industry-Government Engagement***

Focus Our Efforts - Leverage Time Available

2020 SAME STRATEGIC PLAN:

ANNUAL ASSESSMENT

Strategic Progress: Critical Trends

Military and Government (all levels) Membership

Member Participation (by category)

Partnering (includes Goal 4 opportunities)

- National Collaboration Impacts
- Local Collaboration Impacts

Industry-Government Engagement

- National Level Impacts
- Local Level Impacts

Professional Development Impacts

- Foundation Resourcing
- Scholarship to Sponsorship Program

2020 SAME Strategic Plan: Annual Assessment

California Region

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	<ul style="list-style-type: none"> Need help from National to overcome local USACE District Counsel opinions of conflict of interest and imposed restrictions Need help from National to encourage local military bases to participate (Beale and Travis)
Member Participation	R	<ul style="list-style-type: none"> Posts struggle with getting active participation – the work is done by only a few Need help with encouraging Public Sector involvement- expand beyond DOD/DHS Need help with declining Sustaining Membership
Ind.-Govt. Engagement	G	<ul style="list-style-type: none"> Most posts report that they have good participation at events How to leverage that participation into “active” membership participation?

G=Green (Have supporting plan; making progress)

A=Amber (Have supporting plan; just getting started)

R=Red (Don't yet have a supporting plan)

2020 SAME Strategic Plan: Annual Assessment

California Region

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
GOAL 1: Relationships	G	<ul style="list-style-type: none"> Most posts think that this Goal is easiest to achieve and where they have had success in the past. Encourage Public Sector participation on Post BODs Standardize Post Award Programs Identify appropriate, upstanding, non-profit organizations that support veterans that we can collaborate with
GOAL 2: Leadership and Mentoring	G	<ul style="list-style-type: none"> Most Posts report that they are doing very well on this goal Need California Regional AOF Rep
GOAL 3: Professional Development and Personal Growth	G	<ul style="list-style-type: none"> Promote Post programs to reimburse young members for costs associated with credentialing Find ways to increase young membership
GOAL 4: Resilience	A	<ul style="list-style-type: none"> Mixed results from the Posts Have meaningful training exercises, integrate with local, state, and federal agencies

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2020 SAME Strategic Plan: Annual Assessment

California Region
Affiliation (Post, Region, or C&C)

STRENGTHS

- Scholarship programs
- Robust financials
- Programs/speakers
- STEM support
- Community involvement

WEAKNESSES

- Low interest and participation on BOD
- Decreasing membership
- Low involvement from public sector
- Website maintenance
- Student post and field chapter integration and support
- Lack active members – work done by just a few

CHALLENGES

- Finding new President and Board Members
- Increase involvement by the public sector
- Grow membership, especially young members
- Get “big” firms to actively participate on local level
- Fundraising : firms have smaller budgets
- Shrinkage of sustaining membership,
- Overcome local Government counsel opinions of COI
- Expanded participation by members – same core group does it all
- Expand membership – local government, non DOD/DHS federal agencies

WAY AHEAD - 2017

- Take advantage of help offered by National
- Follow lessons learned and examples provided by other posts
- Identify differentiators that make SAME a better organization to devote your precious time to
- Develop “elevator speech” to sell SAME Membership

2020 SAME Strategic Plan: Annual Assessment

CAROLINAS

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	Red	Gov't confusion on whether or not SAME participation is legally acceptable. Unclear value proposition.
Member Participation	Yellow	Too many Posts' membership was based on MILCON spending; Need to pivot to solid/consistent Professional Development
Ind.-Govt. Engagement	Red	See "Mil/Gov. Recruiting" above. If government is not at table, impossible to engage jointly.
Goal 1	Yellow	SAME JETC and SBC are widely recognized as premier events
Goal 2	Yellow	Good progress on Obj. 1, 2, and 5 (succession/mentoring). Growth challenging, esp. military
Goal 3	Green	Strong and increasing commitment to STEM at Post level
Goal 4	Yellow	Some progress here, but SAME Post role in response still unclear.

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2020 SAME Strategic Plan: Annual Assessment

CAROLINAS

Affiliation (Post, Region, or C&C)

STRENGTHS

- Passionate Members
- Consistent Corporate Support (SM's), even when not attending function.
- "Do it for the CHILDREN!!" still resonates.

WEAKNESSES

- Unclear legal position for uniformed involvement.
- Over-taxed volunteer/leadership pool.
- Repetitive/redundant message (Conferences, in particular)

CHALLENGES

- Must clear message to Gov't to 1) ensure they CAN participate, and 2) make them see VALUE in participating.
- Keeping "fresh" message.
- Recruiting new leaders/volunteers.

WAY AHEAD - 2017

- Find way to get top-down message on military involvement and push consistency.
- Assist Posts in new content for functions.
- Bridge into non-DoD and even non-Federal program content, emphasizing collaboration and sharing lessons-learned.

2020 SAME Strategic Plan: Annual Assessment

European Region

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	R	
Member Participation	R	Draw out additional volunteers to support goals 1 & 2
Ind.-Govt. Engagement	G	Execute goals 1 & 2
Goal 1	A	Host industry forum day at Ramstein in November 16
Goal 2	A	Host engineer capability gap workshop at Stuttgart in February 17
Goal 3	R	Assess potential Field Chapters at Vicenza and Naples Italy
Goal 4	R	Expand industry participation in Stuttgart field chapter

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R=Red (Don't yet have a supporting plan)

2020 SAME Strategic Plan: Annual Assessment

European Region

Affiliation (Post, Region, or C&C)

<p>STRENGTHS</p> <ul style="list-style-type: none">• 4 active post and 1 field chapter• Core group of dedicated volunteers	<p>WEAKNESSES</p> <ul style="list-style-type: none">• Low industry participation at Stuttgart Field Chapter• Limited depth of volunteer pool
<p>CHALLENGES</p> <ul style="list-style-type: none">• Hosting Regional workshop<ul style="list-style-type: none">• 1st event in several year• Location requires strong out of town support of small local field chapter• Maintaining Lakenheath - Mildenhall Post during closure of US DoD at Mildenhall	<p>WAY AHEAD - 2017</p> <ul style="list-style-type: none">• Host industry forum day at Ramstein in November 16• Host engineer capability gap workshop at Stuttgart in February 17• Assess potential Field Chapters at Vicenza and Naples Italy

2020 SAME Strategic Plan: Annual Assessment

Great Lakes Region

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	Increase outreach by senior members, advertising
Member Participation	A	Increase opportunities, stress the value proposition
Ind.-Govt. Engagement	G	Continue with Industry Days, regular meetings, newsletters, etc.
Goal 1 Relationships	G	Engage Young Members with Social Media
Goal 2 Leadership and Mentoring	G	Maintain or energize mentoring programs, look ahead to next year's officers slate
Goal 3 Professional Development	G	Advertise training opportunities
Goal 4 Resilience	A	Maybe change this goal. We were just starting to understand what Sustainability meant; this relatively new buzzword is still not well understood.

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2020 SAME Strategic Plan: Annual Assessment

Great Lakes Region

Affiliation (Post, Region, or C&C)

<p>STRENGTHS</p> <ul style="list-style-type: none">Dedicated existing membershipTraining opportunitiesNetworking opportunitiesA great cause: Engineering Scholarships	<p>WEAKNESSES</p> <ul style="list-style-type: none">No clear guidance from HQ regarding Regional ConferencesLack of Federal support for SAME
<p>CHALLENGES</p> <ul style="list-style-type: none">Recruiting MillennialsRetaining Sustaining Member interest with declining Federal contract spendingDoD Conference Policy / approval restrictions	<p>WAY AHEAD - 2017</p> <ul style="list-style-type: none">Engage with social mediaAdvertise training opportunitiesWork to get off the “prohibited source” list

2020 SAME Strategic Plan: Annual Assessment Mid Atlantic Region

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	<ul style="list-style-type: none"> Help with consistent messaging and policy from Service Chiefs. National help with Engineering schools - value of SAME
Member Participation	G	<ul style="list-style-type: none"> Posts struggle to get clear membership numbers - CLAS is confusing – revised tool National level definition & metrics for “Grow Post members active participation”.
Ind.-Govt. Engagement	G	<ul style="list-style-type: none"> Continued focus of senior leaders at Post Small Business/Industry Days Definition and metrics for “Conduct one or more topical issue workshops”
GOAL 1: Relationships	G	<ul style="list-style-type: none"> Continued focus on building national level agreements to tap into – helps the small/medium posts
GOAL 2: Leadership and Mentoring	G	<ul style="list-style-type: none"> Sharing of info on Webinar participation - posts want to know who is participating in “other” SAME sponsored events National help with NCO engagement - value of the organization
GOAL 3: Professional Development and Personal Growth	G	<ul style="list-style-type: none"> National messaging on Camps, Scholarships – want to increase pool/competition
GOAL 4: Resilience	A	<ul style="list-style-type: none"> Continued refinement of what we are trying to get after – exercise vs training

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2020 SAME Strategic Plan: Annual Assessment

STRENGTHS

- Partnerships with other societies
- Local Small Business/Industry Days
- K-12 engagement and programs
- Increased focus on YM Programs and involvement
- Professional development and credentialing support

WEAKNESSES

- Public sector membership growth – USACE a challenge
- Student post integration and mentoring – ebb and flow of consistent student posts – vision for the posts

CHALLENGES

- Expanded participation by members – same core group does it all
- Fundraising ability to support robust scholarship programs - marketing budgets have decreased
- Expanding beyond core membership – local government, other federal agencies, military (NCO's)

WAY AHEAD - 2017

- Continued focus on value proposition of SAME
- Government membership growth initiatives
- More involvement of Regional/National leaders at Post events
- Focus on Resiliency - where can SAME be value added

2020 SAME Strategic Plan: Annual Assessment

Missouri River Region
 Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	G	-Continued Collaboration with Gov and Local Agencies
Member Participation	A	-Ideas to bring more value to Individual and Sustaining Members to increase participation -Growth and Retention
Ind.-Govt. Engagement		-Reaching out to Commanders for stronger support
Goal 1	G	-Improving Communications and Post Websites -Developing Joint Programs
Goal 2	G	-Integrating Best Practices -Increase support to Student Mentoring Program
Goal 3	G	-Enhance Small Business engagement
Goal 4	R	-Integrate Posts into a disaster response exercise

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2020 SAME Strategic Plan: Annual Assessment

STRENGTHS

- Strong Education & Mentoring Programs
- Veteran's Donations and Outreach
- Post Finances
- Dedicated Leadership Teams
- Scholarships/Camps/STEM
- Industry Days

WEAKNESSES

- Membership Participation – Value Proposition
- Industry Involvement (Ft. Leonard Wood)
- Large Business focused

CHALLENGES

- Reduction in Installation workforce (Scott)
- Transient Members/Remote Location (Scott)
- Student Chapter Participation (St. Louis)
- Understanding National Goals & Changes , and Communications (GKC)
- Keeping Programs relevant and interesting

WAY AHEAD - 2017

- New Strategic Communication Plans
- Diversify Board Members/New Volunteers
- Increase Member Participation
- Formalize Military participation in STEM
- Proactive engagement with Small Business
- Nest Post Plans with 2020 Strategic Plan
- Military member recruitment



Piscataqua



Boston



Narragansett

New England

Affiliation (Post, Region, or C&C)

