



SAME Foundation Board Meeting Minutes

1100 – 1400, Wednesday, Nov. 20, 2019

Kay Bailey Hutchison Convention Center, Room C147 Dallas, TX

Foundation Board

Invited		
*Tim Byers	Gary Engle present	Julie Fisher present
Angie Goral present	Bud Griffis (vacating)	Tony Leketa present
Mike Loose (vacating) on phone	Gene Lupia present	*John Mogge (vacating) present
John Peabody present	Jane Penny present	Hal Rosen present
**Joe Schroedel	*Bob Van Antwerp (vacating)	*Roger Wozny (vacating) present

Guests: Susan Thames
Ron Torgenson

*Call-in
**Non-voting

Call-in: (224) 501-3318
Access Code: 822-264-013

Agenda

TIME	AGENDA	Discussion Leader or Briefer
1100 – 1105	Call to Order – Quorum Established – Pledge of Allegiance	John Mogge
1105 - 1130	Financial Update & Campaign Results	Will Hoffman
1130 – 1140	Investment Committee Update	Gary Engle
1140 – 1200	LDP Update	Angie Goral
1200 – 1230	Centennial Update & Questions (working lunch)	Tony Leketa
1230 – 1245	Summary of By-law Changes to enable succession planning	Hal Rosen
1245 – 1300	Marketing Committee Update (2020 Big Dollar Campaign)	Jane Penny
1300 – 1315	Stewardship Update & Policy (motion to accept as final)	Gene Lupia/Julie Fisher
1315 – 1330	Internal Outreach Update	Roger Wozny
1330 - 1345	Succession plan and board nominations	John Mogge & Joe Schroedel
1345 - 1400	Review of Action Assignments	Eddie Gonzalez

Action Tracker

Meeting	Action	Responsible	Estimated Completion
Mar 11, 2019	Need to assess what the administrative impact increased participation in the Post managed funds would incur on the admin fee? What do we anticipate is the demand and what can we approximate for an updated projected fee?	Will	JETC 2020
Mar 11, 2019	Develop external fundraising flyer/communication piece based on the internal piece – produced internally.	Jane	JETC 2020
Mar 11, 2019	JETC 2020 – consider how LDP class will present their experience to FDN BOD. LDP TF to provide assessment of program to Foundation.	Eddie	First draft completed.

			Planning ongoing.
May 7, 2019	Stewardship Policy to SAME BOD for review.	Gene	Completed
Nov. 20, 2019	Establish a Foundation budget with expenses and fundraising targets	New board	Jan BOD agenda?
	Investigate developing an authority for the Investment committee to make changes to investments to preserve capital and lock in savings in response to immediate/drastric changes to the market.	Gary, Will	Jan BOD agenda?
	Send a spec sheet of LDP projects and contact information for class to Foundation Board	Eddie	End of year
	Aggregate fundraising ideas/options into a single fundraising plan.	New board	Jan BOD agenda?
	Add at Foundation briefing to a future RVP call. Angie can present. Arrange with Mark Handley.	Eddie, Jill, new President	Jan/Feb
	Add a meeting in January and plan for additional quarterly meeting at PLW. Add a standing Foundation briefing to the PLW agenda.	Eddie, Jill, new President	Jan and August
	Need a list of who is doing what on the BOD/staff. Roles and expectations.	Joe and new President	Jan/Feb
	Provide self-interest letters to John about serving as Board president.	Current board	Mid-January
	For January agenda, establish a stewardship management committee. Can include non-BOD volunteers.	Board	Jan BOD agenda
	For January meeting, discuss recruiting an advisor for capital fundraising and whether budget would be required. How much do we want to raise? Need to define a campaign.	Board	Jan BOD agenda

Enclosures:

1. Investment Committee Update	2. LDP Budget / Evaluation Framework
3. Centennial Update & Questions	Attached (Bylaws & Stewardship Policy)

ENCLOSURE 1 – Investment Committee Update

MINUTES

Updates: Good to Great Briefing
Committee progress
Outstanding Nominations

John Mogge: Secretary/Treasurer position needed. Need a replacement for John. Will need a group to implement the stewardship policy. Will address some big decisions to keep the Foundation's momentum moving forward.