2020 SAME Strategic Plan: Annual Assessment

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	P = A B = R N = A	P = Solid Navy representation; need more USCG; Air National Guard & municipal/state B = Policy interpretation from Service Chiefs making it a challenge with USACE. Need to prove value N = Close connection with USCG; need to tie in with Navy (Newport and New London)
Member Participation	P = R B = G N = A	P = Solid core group; workload needs to expand to more members B = Strong member participation. Pushing succession planning with co-chairs and deputies N = Good core group but somewhat stagnated core group. Needs to refocus and recruit more
Ind.-Govt. Engagement	P = A B = A N = A	P = Good private/public engagement; need new public/private members and need to show value B = Quality programs engaging private sector (business opportunities); need to engage public sector N = Good private/public mix; PDHs were a larger focus historically
Goal 1: Relationships	P = A B = G N = A	P = Good DoD representation; need more diverse relationships (NHDES; MEDEP; Pease Dev. Authority) B = Working with CMAA, LSPA, EBC; national collaborations would strengthen ties to others N = Teaming with ASCE – representatives attend their events
Goal 2: Leadership & Mentoring	P = A B = A N = G	P = Need to get new and existing (but not active) members engaged in post leadership B = Sends members to national leadership training; Significant STEM outreach Program N = USCG AIM (summer STEM program) and “Bridge Building” program (CEU Providence)
Goal 3: Professional Development & Personal Growth	P = A B = G N = A	P = Established STEM scholarship program; need better engaging programs B = Strong STEM support; need guidance on SAME foundation integration. Want free professional dev. N = Good but need more technical presentations for PDHs
Goal 4: Resilience	P = A B = A N = R	P = Will be involved in regional event should it move forward. Have a Homeland Security lead. B = Have a Homeland Security/Resilience Committee leading efforts for a regional event N = Will participate in regional event should it occur. Possibly located in RI (USCG Providence)



Piscataqua



Boston



Narragansett
New England

Affiliation (Post, Region, or C&C)

2020 SAME Strategic Plan: Annual Assessment

STRENGTHS

WEAKNESSES



Piscataqua

Representation from Navy; Solid core group of members; Good public/private sector mix



Piscataqua

Lack of growth; Need more both private/public sector members; Need additional govt. entities



Boston

Active membership; succession planning; partnerships w/ associations; STEM/Scholarships



Boston

Govt./military engagement; fellows involvement; training – PDHs, certifications



Narragansett

STEM; USCG involvement; Industry days, PDHs



Narragansett

Turnover and change of command can cause a pause in progress; recruiting new members

CHALLENGES

WAY AHEAD - 2017



Piscataqua

Bringing new ideas and value to recruit more members; Recruiting/developing leaders



Piscataqua

Consistent meeting schedules; programs to incentivize attendance; increased value to members



Boston

Government/military engagement; fundraising ability with decreasing budgets



Boston

Value proposition for government/military engagement; SAME Foundation for scholarships/PDHs



Narragansett

Govt. agency engagement; expanding beyond core membership with military (NCOs)



Narragansett

Resiliency/climate programs focus; Govt. membership growth initiatives; Increased membership

2020 SAME Strategic Plan: Annual Assessment

North Atlantic Region

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	R	Need a stronger push from National Military leaders to ensure local leaders understand the benefits of SAME and the “legality” of SAME participation
Member Participation	G	Need to keep pushing for new member involvement in Post Activities.
Ind.-Govt. Engagement	G	Engagement opportunities seem to be working well across the board.
Goal 1	G	Working well based on local participants with membership in other societies. Would be helpful if National could push a “top down” approach with the other societies to encourage partnering at the local level.
Goal 2	G	Opportunities abound, excellent work and progress here
Goal 3	A	PDH’s are a great value added, but there seems to be a lack of understanding in some posts in terms of the requirements for providing “official pdh’s”. Is there a program that National can sponsor which would serve as a “pdh” clearing house?
Goal 4	R	Very little if any interaction between Posts and TISP. Need TISP to reach out local posts and help bridge gap between TISP local and regional partners and posts.

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2020 SAME Strategic Plan: Annual Assessment

STRENGTHS

Member Participation – We have awesome volunteers
Professional Development and Growth – If you want it, SAME is making it easy to obtain

WEAKNESSES

Military Engagement – It seems to be getting smaller, we are losing a generation of junior officers due to lack of more senior officer participation.

Resilience – Where posts are doing it, it is without TISP involvement

CHALLENGES

Lack of participation of this generation of officers is hurting the involvement of the next generation and also of the government civilians they work with.

TISP integration – Most posts still don't know it exists, no outreach from TISP on local level. Resilience seems like work, not an opportunity for growth.

WAY AHEAD - 2017

Work with the Service chiefs to clarify legality of and benefits of SAME participation and provide that information downward through the Chain of command.

Need TISP to reach out local posts and help bridge gap between TISP local and regional partners and posts.

2020 SAME Strategic Plan: Annual Assessment

Northwest Region

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	<ul style="list-style-type: none"> Difficult to recruit active duty and civilian personnel due to participation restrictions Puget Sound geography is a challenge for NAVFAC NW
Member Participation	G	<ul style="list-style-type: none"> Larger posts have excellent sustaining member support. Small posts less. In some cases there is a lack of new sustainer participation.
Ind.-Govt. Engagement	G	<ul style="list-style-type: none"> Expanded beyond DoD- Meet the Agencies, Meet the Primes, SBC, Awards Gov engagement extending beyond DOD to GSA, Port Authorities, County, State
GOAL 1: Relationships	G	<ul style="list-style-type: none"> Posts are actively engaged w/ other organizations. ACEC, PMI, CMAA, APWA Creating new professional development opportunities, ie Sustainability Symposium
GOAL 2: Leadership and Mentoring	A	<ul style="list-style-type: none"> Exceptional results w/ mid career members, young members more challenging. Turnover at student chapters challenges continuity. Growth goals too aggressive.
GOAL 3: Professional Development and Personal Growth	G	<ul style="list-style-type: none"> Consistently creating PDH & credentialing opportunities. ie Sustainability Symposium; Envision; CMAA; PMI Great success w/ Scholarships & Stem programs. Multiple student chapters. Career fairs, E-Week, Light the Fire, Transition Panels, Learning for Life- Boy Scouts
GOAL 4: Resilience	A	<ul style="list-style-type: none"> Mixed results from the Posts Participating in training exercises w/ agencies

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2020 SAME Strategic Plan: Annual Assessment

STRENGTHS

- Large & Medium Posts very active
- Robust financials
- Scholarship programs & STEM Engagement
- Programs/speakers – POE, MTA, MTP, SBC
- Educational Opportunities
- Exceptional core group of sustainers
- Collaboration between posts

WEAKNESSES

- Small Posts struggle
- Recruiting military & government civilian employees

CHALLENGES

- Public sector membership
- Student chapter turn over
- Young member participation
- Constantly seeking sponsorship

WAY AHEAD - 2017

- Ensure Sustaining Member firms enroll 5
- Present value proposition to public sector
- Reinvigorate student chapters
- Ensure alignment w/ National Strategic Plan

2020 SAME Strategic Plan: Annual Assessment

Ohio Valley Region

(Posts: Cincinnati, Huntington, Kentuckiana, Kittyhawk & Pittsburgh)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	<ul style="list-style-type: none"> Campaign to “reintroduce” SAME to local federal agencies Improve membership system; too many price points & types – hard to track renewal dates
Member Participation	A	<ul style="list-style-type: none"> Uptick in volunteerism and participation for some posts, though typically same “core” leaders
Ind.-Govt. Engagement	G	<ul style="list-style-type: none"> Continue to translate workshop successes into membership growth/new opportunities Collaboration of TISP with local & regional stakeholders serves as model for other opportunities
GOAL 1: Relationships	G	<ul style="list-style-type: none"> Foster new partnerships with other professional societies/NGOs for co-sponsorship
GOAL 2: Leadership and Mentoring	G	<ul style="list-style-type: none"> Build upon the local success of several Posts’ Small Business Conferences/Industry Days Broadening participation and perspectives to grow public sector membership/relevance/value
GOAL 3: Professional Development and Personal Growth	G	<ul style="list-style-type: none"> Several Posts have successfully increased & converted K-12 Outreach Efforts to future YMs Development of more opportunities to interact/partner with ASCE, ASME, AIA, etc.
GOAL 4: Resilience	A	<ul style="list-style-type: none"> Regional (whether FEMA or EPA) exercise scenarios and/or training opportunities to share among posts with solutions/best practices elevated to HQ lessons learned Opportunities to engage local city managers, PDs and FDs and possible R&D concerning critical infrastructure or energy resiliency approaches

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Ohio Valley Region

(Posts: Cincinnati, Huntington,
Kentuckiana, Kittyhawk & Pittsburgh)

2020 SAME Strategic Plan: Annual Assessment

STRENGTHS

- College Student Chapters – bolstered relationships
 - Faculty Sponsorship & events are paramount
- Support to Veterans/Wounded Warriors at Local VAs
- Public Sector buy-in to local SBCs/Industry Days
- K-12 Outreach engagement and programs
- Consistent Membership
- Robust scholarships and STEM initiatives

WEAKNESSES

- Difficult to transfer individual membership & inability to track total number of years in SAME when membership status changes – limited direct post-level management
- Lack of Uniformed Services presence to maintain balanced membership/contributions at several posts
- Draw upon the same “core” members to fulfill leadership positions – exhausting some interest

CHALLENGES

- Access to National/Post websites via gov’t computers
- Growth of gov’t membership typically reliant on USACE
 - How to tap into NIOSH, USEPA – value proposition
- Resolution of legal COI perspectives involving USACE
- Tap into and forge relationships with Veterans within local businesses (some Fortune 500 companies)
- Participation is on public sector employee’s dime and requires personal time from job

WAY AHEAD - 2017

- Continued focus on relationships/co-sponsorship with other local professional societies and agencies to improve the value proposition of SAME
- Build upon the success of Posts’ SBCs/Industry Days
- Capitalize on JETC in Columbus to bolster networking for both federal agencies and private industry partnerships
- Infuse more Regional/National leader Post engagements

2020 SAME Strategic Plan: Annual Assessment

PACIFIC

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting		Challenges in all three areas (recruiting, participation and engagement) for AF/USA/Navy, AD/RES/CIV thru regular contact, events, and support from senior Service Chiefs and leadership.
Member Participation		Increase involvement at multiple levels: continue to build value proposition for all YMs, Govt and Industry who have different interests/drivers. Continue offering PDHs. One size solutions don't fit all. Bringing SAME National Speakers/officers to Region will assist.
Ind.-Govt. Engagement		Engage at multiple levels: USG and bi-laterals, Ministerial (Japan/Korea), University, Industry leaders by researching problems and participating in solution finding.
Goal 1 Relationships		Good progress building relationships bi-laterally and with outstanding institutions (academia, other professional societies). Best practices from other regions will be helpful as go-bys.
Goal 2 Leadership		Succession planning needed to encourage new members and YM participation. Focus on mentoring and Sustaining/Young/ Military members.
Goal 3 Professional Development		Work with high schools/STEM initiatives to continue. Build and maintain opportunities to bring training to remote OCONUS Posts. Execute programs for credentialing and provide outreach to members to encourage active roles in operations/leadership positions.
Goal 4 Resilience		Joint training is a challenge due to pushback on legally working between governmental and non-governmental organization. Expand emergency readiness/preparedness through joint education/exercise with another professional or government agency.

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2020 SAME Strategic Plan: Annual Assessment

PACIFIC

Affiliation (Post, Region, or C&C)

STRENGTHS

- Strong Speakers/Presentation Topics
- Strong Industry Engagement at most Posts
- Improved revenue streams for scholarships
- Strong Military Participation at remote Posts
- No constraints on ideas and approaches

WEAKNESSES

- Time constraints of Post leadership
- Geographic separation of member groups/units
- Mentoring
- Lack of sustaining member support (some Posts)
- Establishment/maintenance of Student Chapters

CHALLENGES

- Transitioning responsibility to newer/YMs
- Physical distance, travel costs for SAME events
- Digital payments for registration/events
- Inertia for “status” quo
- Overcoming USACE/NAVFAC disengagement
- 5 Year Overseas Rule – Continuity difficult

WAY AHEAD - 2017

- Focus on bilateral engagement (Korea/Japan)
- Need Service Chiefs’ engagement and support
- Standardize/coordinate activity schedules
- Bring speakers/training programs to Region
- Develop and sustain Student Chapters
- Increased mentoring, focus on NCOs and YMs

2020 SAME Strategic Plan: Annual Assessment

Rocky Mountain Region

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	Continue to formalize a plan and the framework for effective recruiting message
Member Participation	A/G	Develop strategies and initiatives to promote SAME value proposition Develop community engagement plan for remote posts
Ind.-Govt. Engagement	A	Several posts have strong National Guard engagement – need to formalize plan to expand Obtain value proposition developed from National conversations with Service Chiefs
Goal 1 - Relationships	G	Continue to develop and expand multi-member partnerships Obtain updates/one-sheet on national agreement established for posts to share
Goal 2 – Leadership & Mentoring	G	Establish clear goals for Fellows’ engagement in mentoring Regional support identifying growth opportunities and leadership opportunities in Society Development a Volunteer Engagement Plan
Goal 3 – Professional Development/Personal Growth	G	Refine the College Student Chapter Goals & Matrix (mentoring, internships, post engagement, etc.) National message of tools/training available through industry agreements for member’s professional development
Goal 4 - Resilience	A	Continue to host annual event, but also integrate joint training and awareness into program and Industry Day events Provide clarification regarding the TISP connection to SAME National support to drive from the top down – which SM firms have these key contracts: FEMA, EPA, USACE

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2020 SAME Strategic Plan: Annual Assessment

Rocky Mountain Region

Affiliation (Post, Region, or C&C)

STRENGTHS

- Diverse Active Members (Young Members, Fellows, Sustaining Firms)
- K-12/STEM Engagement/Programs
- Sponsoring Military Membership
- Professional Development Programs
- A/E/C Organization Collaboration

WEAKNESSES

- Resources/Volunteers to Support Increased Events (Same core group of volunteers)
- Tracking of Scholarships recipients
- Decreasing Government Engineer/Architect presence in Fort Range (i.e. AFSPC staff reduction)

CHALLENGES

- 3 Posts in Remote Location – Industry Engagement
- Military Membership Growth
- Industry Active/Volunteer Participation
- Diversifying Membership Demographic

WAY AHEAD - 2017

- Formalize post plans to support the 2020 Strategic Plan
- Growth in Government Membership
- Change up 2017 Programs to entice public and private sector members
- Active Regional support in expanding SAME footprint

2020 SAME Strategic Plan: Annual Assessment

South Atlantic

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	R	All posts are struggling to fill out boards and get gov't employees more involved. Counsels continue to put up road blocks
Member Participation	A	Post participation steady, but all struggling to get new board members and new blood
Ind.-Govt. Engagement	A	All posts are using industry days and small business events but continue to find road blocks to increase engagement
Goal 1	G	Post feel they are communicating well, and engaging other government agencies and organizations
Goal 2	A	All post are doing OK with YM mentoring, but struggle to develop leadership succession, particularly getting gov't employees involved
Goal 3	G	Most posts doing well with programs and PDHs, but not focused on credentialing
Goal 4	A	Some post are having meetings and working w/local emergency organizations.

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2020 SAME Strategic Plan: Annual Assessment

South Atlantic

Affiliation (Post, Region, or C&C)

STRENGTHS

Strong Stable posts w/dedicated sustaining members and core leaders
Large military and gov't population
Strong mentoring & outreach programs
Strong programs and events

WEAKNESSES

Available volunteers
Lack of senior gov't volunteers
Lack of gov't attendees
Participation of new and young members

CHALLENGES

Transition planning
Finding new volunteers; spreading load
Keeping board members active
Gov't employee disinterest & civilian participation
DoD participation in general

WAY AHEAD - 2017

Infuse YM into leadership;
Encourage attention at national events
Continue professional & educational programs;
scholarship & camp programs
Increase gov't collaboration, membership bases & senior leaders
Revitalize 3 student posts (FIT, USF, Mercer)

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South Central

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	Posts feel like they are doing a good job of engaging the military and government. This is an area that will need to have attention from the highest levels of SAME. Senior advocates may help.
Member Participation	A	More post members to receive Cynthia's training. Engage sustaining members to encourage participation of their employees. Looking to National to develop best practices for member recruitment and retention.
Ind.-Govt. Engagement	R	Consider forming a committee to focus on this very important aspect of our society. Posts should have the ability to host engagement sessions between industry and government.
Goal 1	G	We are well on our way to realizing this 2020 goal. Increase the number of partnerships and alliances with professional and governmental organizations. Develop advertising and marketing plan.
Goal 2	A	More training is needed for post leaders. We have begun to make progress but there still needs to be a definitive plan for achieving success. Growth numbers seem arbitrary without clear direction.
Goal 3	G	Increase emphasis on STEM and engineering camps. Provide better support to student chapters. Collaborate with other organizations to deliver STEM mentoring and education. Create leadership and mentoring opportunities for young members and highly publicize young member recognition.
Goal 4	R	Posts need to become more active in leading this collaborative effort. This is an area where SAME can play a leadership role in the communities we serve by providing the technical and national security knowledge of our members. Training on how to lead a group such as this would help.

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2020 SAME Strategic Plan: Annual Assessment

South Central
Affiliation (Post, Region, or C&C)

<p>STRENGTHS</p> <ul style="list-style-type: none">Very active current and past board membersSuccessful programs and outreach initiativesStrong support from <u>most</u> USACE DistrictsIncreased support from National officeClear value, mission and visionThe American Spirit and Ingenuity	<p>WEAKNESSES</p> <ul style="list-style-type: none">Limited number of new volunteersMinimal turnover in post officer positionsPoor young member participationLack of attendance by government/public agenciesRepeatedly asking sustaining members for \$\$Poor name recognition (Brand Awareness)
<p>CHALLENGES</p> <ul style="list-style-type: none">Decreasing active membershipAbility to raise funds for events and STEMMotivating young members to serveEconomic instability in industrySuccession planning without retreadingProviding interesting programsPerception that govt. participation is waning	<p>WAY AHEAD - 2017</p> <ul style="list-style-type: none">Posts to develop strategic plan in-line with 2020Collaboration between postsMore strategic partnerships with professional Orgs.Continue to grow STEM outreachIncreased support to Student Chapters (Think YM's)Train and mentor volunteers to understand visionSet realistic, achievable and trackable goals

2020 SAME Strategic Plan: Annual Assessment

Southwest Region

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	R	<ul style="list-style-type: none"> Help with public sector membership / participation Help with military participation (Nellis, USACE LA, NGB, etc.)
Member Participation	R	<ul style="list-style-type: none"> Posts struggle with getting active volunteer participation (i.e. board, committees, etc.) – the work is still being completed by the same few Need help with encouraging Public Sector involvement- expand beyond DOD/DHS
Ind.-Govt. Engagement	R	<ul style="list-style-type: none"> Three/four posts report that they have good member participation at events Need help on converting the participants into active volunteers
Goal 1: Relationships	R	<ul style="list-style-type: none"> Develop relationships with sister organizations, especially those involved with public entities
Goal 2: Leadership and Mentoring	R	<ul style="list-style-type: none"> Need to find a way to get the Fellows in the region actively involved with our young members Need to find a main volunteer to help with Student post participation
Goal 3: Professional Development and personal Growth	G	<ul style="list-style-type: none"> Offer PDH friendly programs, only about 10% of members take advantage
Goal 4: Resilience		

2020 SAME Strategic Plan: Annual Assessment

Southwest Region

Affiliation (Post, Region, or C&C)

<p>STRENGTHS</p> <ul style="list-style-type: none">• Small Business/Industry Days• STEM Program Participation	<p>WEAKNESSES</p> <ul style="list-style-type: none">• Public Sector membership / participation• Student post participation• Low interest and participation on BOD• Lack of active volunteers, work done by the same few
<p>CHALLENGES</p> <ul style="list-style-type: none">• participation by members – same core group does it all• Fundraising events besides golf• Expanding membership to local government agencies	<p>WAY AHEAD - 2017</p> <ul style="list-style-type: none">• Ask for help from HQ• Learn from other Posts/Regions• Develop a “WIIFM” speech to attract the public sector• Shift focus from offering scholarships to offering assistance with STEM initiatives

2020 SAME Strategic Plan: Annual Assessment

TEXOMA Region
 Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	G	<ul style="list-style-type: none"> • Help needed with recruiting Army IMCOM and AEC members • Address large turnover of members in DOD Public Agencies
Member Participation	G	<ul style="list-style-type: none"> • More Army IMCOM and AEC participation in local Post and SAME events other than SAME-IFMA FM Workshop
Ind.-Govt. Engagement	A	<ul style="list-style-type: none"> • Expand on initial topical workshop discussions started at 2016 Post Small Business event • Formalize plan for Post topical workshop and determine real value of such workshops • Several Posts w/in Region host annual workshops that are successful; Dallas, Tulsa, etc
Goal 1-Relationships	G	<ul style="list-style-type: none"> • Expand joint Post events beyond current CMAA, SBA and IFMA efforts • Collaborate more between Posts, i.e. new Industry Day in planning stages at Ft. Hood • Stood up a Field Chapter near Goodfellow AFB
Goal 2-Leadership & Mentoring	G	<ul style="list-style-type: none"> • Increase Post volunteer support of local STEM and SAME National STEM events • Continue to emphasize NCO membership to the degree possible
Goal 3-Prof Dev & Personal Growth	A	<ul style="list-style-type: none"> • Formalize plan for mentoring of Post Scholarship Winners • Expand volunteer and mentoring support of Student Chapters • Need definition of Post support of SAME Foundation • Expand local Professional Development opportunities for members
Goal 4-Resilience	G	<ul style="list-style-type: none"> • Need definition of developing roadmaps for solutions to threats to community infrastructure • What is future of Critical Infrastructure Symposium

2020 SAME Strategic Plan: Annual Assessment

_TEXOMA Region
Affiliation (Post, Region, or C&C)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none">STEM SupportWounded Warrior and Veteran Support ProgramsCollege Scholarship ProgramYM Participation/Mentoring/Leadership Lab ProgramsMember RecognitionAwards Nomination ProgramMember Professional Development SupportMembershipSmall Business Fair	<ul style="list-style-type: none">Fluctuation in DOD Public Agency membershipLong term and consistent mentoring of Student Chapters and Scholarship WinnersFluctuation of local STEM event volunteersPost Participation by enlisted membersDifficult geography—makes providing support to some Posts difficult
CHALLENGES	WAY AHEAD - 2017
<ul style="list-style-type: none">Timely membership renewal of Companies and Public AgenciesParticipation by Army IMCOM and AECDeclining financial sponsorships of Post major eventsMeaningful Post level topical workshopsPost support of SAME Foundation supportIncreased costs of conducting Post meetingsGeography	<ul style="list-style-type: none">SAME initiatives to help with DOD Public Agency MembershipBetter definition of Post level Resiliency objectivesSimplify and clarify Streamer requirementsEnergize efforts to further collaborate between Posts in Region

2020 SAME Strategic Plan: Annual Assessment

Arch Practice Committee
 Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	G	Have a good balance of government civilians. Could use more military (active duty/reserve) architects.
Member Participation	G	Members are very active in APC activities.
Ind.-Govt. Engagement	G	Good engagement with American Institute of Architects.
Goal 1 – Continue momentum.	G	The APC was started with a lot energy. Current leadership is continuing that trend. Need to include new/young people to keep the trend going.
Goal 2 – Promote TME articles.	A	The APC newsletter is great. Need to leverage the writing ability and target a TME article each year.
Goal 3 – Support licensure of new architects.	R	The APC has always encouraged licensure. During our 10 Nov 2016 call there was a request to increase the assistance through study materials or other assistance. APC to look into the need.