Joe: Great Foundation briefing by John at SAME BOD meeting. Tons of confidence in the Foundation.

Will: June fundraising campaign, since June \$119,000 from 445 donations. Corporate donations \$3725. Before June had \$11,000 in donations prior. October/November slow for donations. Should see more coming in in December.

To date, LDP has \$32K in expenses. Admin other big expense. Plus \$18.5K for camper scholarship. \$13K from Impact Communications. Did not pick up the option to continue to work with them. Contract has concluded. Printing of appeal. \$2K. \$15K for appeal but did not include postage. As part of the year-end close out, will look at reconciling SAME incurred admin expenses. Cash flow is at a good state. Did not need to pull a cash draw.

John M: We will be able to cover LDP and camper commitments, raise awareness of our needs, and allows us to continue to encourage continued individual contributions. Need to consider larger fundraising asks and campaigns. We will have impact to show with the 2019 LDP class graduation.

Joe: Is it the intent of fundraising to grow the corpus or fund programming?

John: Have not discussed that as a board. Have discussed commitments to camps and LDP.

Hal: Part of the investment plan is to set up an endowment. Possible to turn the corpus into an endowment.

Joe: Need to look at legacy commitments from the E&M fund. What about the camper alumni scholarships? Move that from the Foundation to SAME to relieve the Foundation of the commitment??

Tony: Need to look back at JETC revenue to the Foundation.

John: First campaign gave us proof of concept to marketing to internal audiences and sets up momentum to move into external fundraising.

Tony: Internal audience would always be a target.

Gene: Does the corpus have a name? SAME Foundation Fund?? Where did the appeal funds go?

Will: Raised funds go into the Foundation account. Stays operational for now. If we reach a certain threshold, say \$350K, can transfer excess to the corpus.

ACTION: Establish a Foundation budget with expenses and fundraising targets.

Hal: Were there any glitches with the summer appeal?

Joe: Thank you's got turned around quickly.

Hal: Need a fundraising plan with yearly targets.

Investment Cmt presentation

Gary Engle: Reviewed investment financials. 10.66% return on investments. Had some fluctuation by quarter but overall, good performance.

Mid-Maryland sent in \$30K as a Post fund.

\$2.1M in aggregated funds to invest. Post still have control over their pots of money.

Feedback from the Seattle Post, first reaction was SAME just wants to take the money. Reality is that putting the money into the Foundation helps grow their money.

Buddy: From the Houston Post, the Foundation has taken a huge burden off the board. No concerns as far as the Houston board is concerned.

ACTION: Investigate developing an authority for the Investment committee to make changes to investments to preserve capital and lock in savings in response to immediate/drastring changes to the market.

The Society and the Foundation use two different fund managers to review investments.

Julie: Regarding succession planning, need to also consider the committees

LDP Report, Angie: LDP Evaluation Report framework developed to assess the impact of the program. Framework reflects new 2025 plan.

John: Need analytics and testimonials. Need sound bites for marketing.

Angie: JETC 2020 schedule reviewed. Schedule more spread out because of the JETC plenaries

John: Challenge for board, engage with the 2019 LDP class. Find an opportunity to connect with one or more students.

Susan: All LDP'ers need to come with a project.

Joe: The point of the project is to make a contribution to the Society.

ACTION: Send a spec sheet of LDP projects and contact information for class to Foundation Board.

Centennial Discussion

Tony Laketa: Regarding fundraising, what is the Foundation board doing to raise funds.

Reviewed the feedback received from the Centennial Commission. Should SAME include a donation feed as part of the registration fee? No, because it mixes the purpose of the events and may prevent military participation.

What should we do for JETC? Does the ball present an opportunity for fundraising?

Julie: Need to look at diversified fundraising like GoMobile. Display messaging at our events that actions them to donate.

Tony: Have donation capacity at registration for future events.

John Peabody: Include a flyer, donation form as part of event handouts.

Joe: The intent for JETC 2020 is not a birthday party but to emphasize what we do.

John M: The point is to have members talking about our work. Donations comes as an appreciation of our work.

ACTION: Aggregate fundraising ideas/options into a single fundraising plan.

Susan Thames: Use activities like the Society Ball to recognize donors and the role of the Foundation.

Responsibility for the fundraising strategy falls on the board.