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2020 SAME Strategic Plan: Annual Assessment

Arch Practice Committee
Affiliation (Post, Region, or C&C)

STRENGTHS

- Energetic team ready to help out – multiple people volunteer for each sub-committee.
- Programs (mtgs, webinars, JETC) are engaging.
- JETC tours are great.
- Newsletter top-notch.
- AIA connections solid – shared programs.

WEAKNESSES

- Only have one person doing the layout of the newsletter (many are writing).

CHALLENGES

- Many on team are in the “mature years”.
- Need to include younger persons and especially younger military architects.
- New request for licensure assistance.

WAY AHEAD - 2017

- Get an additional young person to help format the newsletter. (We do have young people doing the photography.)
- Get article(s) for TME.
- Put together a licensure assistance program/packet (this will help young recruitment).

2020 SAME Strategic Plan: Annual Assessment

College Outreach

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	N/A	
Member Participation	A/R	More participation by Posts and University Faculty
Ind.-Govt. Engagement	N/A	
Goal 1	A/R	Form Task Force to evaluate Student Chapters and training program.
Goal 2	A/R	Use student chapters as an engineering integrator.
Goal 3	A/R	Increase Post interaction and mentoring.
Goal 4	R	Post training/activities tied to student chapter related (integrated) activities and/or training.

G=Green (Have supporting plan; making progress)

A=Amber (Have supporting plan; just getting started)

R=Red (Don't yet have a supporting plan)

2020 SAME Strategic Plan: Annual Assessment

College Outreach

Affiliation (Post, Region, or C&C)

<p>STRENGTHS</p> <ul style="list-style-type: none">Engaging student leaders who might be future younger membersDeveloping younger members as mentors	<p>WEAKNESSES</p> <ul style="list-style-type: none">Post engagement with/ownership of student chapters (budget)Lack of Fellows as mentors (work with a junior/younger mentor)Not tracking to determine how many students become full members, when, why, etc.Need national reason to have student chapters
<p>CHALLENGES</p> <ul style="list-style-type: none">Assessing impact of student leader trainingAdvisors not having resourcesMentors being very junior	<p>WAY AHEAD - 2017</p> <ul style="list-style-type: none">Form Task Force to evaluate “successful” chapters and create a model. Re-evaluate training programRVP/Post buy-in. Posts take lead.Assign Fellow/Younger member mentorsSeek senior faculty as advisor; i.e., associate dean, if using as a engineering discipline integrator

2020 SAME Strategic Plan: Annual Assessment

**Credentials
 Committee**
 Affiliation (c&c)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	G	Continued and Expanded USAES/NCCER collaboration
Member Participation	A	Need to expand beyond core group, engage NCO corps
Ind.-Govt. Engagement	G	NCCER most active; other credentialing bodies engaged
Goal 1	G	Committee networks across multiple communities of interest
Goal 2	A	Need committee leadership transition plan
Goal 3	G	Multiple opportunities identified for member development
Goal 4	N/A	

G=Green (Have supporting plan; making progress)

A=Amber (Have supporting plan; just getting started)

R=Red (Don't yet have a supporting plan)

2020 SAME Strategic Plan: Annual Assessment

Credentials Committee

Affiliation: C&C)

STRENGTHS

- Relationship with US Army Engineer School
- Relationship with NCCER for trades certification
- Access to all services' engineering curricula.
- Visibility across many communities of interest

WEAKNESSES

- Engaging RVP's and Posts
- Mechanisms to maintain current information on curricula and credential changes.

CHALLENGES

- Maintaining Momentum over the 4+ years
- Consistent engagement
- Rationalizing efforts among the services
- Identifying funding for credentials across many programs and the services
- Leadership transition for committee future

WAY AHEAD - 2017

- Continued improvement of SAME credentials site
- Wrap up of currently identified credentials
- Publicizing our efforts across the Military Engineering community
- Defining the next phase of efforts

2020 SAME Strategic Plan: Annual Assessment

E&S

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	Continued engagements across DOD Energy professionals
Member Participation	G	Increasing participation at E&S Committee meetings & Webinars
Ind.-Govt. Engagement	A	Identified engagement opportunities, continued focus
Goal 1	A	Great support to IFMA, minor progress on Energy Exchange
Goal 2	G	E&C leadership expanded (co-leads) w/strong succession plan
Goal 3	A	Great content for members at events & Webinars. Need STEM
Goal 4	G	Key focus area: Market Transformation - Energy & Water security

G=Green (Have supporting plan; making progress)

A=Amber (Have supporting plan; just getting started)

R=Red (Don't yet have a supporting plan)

2020 SAME Strategic Plan: Annual Assessment

E&S
Affiliation (Post, Region, or C&C)

STRENGTHS	WEAKNESSES
<p>Very good content at main events Active, engaged committee E&S Succession planning Steady drumbeat of Energy topics in TME</p>	<p>Connection to posts Ability to reach new members</p>
CHALLENGES	WAY AHEAD - 2017
<p>STEM– how to best support posts (where the engagement happens) Visibility at new events - draw new members Attendance - Military Engineers at events (\$)</p>	<p>Establish Liaison with posts Formalize a speakers bureau Build Relationship with</p> <ol style="list-style-type: none">1. Energy Exchange (Large Fed Energy Conf)2. Security and Sustainability Forum (SSF)

2020 SAME Strategic Plan: Annual Assessment Construction/Engineering Camps

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	<ul style="list-style-type: none"> Need to get more YM, especially JOs and NCOs to participate as mentors Need to re-engage at Post levels and get participation on Committee and Post levels
Member Participation	R	<ul style="list-style-type: none"> Some Posts do not participate (finances/manpower) Need National to emphasize the importance of these camps
Ind.-Govt. Engagement	A	<ul style="list-style-type: none"> 77 Posts Participated, need that to be 100% Will re-engage with non-participating posts to see where we can help at the National level
GOAL 1: Relationships	G	<ul style="list-style-type: none"> Utilize existing MUA with Boy Scouts to establish new Regional Camps Expand participation with other organizations SAME is working with to add locations/activities for STEM Camps
GOAL 2: Leadership and Mentoring	G	<ul style="list-style-type: none"> Make sure we are tracking these students and providing mentors throughout High School and College and continue to nurture their careers as Military or Civilians with SAME membership and networking.
GOAL 3: Professional Development and Personal Growth	A	<ul style="list-style-type: none"> Expand National and Regional Camps by restarting Navy Camp, and starting new Air Force and Army Camp as well as local SAME Post sponsored camps.
GOAL 4: Resilience	R	<ul style="list-style-type: none"> Open to ideas

G=Green (Have supporting plan; making progress) A=Amber (Have supporting plan; just getting started) R=Red (Don't yet have a supporting plan)

2020 SAME Strategic Plan: Annual Assessment

STRENGTHS

- 77 Posts Participating
- Strong National and local support
- History of Successful campers

WEAKNESSES

- Low interest and participation from some posts
- Low number of applicants
- Camps are hard for northern US schools to attend
- Regional camps are not gaining traction

CHALLENGES

- Applicant pool dwindling and new camps starting
- Staffing new camps-Sponsors and YM Mentors
- Support from local posts for regional camps
- Financial commitment

WAY AHEAD - 2017

- Revisit wording on post responsibilities
- Revisit camp selection process
- Restart Navy Camp
- Start new camp at West Point and a new Air Force Camp
- Regional camp models to increase local post participation-more National support
- Start planning for Jamboree style mega camp with BSA for 2020

2020 SAME STRATEGIC PLAN: ANNUAL ASSESSMENT

Environmental

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	Feedback from Regions/Posts through its membership on how Committees can serve Military/Government
Member Participation	A	Find solution or alternatives to Webex (limitations with government systems)
Ind.-Govt. Engagement	G	--
Support SAME Values	G	Continued interaction with SAME HQ
Broaden content & deliver webinars	G	Continually engage Committee organization and Government
Support Regions and Posts	A	Need feedback on needs. Dialogue?
Engage other organizations	A	Identify target organization and subsequent discussion with SAME HQ. Identify and assign POC
Increase participation	G	Increase JETC interest Schedule webinars Social networking

G=Green (Have supporting plan; making progress)

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2020 SAME STRATEGIC PLAN: ANNUAL ASSESSMENT

Environmental

Affiliation (Post, Region, or C&C)

STRENGTHS

- Committee has active participants (Topic Area Leads)
- New organization seeing improvements
- Participation increasing

WEAKNESSES

- New organization with new assignments
- Limited diversity of interest (Greatest = laboratories/remediation)

CHALLENGES

- Evaluate Lead assignments
- Determine limits of interests among membership
- Prepare for January TME (Editorial Calendar advertised late in year)

WAY AHEAD - 2017

- Finalize structure with engaged Leads

2020 SAME Strategic Plan: Annual Assessment

Facility Asset Mgt
 Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	R	Continued dedication to the FM Workshop – excellent exposure for SAME efforts in facility asset management topics.
Member Participation	A	Better committee effort for quality quarterly meetings
Ind.-Govt. Engagement	G	Continued marketing of FAM value
Goal 1	A	Better committee engagement
Goal 2		
Goal 3		
Goal 4		

G=Green (Have supporting plan; making progress)

A=Amber (Have supporting plan; just getting started)

R=Red (Don't yet have a supporting plan)

2020 SAME Strategic Plan: Annual Assessment

Facility Asset Mgt

Affiliation (Post, Region, or C&C)

STRENGTHS

- Robust committee membership
- Committed core of FMs
- Growing business space

WEAKNESSES

- Young Member involvement
- Continued focus by committee leadership
- Scheduling

CHALLENGES

- FM vs Workplace Management
- Time Time Time
- Federal requirements

WAY AHEAD - 2017

- Continued committee focus to membership

2020 SAME Strategic Plan: Annual Assessment International Committee

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	R	<ul style="list-style-type: none"> Regional and Post Leadership support to get the word out that IC is a home away from home to stay active and engaged in SAME when a local Post is not available; improve awareness
Member Participation	A	<ul style="list-style-type: none"> Regional and Post Leadership support to get the word out that IC is a home away from home to stay active and engaged in SAME when a local Post is not available Improve coordination/synchronization with Young Member Committee
Ind.-Govt. Engagement	A	<ul style="list-style-type: none"> Outreach and participation by non-DoD organizations such as DoS, USAID and EWB
GOAL 1: Relationships	A	<ul style="list-style-type: none"> Improve integration between sister Committees
GOAL 2: Leadership and Mentoring	A	
GOAL 3: Professional Development and Personal Growth	G	<ul style="list-style-type: none"> IBOW series is a positive; require National, OCONUS Post and RVP coordination to improve participation and support
GOAL 4: Resilience	A	<ul style="list-style-type: none"> A more active approach to Public-Private solutions to military engineering challenges within the COCOMs

G=Green (Have supporting plan; making progress)
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R=Red (Don't yet have a supporting plan)

2020 SAME Strategic Plan: Annual Assessment

International Committee

STRENGTHS

- Membership Base (734)
- Strong Interest
- Exceptional Speakers; Quality Presentations
- Operate effectively in the virtual world

WEAKNESSES

- Global participation (break European Focus)
- Decreasing monthly participation (40~50/30~40)
- SAME membership awareness of IC opportunity
- Military/Government member participation

CHALLENGES

- Effective Stratcom to improve participation (email not effective)
- Increase involvement by the COCOMs (relevance)
- Grow membership, especially military members
- Expanded participation by existing members
- Global participation- tyranny of distance (time zones)

WAY AHEAD - 2017

- Support new OCONUS Post development Middle East
- Ideas to attract/retain participation, “value added”, membership survey and innovative scheduling
- Improve relevancy w/ COCOMs, cross-COCOM topics
- Coordination/synchronization with RVP; Post Leaders
- Re-Invigorate IBOW Series; support regional events

2020 SAME Strategic Plan: Annual Assessment

JECO

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	G	Continued support from SAME HQ for Mil/Gov players in TTEEx
Member Participation	A	Need more industry participation in JECO related activities
Ind.-Govt. Engagement	G	Focus of JECO is Industry – Govt engagement
Goal 1	A	Constant effort to stay abreast of position changes in Mil
Goal 2	R	Need a better succession plan and way to attract young members
Goal 3	G	Venues for PD hrs as well as operational lessons learned sharing
Goal 4	A	For JECO, this means “readiness”. Need for DOD to see the link to readiness from SAME (JECO / TTEEx) activities

G=Green (Have supporting plan; making progress)

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R=Red (Don't yet have a supporting plan)

2020 SAME Strategic Plan: Annual Assessment

JECO

Affiliation (Post, Region, or C&C)

<p>STRENGTHS</p> <ul style="list-style-type: none">• Successful 2016 TTEEx at the JETC• SAME HQ support for 2017 and beyond	<p>WEAKNESSES</p> <ul style="list-style-type: none">• Small pool of SAME volunteers interested in this activity
<p>CHALLENGES</p> <ul style="list-style-type: none">• Difficulty in getting dedicated preparation effort for TTEEx prior to JETC from Mil	<p>WAY AHEAD - 2017</p> <ul style="list-style-type: none">• Advertise, and build enthusiasm / engagement through multiple channels

2020 SAME Strategic Plan: Annual Assessment

STEM

Affiliation (Post, Region, or C&C)

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	A	Keep the press on the military, we can only go so far
Member Participation	A	Improving. As STEM guy, I am growing the volunteers
Ind.-Govt. Engagement	A	Need to keep value to SM on the FRONT
Goal 1	A	Growing relationships with many new Orgs – in STEM field
Goal 2	A/R	Obj 5, we need a focus/ program from the AOFs
Goal 3	A	STEM – grow relationships with STEM Org/ Prgs
Goal 4	A	Obj 4 – engage STEM students with a Internship and Job Path

G=Green (Have supporting plan; making progress)

A=Amber (Have supporting plan; just getting started)

R=Red (Don't yet have a supporting plan)

2020 SAME Strategic Plan: Annual Assessment

STEM

Affiliation (Post, Region, or C&C)

STRENGTHS

- Best organization in the galaxy for bringing together those with a need with those with the ability
- Great energy
- Expanding the SAME message

WEAKNESSES

- More Govt involvement
- Need a STEM director on Staff
- Lack of a Social Director for SAME (never underestimate the power of the social connections developed thru SAME)

CHALLENGES

- Engage more military
- Expanding volunteer engagement
- Communicating from the HQ to the IM
- AOF need a focus – need to decide if AOF is a End or a Begineeing for new AOF members

WAY AHEAD - 2017

- Focus on the IM and SM, producted produced for the SM firm to benefit
- STEM -connect with other STEM organization to grow our Future Engrs
- STEM - Post need a integrated program

SAME STRATEGIC PLAN 2020

Young Member Council

ANNUAL ASSESSMENT:

Area	G/A/R	Needs for 2017
Mil./Gov. Recruiting	G	SAME recruitment video; Incentivized SAME membership drive
Member Participation	G	Real-time access to YM membership lists
Ind.-Govt. Engagement	A	Help with legal guidance on government participation
Goal 1	G	Breakdown of negotiated partnership agreements with other orgs
Goal 2	G	Non-voting BoD representation by a SAME Enlisted Member
Goal 3	G	Way-forward on Emerging Leaders Alliance or alternative; YM stipend consideration for JETC, SBC & FM Workshop
Goal 4	R	Opportunities to leverage from the new Resilience Committee

G=Green (Have supporting plan; making progress)

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R=Red (Don't yet have a supporting plan)

SAME STRATEGIC PLAN 2020

ANNUAL ASSESSMENT:

Young Member Council

STRENGTHS

- Motivated, cohesive leadership team
- Established battle rhythm
- Well-connected w/other SAME C&Cs through YMC Liaisons
- Structured annual work plan and communication plan

WEAKNESSES

- Good professional development program, but could be better (i.e. leverage AoF)
- Inability to catch student members post-graduation
- Limited direct support to Post YM programs
- Challenged in the social media realm

CHALLENGES

- Lacking direct connection to Posts...still lacking YM POCs for half the Posts
- Hard to drive membership without formal membership drive
- Lack of direct access to membership data, webpage, etc.
- Transition planning

WAY AHEAD - 2017

- Grow new YMC Enlisted Committee
- Formalize programs and communication structure for seamless continuity
- Implement Membership Task Force recommendations
- Continue to leverage events & opportunities across entire Society

Overview

- **To accomplish Goal 4, SAME needs both a local (Post/Region) and national (SAME-National) focus.**
- **In both settings, SAME serves as a convenor/facilitator.**
 - **Our networks and relationships are our strength.**
- **Resilience used to be an insurgent idea; now it is the mainstream.**
 - **With so many opportunities, focus is essential to success.**

Initiatives

- **Mission Assurance (Post/Region)**
- **Regional Resilience**
 - **Workshops (Post/Region)**
 - **Linking Sustaining Members with government resilience needs and opportunities**
 - **Education, training, and professional development of practitioners in resilience topics**
 - **Resilience Guidance/Publications**
- **National Resilience**
 - **National Resilience Forum (notionally for JETC) (SAME-National)**
 - **Practical Community Resilience (Sustaining Member Foundations)**

Post/Region Opportunities

- **Mission Assurance: Engagement with local military bases.**
 - Engages SAME network with Base Ops, Facility Engineer, DoD/DHS and host communities.
 - Can also include state/local agencies, regional authorities, etc.
- **Regional Resilience Workshops: convenes community/region resources that may not be in contact with each other.**
 - Sacramento Post workshop during Fleet Week.
 - NY Post Industry Day.
 - Rockefeller Foundation concept of Chief Resilience Officers.
- **Recognition of Post contributions through Streamer program.**
 - One size does NOT fit all.

National Opportunities

- **Resilience Forum: To be held during JETC.**
 - SAME as facilitator/convenor.
 - Opportunity for national level thought leaders (government, NGO and private sector) to discuss resilience challenges and concepts before an audience largely composed of private sector service providers.
- **Practical Community Resilience: Opportunity for Sustaining Member Foundations to support pilot project to study/develop resilience strategies for underserved communities.**
 - SAME Membership advancing the Public Good.
- **Resilience publications (eg, *Regional Disaster Resilience Guide*)**

Resilience Committee – Path Forward

- **Establish Committee Mission and Vision**
Committee Goals and Objectives based on common definition of resilience and reinforcement of SAME Strategic Plan Goal #4
- **The Committee proposes to use the definition of resilience noted in Sec. 8 of Executive Order 13653 which reads “Resilience means the ability to anticipate, prepare for, and to adapt to changing conditions and withstand, respond to, and recover rapidly from disruptions”.**
- **Support SAME Strategic Plan Goal #4** “Contribute to government and private sector collaboration to minimize the impacts of and enhance effective response to natural or man-made threats”.

Resilience Committee – Path Forward

- **Establish Committee Infrastructure**
- **Develop Org Chart around key Committee Vice Chairs – National Partnerships/Policy Outreach, SAME Regional and Local Post Outreach, Programs and SAME National Committee Liaison, Communications (Website, Webinars, Monthly Calls, Articles, and Meetings/Seminars), and Cybersecurity).**
- **Organize a Technical Advisory Group to support the Committee**
- **Committee Chair develops a plan to introduce and reach out to the Society for persons interested in serving as key Vice Chairs and Subcommittee lead positions.**

Resilience Committee – Path Forward

- **Develop a concise knowledge management system that builds a solid foundation of current Post activities/lessons learned, agency partnerships, and recent articles and recent meetings on resilience related topics.**
- **Initiate an effective two-way communication stream between the National Committee and the appropriate POCs at the Post and Regional levels**
- **Develop and distribute revised guidance to the Posts on the requirements for streamer recognition in support of the Society's Resilience (Goal 4) objectives.**
- **Current startup plan includes a quick start to develop articles and a Committee update to TME, development of abstract criteria for the 2017 JETC technical track, and creation of a brief seminar to be presented just before the DOD Briefings this coming March.**

Awards & Recognition

Revamp

- Team has aligned the awards and recognition program with the 2020 Strategic Plan
- Streamlining submittal process
- Capturing the work that is being done at the Post level and leveraging HQ to facilitate national recognition.
- Improved communication at the Post level
 - Posts with similar awards can easily recognize their awardees in the national program

Discussions for BOD

<p>Post Service Medal</p>	<p>Eligibility: A member of the nominating Post for at least 5 years and has served on the Post BOD in some capacity during that time. Engage RVP support. Post Service Award for Small, Medium, and Large Posts individuals</p> <p>How the individual contributed to the success of the Post. The individual should have held positions of responsibility in the Post such as Secretary, Treasurer, or Committee Chair.</p>
<p>J.W. Morris Sustaining Member Award-Large Company</p>	<p>Firms that have demonstrated notable and eminent contributions in the field of engineering, architecture</p> <p>What defines a Large Business?</p> <p>Is the company integrating sustainable practices into the business?</p> <p>Is the company using the best, most advanced technology available to do business better, faster, cheaper</p> <p>Nomination Criteria: Awarded to a large sized company that best represents emergency response, disaster relief and national security</p>
<p>Seymour S. Greenfield Sustaining Member Award-Medium Company</p>	<p>What size defines the size of a medium business?</p> <p>Is the company integrating sustainable practices into the business?</p> <p>Is the company using the best, most advanced technology available to do business better, faster, cheaper</p> <p>Nomination Criteria: Awarded to the medium sized company that best represents emergency response, disaster relief and national security</p>
<p>Robert B. Flowers Small Business Award</p>	<p>What size defines the size of a small business? Is the company integrating sustainable practices into the business?</p> <p>Is the company using the best, most advanced technology available to do business better, faster, cheaper?</p> <p>Committee believes these company awards are not very relevant.</p> <p>Nomination Criteria: Awarded to the small sized company that best represents emergency response, disaster relief and national security</p>

Discussion for BOD

President's Medal

- Looking for input from XD.
- Should the Outstanding Performance Award (Government-Industry Engagement) be the President's Medal?