Three taskers for Foundation Board re: JETC:

- OGS Speaker on Leadership: Gen Semonite
- Celebrating current class
- Recognizing the incoming class

John Peabody: Should look at the energy of the speaker and the message. Will attendees connect emotionally to the speakers.

Tony: Is the Foundation serving as point for selecting the speaker?

Consensus: Selecting a speaker should be the role of the Society staff.

Tony: What does it mean to have the Foundation oversee the LDP and LDP graduation.

John M: Message back to the Centennial Commission, the Foundation does not provide program management to LDP. Any issues go to the staff.

Tony: How do we recognize the Foundation founding board?

ACTION: Add at Foundation briefing to a future RVP call. Angie can present. Arrange with Mark Handley.

Bylaws Discussion (see marked-up bylaws draft)

Hal reviewed current bylaw details. Any changes we want to consider?

Do we need four officers? Hal suggestion: combine Treasurer/Secretary. Intention not to have staff fill those roles. Reduce officers to three.

Foundation board changes their own bylaws. Society has to approve final changes.

Agreed to change board terms from 2-years to 3-years. Need to capture any changes to present to the board for adoption.

Added term limits to the officer.

Leave in reference to BOD members expected to make a donation but not define the amount or have it be required. Removing the reference to expected donations would impact new board member review.

Buddy: Do we need to clean up the reference to expected donations by new board members.

Hal: Delete section on 2.1.3.

Revising role of XD on Foundation. XD does not oversee but ensures the business of the Foundation does not mix with the business of the Society.

Hal to provide the new mark-ups of the bylaws to the BOD.

The BOD president will serve as the interface between the Foundation and the Society. XD ensures any resources are provided to the Foundation to do their work. Administrative responsibilities like tax filings and financial reporting will fall under the Treasurer/Secretary.

MOTION: John M: Appoint a current board member to serve as Secretary/Treasurer.

SECOND: Hal

DISCUSSION: Gene, separate them into two roles.

CONSENSUS: BOD agrees.

Hal volunteers to serve as Secretary.

John P. volunteers to serve as Treasurer.

Tony: Suggestion to meet quarterly.

John: Plan a meeting in January at the Century House to onboard the new board members and define the workplan for 2020.

Joe S: PLW can serve as a midpoint between JETC and SBC to meet.

ACTION: Add a meeting in January and plan for additional quarterly meeting at PLW. Add a standing Foundation briefing to the PLW agenda.

Stewardship of Gifts Policy

Reviewed and commented by select BOD members. Included input from Joe S.

John M: Implementation of the policy will require increased staff support down the road.

Gene will collect more mark-ups to rev. 1 of the policy. Include new board members in the feedback to the policy.

John M: Goal is to have an action plan that frames fundraising.

ACTION: Need a list of who is doing what on the BOD/staff. Roles and expectations.

ACTION: Provide self-interest letters to John about serving as Board president.

Joe S: Can volunteers support the board committees without being BOD members.

John M: Yes, we can accommodate them in support of Foundation activities.

ACTION: For January agenda, establish a stewardship management committee. Can include non-BOD volunteers.

Marketing Report

Jane Penny: Have ideas on the table but need to cost out some of the ideas. Marketing is an area where we can accommodate non-BOD volunteers.

Connect to SAME marketing staff for additional work.

Need the messages.

Succession Planning

We are the point to collect expressions of interest in the Board president position. Those not considered would help review those that want to be considered.

Let John Mogge know via email or letter (preferred).

Current board, including outgoing board members, would be part of the review.

New Board Member Nominations

John P: Have 6 candidates. Originally, meant to fill 5 slots. Good diversity of candidates.

Heather indicated she needed to follow-up with one of the candidates.

John M: New board will be integral to a new, large dollar fundraising capital campaign. Need people that know how to do that. Create a Council of Trustees (high-dollar donors) meant to encourage major gifts. Next president should take the lead on enacting and implementing.

Julie: Need to recruit a fundraising professional, whether a volunteer or consultant.

ACTION: For January meeting, discuss recruiting an advisor for capital fundraising and whether budget would be required. How much do we want to raise? Need to define a campaign.

Joe S: Society would provide input on resource requirements to support needed Society programs.