This is the current criteria:

- Eligibility: Any person who was a member of the Society in the President's year in office.
- Nomination Criteria: Outstanding leadership and accomplishment in support of the SAME Strategic Plan. Normally, one medal will be given to an RVP, one to a National Committee Chair and one to a member who the President desires to recognize with this high honor.
- Nomination Process: There are no member nomination submissions accepted for this medal. The President and Executive Director determine awardees.

Discussion for BOD

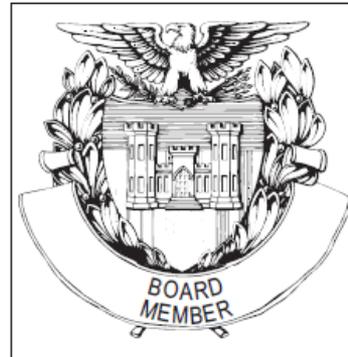
Walter O. Bachus Gold Medal

- Should this be the third Golden Eagle Award? Should the criteria be SAME lifetime achievement by a Fellow?

This is the current criteria:

- Eligibility: A member of SAME for at least 20 years
- Nomination Criteria: Outstanding leadership and accomplishments in support of the SAME mission over the awardee's entire period of membership in the SAME.
- Nomination Process: Nominations for this award must be made by a Society member and endorsed by a Post President or member of the National Board of Direction, using the Society nomination form. The Post President or member of the National Board of Direction endorsing the nomination will verify that the individual meets the eligibility criteria for the award, and that the nomination package provides information to support each of the nomination criteria and all required information on the nominee. The nominator is responsible for ensuring the package, with endorsement, is received by SAME HQ.

SAME Lapel Pin Choices



Membership Trends & Strategic Plan Goal

Nick Desport | Programs and Membership Director

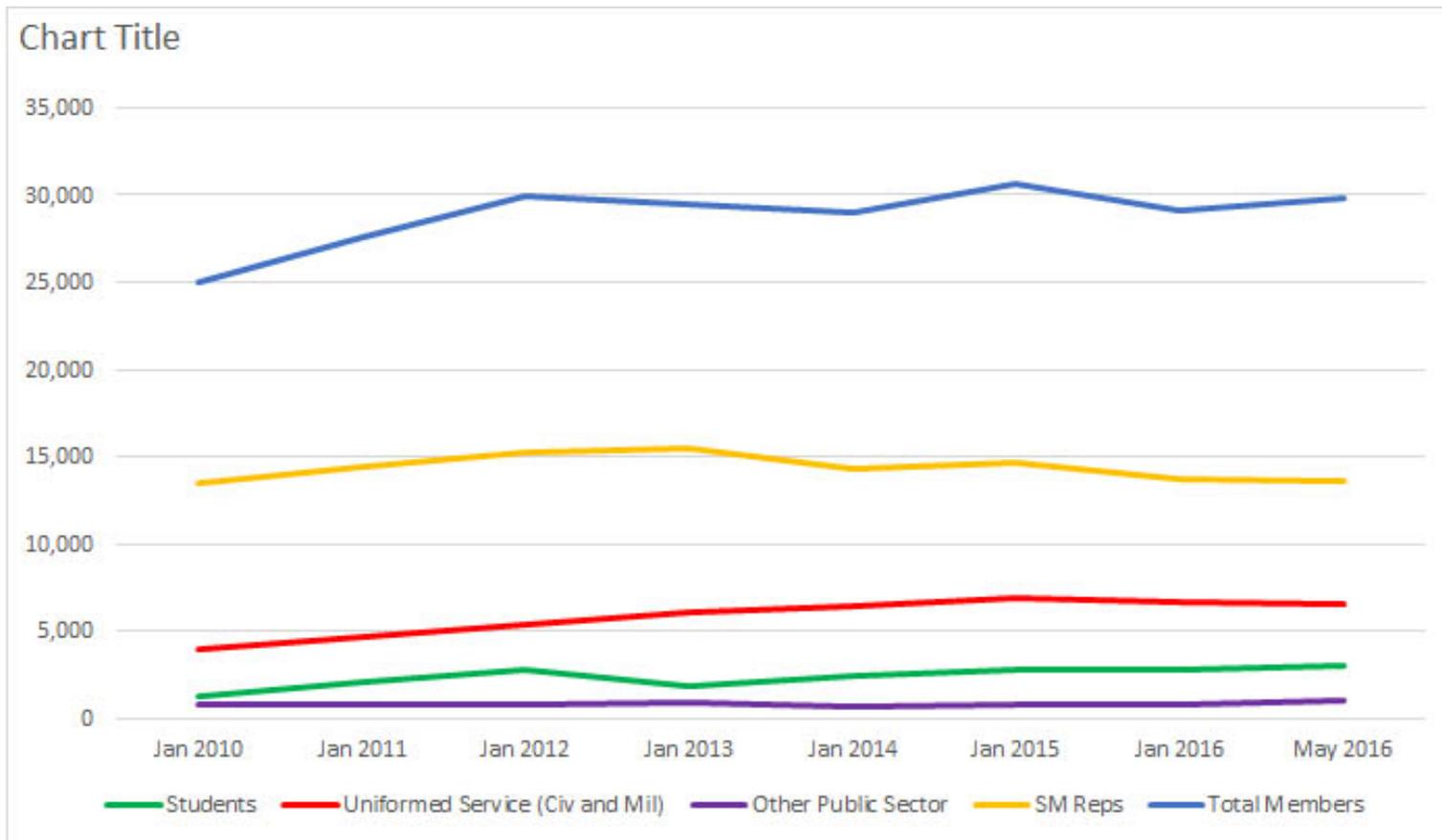
Belle Febbraro | Senior Education & Program Manager

Stacy Humes | Membership & Post Operations Specialist

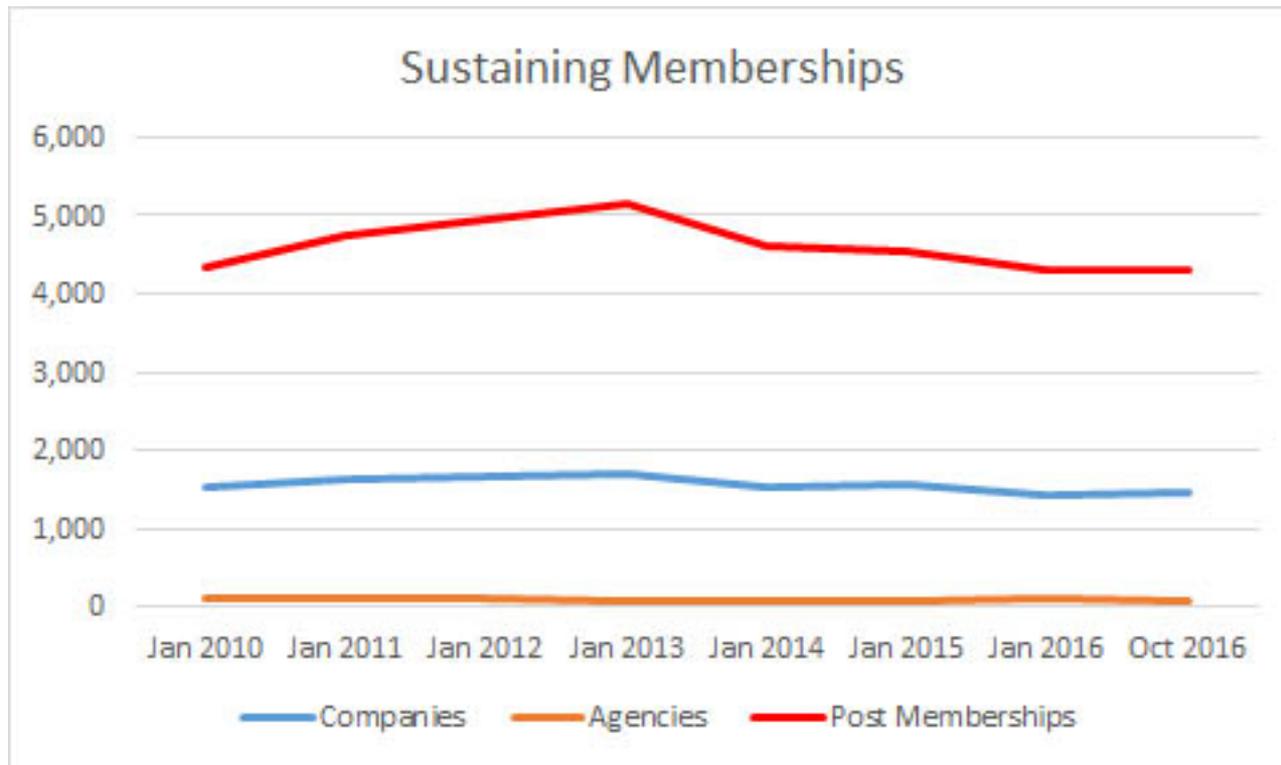
Nicole Mathews | Education & Program Manager

Jill Murphy | Membership & Post Operations Manager

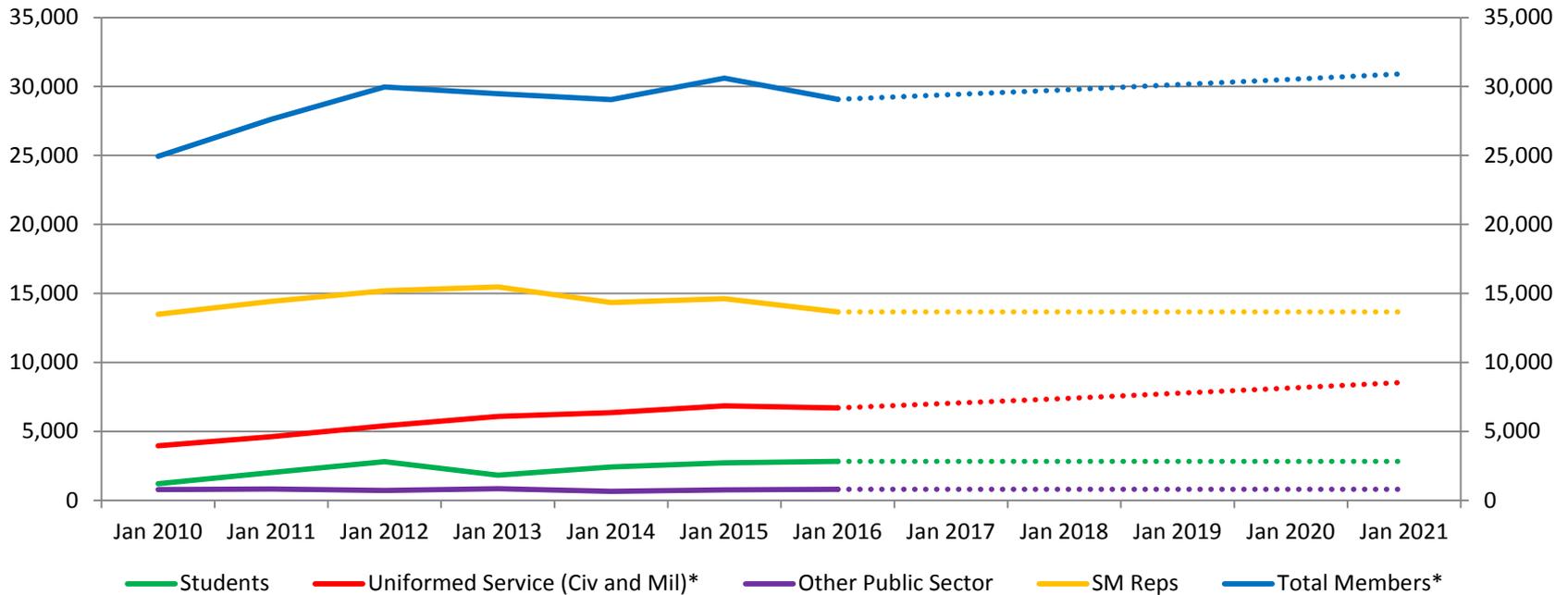
Overall Membership Trends



Sustaining Membership Stats



Strategic Plan Goal 2, Obj 4



Military – Gov't Membership Recruitment Plan

Recruiting Campaign

National

National Office

- Direct Support
 - Membership & Post Ops Mgr
 - Marketing Materials
 - Communication Support
 - Database Management
 - Post Operations Support
 - Best Practices
- Stakeholder Engagement
 - School, Unit Access
- Management Support

National Board of Direction

- Elected Director (Membership)
 - 4: CECOS, USAES, AFIT, FLW

Regional/Local

RVPs

- Direct Support
 - Best Practices Sharing (Nat'l, Regional)
 - Communication Support
 - Dialog with National Office
- Stakeholder Engagement
 - Local Agencies
- Management Support

Post Leadership

- Post President Engagement

Milestones

- **November 2016**
 - Fall Board Meeting Strategic Plan Assessment
 - Identify Elected Director Membership Team
 - Identify all potential military members
- **December 2016**
 - Engage Service Engineering Chiefs
 - School, Unit access
 - Recruiting Assistance
 - Engage Partners: complete negotiations to support professional development program
- **January 2016**
 - Foundation: Initial Full Board Meeting
 - Establish Professional Development Program
 - Kick off Fund Raising
 - Post Annual Reports: detailed status

COMMUNICATIONS

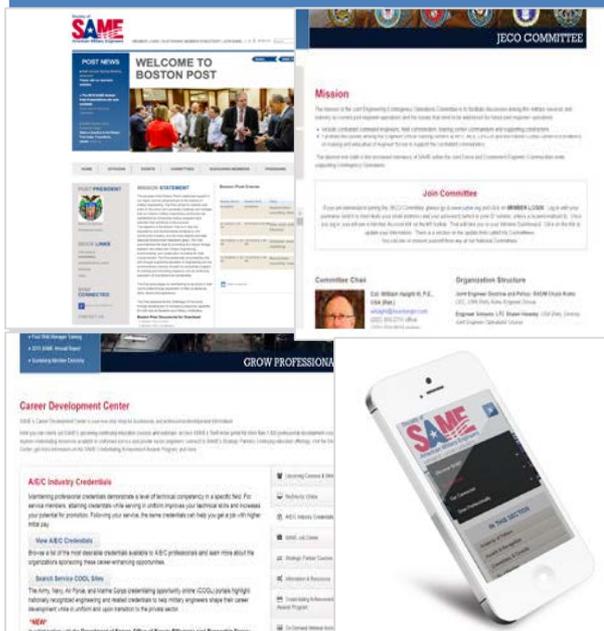
Stephen Karl | *TME* Editor in Chief and Communications Senior Manager

Bruna Siloto | Web Specialist

SAME COMMUNICATIONS – NEW IN 2016

New SAME Website

- 75+ Post websites hosted
- Mobile-friendly (responsive) design
- Post Resource Center
- Career Development Center
- Integrated Post/National events calendar
- 13 Committees & Councils webpages



Real TiME E-Newsletter



SAME launched an e-newsletter in 2016 to consolidate many of the emails being sent out by national over a month and provide fresh content members would value.

Real TiME Podcast



The new *Real TiME* podcast features interviews with SAME members to highlight their work inside and outside the Society.

First TME Commemorative Issue



SAME published the *TME* Vietnam Commemorative Issue in 2016. The next special issue planned is for 2018, which is the 100th Anniversary of World War I.

New TME Digital Format



SAME implemented a new flipbook option for reading *TME* online—whether desktop, tablet, or mobile.

WEBSITE STATISTICS – WWW.SAME.ORG

2015 Jan. – Oct.

2016 Jan. – Oct.

Views & Visitors

Sessions: **146,005**
 Unique Page Views: **356,752**
 New Users: **87,434**
 Returning Users: **58,571**

Most Viewed

- 1) Homepage : **96,696**
- 2) 2015 events: **19,288**
- 3) Find a Post: **13,039**
- 4) Calendar: **9,171**
- 5) Continuing Ed: **8,228**

Device traffic

Desktop: **121,722**
 Mobile: **18,898**
 Tablet: **5,198**

Views & Visitors

Sessions: **172,786**
 Unique Page Views: **574,793**
 New Users: **96,958**
 Returning Users: **75,828**



Most Viewed

- 1) Homepage : **111,901**
- 2) STEM Camps: **29,934**
- 3) Member Account: **16,827**
- 4) Find a Post: **14,994**
- 5) Calendar: **14,012**

New STEM Camps page attracted good attention.

Device traffic

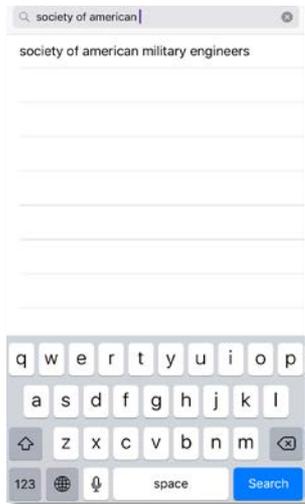
Desktop: **138,302**
 Mobile: **28,148**
 Tablet: **6,152**

Mobile traffic has increased nearly 55% year-over-year.

Main web traffic sources during 2016 to **www.same.org** 

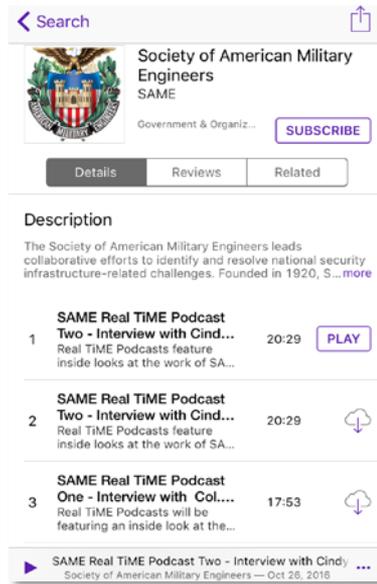
- 1 84,179 Organic Search *(using search engines)* ★
Year-over-year total for 2015 was 67,721. This is a positive trend. Adjustments we have made, including adding a sitemap, mobile responsiveness, meta data on each page, and a uniform style guide, have increased search ranking for SAME without us having to pay for placement—for instance, Google Ad Words.
- 2 62,138 Direct *(typing www.same.org into browser)*
- 3 23,750 Referrals
[Top 3: 2,885 samecamp.org | 1,490 eshow event websites | 1,234 jobs.same.org]
- 4 1,970 Social Media *[Top 3: 1,024 facebook | 718 LinkedIn | 191 twitter]*

HOW TO LISTEN: *Real TiME* Podcast on iTunes mobile device



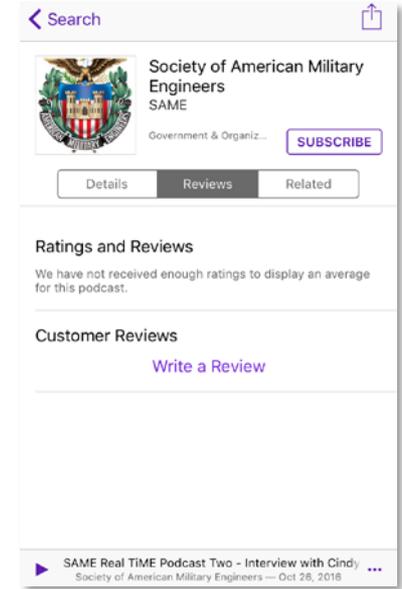
1

Search for the Podcast icon on your cellphone. When in the Podcast app, use the search button to type “Society of American Military Engineers”.



2

Recently added episodes will be on top, you can download the file to your phone (to listen offline) or listen on the app (internet connection required). Subscribe to the page to receive updates and notifications.



3

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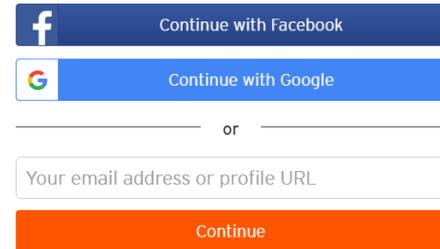
HOW TO LISTEN: *Real TiME* Podcast on desktop and Android mobile device



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2 Under playlist you can find all *Real TiME* Podcast episodes



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QUESTIONS???



UNITED STATES ARMY
THE CHIEF OF STAFF

01 JUN 2016

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Interaction with Military Associations

1. Military associations represent an important dimension of our country's strong interest in national defense. Although these non-Federal organizations are not part of the Department of Defense, Army members may enjoy numerous benefits while interacting with various military associations. These associations routinely provide a variety of forums that foster military professionalism and development. In addition, these groups work to increase the American public's awareness of our mission and nurture strong and mutually-beneficial relationships among government, industry, and civic leaders.

2. Military associations fall into a variety of categories and include branch-focused associations such as the American Society for Military Comptrollers, the Armed Forces Communications and Electronics Association, the Society of American Military Engineers, and the Army Aviation Association of America, as well as associations with a broader scope, such as the National Defense Industrial Association, the Military Officers Association of America, the Noncommissioned Officers Association, the Association of the United States Army, the National Guard Association of the United States, and the Reserve Officers Association. For a more comprehensive, but certainly not complete, list of Army-related military associations, see the attachment (Encl 1).

3. You may participate in military associations, consistent with the ethics rules pertaining to relationships with non-federal entities (NFEs). Army personnel must remember that these groups are not governmental entities despite their activities in support of the military; rather, they are NFEs. The ethics rules governing employee relations with NFEs prohibit Army personnel from endorsing, or appearing to endorse, a NFE or its activities. Army personnel may not give, or appear to give, preferential treatment to any NFE or its activities. Furthermore, Army personnel are prohibited from using their official positions to coerce or pressure others to join, or to participate in the activities of, a particular NFE, or from discriminating against those who choose not to join a NFE or NFE-sponsored activities. The attached background paper (Encl 2) provides general guidance concerning relationships with, and support to, military associations. Guidance regarding specific requests should be obtained from the local servicing legal office.

Encls


MARK A. MILLEY
General, United States Army

DISTRIBUTION: (CONT)

SUBJECT: Interaction with Military Associations

DISTRIBUTION:

Principal Officials of HQDA

Commander

U.S. Army Forces Command

U.S. Army Training and Doctrine Command

U.S. Army Materiel Command

U.S. Army Pacific

U.S. Army Europe

U.S. Army Central

U.S. Army North

U.S. Army South

U.S. Army Africa/Southern European Task Force

U.S. Army Special Operations Command

Military Surface Deployment and Distribution Command

U.S. Army Space and Missile Defense Command/Army Strategic Command

U.S. Army Medical Command

U.S. Army Intelligence and Security Command

U.S. Army Criminal Investigation Command

U.S. Army Corps of Engineers

U.S. Army Military District of Washington

U.S. Army Test and Evaluation Command

U.S. Army Installation Management Command

Superintendent, United States Military Academy

Director, U.S. Army Acquisition Support Center

Executive Director, Arlington National Cemetery

Commander, U.S. Army Accessions Support Brigade

Commandant, U.S. Army War College

Commander, Second Army

CF:

Director, Army National Guard

Director of Business Transformation

Commander, Eighth Army

Commander, U.S. Army Cyber Command

Non-Exhaustive List of Professional Military Associations

- Adjutants General Association of the U.S. (AGAUS)
- American Society of Military Comptrollers (ASMC)
- Armed Forces Communications and Electronics Association (AFCEA)
- Army Aviation Association of America (AAAA)
- Army Engineer Association
- Association of Military Surgeons of the U.S.
- Association of the United States Army (AUSA)
- Enlisted Association of the National Guard of the U.S. (EANGUS)
- International Association of Military Flight Surgeon Pilots
- Military Chaplains Association of the U.S.
- National Guard Association of the U.S. (NGAUS)
- Military Officers Association of America (MOAA)
- National Association for Uniformed Services (NAUS)
- National Defense Industrial Association (NDIA)
- Non-Commissioned Officers Association of the U.S. (NCOA)
- Order of Daedalians
- Reserve Officers Association (ROA)
- Society of American Military Engineers (SAME)
- Special Operations Association (SOA)
- U.S. Army Warrant Officer Association

BACKGROUND PAPER
ON
INTERACTION WITH VARIOUS NON-FEDERAL ENTITY (NFE) ASSOCIATIONS

PURPOSE: Army personnel and organizations interact with a wide range of NFEs, including various associations. Senior leaders should ensure that all personnel are aware of the guidance (and limitations) on official or personal involvement in, or support of, associations in which they may be members or which may seek Army support. This paper provides guidance on common issues regarding Army interaction with these groups. Senior Leaders and supervisors should make decisions on requests involving associations on a case-by-case basis, with the assistance of the supporting legal office.

BACKGROUND: NFE associations include "National Military Associations" (NMAs) which are "[a]ssociations that are directly oriented to the U.S. military; national in scope; and focus their efforts on active duty, National Guard, and/or Reserve activities" (Department of Defense Directive (DoDD) 5410.18, *Public Affairs Community Relations Policy*). Only the Assistant Secretary of Defense for Public Affairs can designate a group as an NMA, and they are very limited in number. A list of NMAs is found at Department of Defense Instruction (DoDI) 5410.19, *Public Affairs Community Relations Policy Implementation*, paragraph E10.A1, and includes the Association of the United States Army, the National Guard Association of the United States, the Adjutants General Association of the United States, the Enlisted Association of the National Guard of the United States, and the Reserve Officers Association of the United States. The Secretaries of the Military Departments are delegated authority to approve the provision of military support for a designated NMA's annual conference, including limited transportation, communications, medical assistance, and security and administrative support. Support under this authority is limited to the NMA's national convention. Regional/local chapters of an NMA are not eligible to receive these additional services. These chapters and other NFE associations may receive support in accordance with Department of Defense (DoD) 5500.07-R, *Joint Ethics Regulation* (JER), Chapter 3, Activities with Non-Federal Entities.

Other NFE associations (some are referred to as "professional military associations") are described as "non-profit, non-commercial, tax-exempt organizations that focus on advancing the interest of the Armed Forces and military professionalism." These groups may be narrower in scope than NMAs and focus on military veterans, specific military units/events, occupational fields, gender, ethnic group or region. Examples of these other NFE associations are the Armed Forces Foundation, Armed Forces Services Corporation, and Military Officers Association of America. There is no official process or authority to recognize other NFE associations or to grant them special consideration like an NMA. Generally, support to these associations is governed by the JER.

WAYS TO SUPPORT NON-FEDERAL ASSOCIATIONS:

Disseminating Information on a NFE Association:

Official communications channels may be used to distribute information notifying DoD personnel of events of common interest sponsored by NFE associations, consistent with the JER and public affairs regulations.

- Per Army Regulation (AR) 25-1, *Army Information Technology* and the JER, Commanders may authorize non-Federal personnel limited use of official government e-mail to support NFE association-sponsored events, except for fundraising and membership drives, only after determining all of the following: the support (1) Serves a legitimate public interest; (2) Does not interfere with the performance of official duties or detract from readiness; (3) Conforms to theater combatant commander and Army policies; (4) Is of reasonable duration and frequency; (5) Does not overburden the communications system; (6) Does not reflect adversely on the DoD or Army; and (7) Does not create a significant additional cost to the DoD or the Army.
- Senior Leaders may permit NFE associations to send out membership applications, leaflets, or flyers in installation common areas, as long as similar groups are given the same privilege/opportunity.
- The communication must state that the organization is a non-Federal entity and should also include a disclaimer which states that official DoD or Army endorsement of the non-Federal entity is not stated or implied. Pursuant to DoD/Army guidance, when Senior Leaders or supervisors refer to association membership or fundraising activities, they should remain neutral and avoid the use of words like "endorse," "support," "encourage," "recommend," or "urge." The point is to convey basic factual information - not to encourage support or to endorse a particular NFE association.
- Senior Leaders may issue official letters thanking NFE associations for support of the organization or community. These letters may be disseminated through official channels.

Logistical Support of NFE Association Events

- NMAs are entitled to expanded support for their national annual conferences or conventions, in accordance with DoDI 5410.19, Enclosure 10.
- Otherwise, NFE association events may be provided support in the form of limited use of DoD facilities and equipment when the head of the DoD Component command or organization determines all of the following: (1) Support does not interfere with official duties; (2) Support is in DoD public affairs or community relations interests; (3) It is appropriate to associate DoD and the Army with the event; (4) The event is of interest and benefit to the community, Army, or DoD; (5) The Army is willing and able to provide the same support to comparable events by

other associations; (6) Support is not prohibited by other statutes or regulations; and (7) No admission fee is charged (beyond reasonable costs of sponsoring the event).

- Limited use of DoD facilities and equipment may be provided to support a charitable fundraising event by an NFE association only when the head of the DoD Component command or organization determines factors (1) - (6) noted in the preceding paragraph are met, the sponsoring association is either not affiliated with the Combined Federal Campaign (CFC) or, if affiliated with the CFC, the Director, Office of Personnel Management, has no objection to DoD support of the event, and the fundraiser takes place away from the Federal workplace.

- DoD personnel in their official capacities may be authorized to participate as speakers or panelists at NFE association events, consistent with the JER, public affairs, and travel guidance.

Attendance at a NFE Association Event

- Senior Leaders may excuse DoD personnel for limited absences for reasonable periods of time to voluntarily participate in a personal capacity in NFE association activities - there should be no special consideration or preferences for a particular organization.

- Senior Leaders may approve permissive TDY to attend an NFE association meeting/seminar if there is a direct relationship to the member's primary military duties and attendance clearly enhances his or her value to the Army.

- NFE Association-Hosted Conferences:

- The heads of DoD Component commands may, on a limited basis, permit their employees in their official capacities to attend NFE association conferences/meetings at Army expense if they have official duties at the event or there is a legitimate Federal Government purpose (beyond merely maintaining membership or professional credentials).

- Army Directive 2016-14 (Army Conference Policy) requires prior approval before expending appropriated funds to send Army personnel to an NFE conference.

Management of, or Serving with, a NFE Association

- Unless approved in advance by the DoD General Counsel, DoD personnel are prohibited from participating in their official capacities in the management of NFE associations.

- DoD personnel in their personal capacities may participate in the management of an NFE association, provided they act exclusively outside the scope of their official positions. A DoD employee may not serve in a personal capacity as an officer or on the board of directors if offered because of his/her DoD assignment/position. The following restrictions generally apply:

- May not participate in one's official capacity in any particular matter concerning the NFE association.
- May not represent the NFE association before a Federal agency.
- May not solicit funds for the NFE association from subordinates or prohibited sources. May not use Government resources, funds or personnel to support the NFE association.

Serving as a DoD Liaison to a NFE Association

- The Head of the DoD Component command or organization may appoint an employee as an official liaison to a NFE association after determining there is a significant and continuing DoD interest served by such representation. This appointment must be made in writing.
- Official liaison officers serve as part of their official duties, represent DoD interests and serve in an advisory capacity only, and must make clear their opinions do not bind DoD or the Army. Liaisons may not be involved in management or control of an association.

Endorsement of a NFE Association

- DoD personnel in their official capacities may not state or imply that the DoD endorses a NFE association.
- DoD personnel in their personal capacities may not use their official titles, positions or organization names in connection with NFE association activities as this tends to suggest official endorsement or preferential treatment by DoD. However, the use of an officer's military grade and department may be used as part of an individual's name (e.g., CPT Smith, U.S. Army).
- DoD personnel may acknowledge past contributions, services, or assistance if factual and limited to the purpose of recognizing the contributions of a NFE association.

NFE Associations and Gifts

- Normally, DoD personnel cannot accept gifts offered because of their official position. However, there are exceptions under which an employee may accept a gift; they include:
 - Unsolicited gifts valued at \$20 or less, per source, per occasion not to exceed a \$50 cap on all gifts from a single source during a calendar year (a gift to a spouse or family member is deemed a gift to the employee, and counts toward the caps).
 - On occasion, NFE associations may host events to which Army personnel are invited, and for which they are not charged. Free attendance from the sponsor at a "Widely Attended Gathering" may be

accepted when the Army has determined attendance is in the Army's interest because it will further agency programs or operations and the event will be widely attended by a large number of persons with diverse views or interests.

- NFE associations frequently provide support to various Army activities. Where the offer of support originates with the association it may be accepted by way of a documented gift to the Army. However, DoD personnel "shall not solicit, fundraise for, or otherwise request or encourage the offer of a gift" (DoD 7000.14-R, *DoD Financial Management Regulation*, Volume 12, Chapter 30, paragraph 300502). To the extent possible, gifts from military associations to the Army should be "in kind" and not in the form of funds.

- Questions about gifts involving NFE associations should be referred to servicing Judge Advocates.