John Peabody: Do we have a plan on what to fund? Need a 6-year plan on where we want to be and what it takes to get us there. That translates into yearly fundraising goals.

John M: Heather needs to complete her process. Can include an additional nominee but they need to present themselves to the BOD.

Plan is to approve new members soon so they can plan on travelling to the inperson meeting.

Julie: Should consider having the board president have SAME Foundation BOD experience.

Meeting adjourned at 2:05pm



Foundation Investment Committee

Gary Engle

20 November 2019 Foundation Board Update

1



Investment Committee Update

➤ Team is:

- **Mark Zanardi – Chair** (Accounting background - Vice President of Finance at Continental Heavy Civil Corp)
- **Joe O'Brien – Vice Chair** (Vice President - Finance, Special Projects, Senior Engineer at O'Brien Engineering, Inc.)
- **Candis Hamilton** - Candis has lead role in setting the agenda and ensuring we follow up on action items. Minutes of the meetings, set up meetings, set agenda, etc.
- **Brandi Dennis** - Brandi has lead role in investment analysis. She will take the lead and coordinate our discussion with the investors (Orion, Baird, next).
- **James V Works** – (Panama City Post Treasurer: served in nonprofit treasurer roles, good financial acumen)
- **Curt Hatfield** – (Philly area – COO/CFO for a SB, Finance/Engineering and Law degrees, personal investing, member in Philly, NJ, and Baltimore Posts, strong interest)
- **Gary Engle** (Foundation Board Liaison)
- **Mark Handley** (advisory from his National VP role)
- **William Hoffman** (SAME HQ Financial liaison)

2



Financial Investment Performance through 31 Sept 2019

- ❖ Analyzed Third Quarter ending 31 September with DiMeo Schneider & Associates LLC (Manager) on 6 November
- ❖ BLUF: 2019 seeing positive recovery with a good third quarter. October sounds even stronger.
- ❖ Key Takeaways:
 - ✓ **YTD: 10.66%** vs 10.84% benchmark; since Inception: 4.39% vs 5.40%
 - ✓ Great third quarter – slightly out-performed the SAME account
 - ✓ Fixed Income markets posted strong returns
 - ✓ International Equities declined
 - ✓ Domestic Equities had positive returns (large cap outperformed mid and small cap stocks)
 - ✓ Slightly trailing the annual customized benchmark
 - ✓ Post funds managed and growing
 - ✓ Performance in expected range - stay the Course...

3



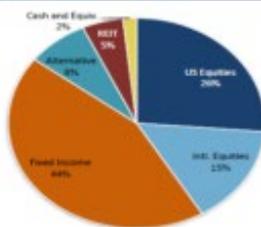
SAME Foundation

PORTFOLIO SNAPSHOT

06/30/2019 to 09/30/2019

Investment Activity (06/30/2019 to 09/30/2019)	
Opening Market Value	2,029,332
Net Cash Flow	30,000
Appreciation	20,102
Closing Market Value	2,079,434
Portfolio Return	0.99
Weighted Fee	0.58

Asset Allocation



Asset Class	Weight
US Equities	26.30
Intl. Equities	15.18
Fixed Income	43.90
Alternative	7.75
REIT	5.17
Cash and Equiv.	1.71

Portfolio Description	Market Value	Weight (%)
Schwab S&P 500 Index	427,254	20.55
Conestoga Small Cap Growth	58,635	2.82
Hotchkis & Wiley Small Cap Value	60,943	2.93
Harding Loevner Int'l Gr	119,430	5.74
Causeway Int'l Value Fund	120,547	5.80
DFA Emerging Markets Value	37,520	1.80
GQG Partners Emerging Markets	38,067	1.83
JP Morgan Strategic Income	110,163	5.30
Loomis Sayles Invest Grade	113,950	5.48
Metropolitan West Total Ret	344,580	16.57
Western Asset Core Bond	344,226	16.55
Blackstone Alternative Multi Strategy Fund	79,761	3.84
Eaton Vance Absolute Return	81,304	3.91
iShares Core US REIT	107,457	5.17
Money Market	35,597	1.71
	2,079,434	100.00

Past performance is not indicative of future results. Please see important information at the end of this report. Mutual Fund returns are net of fees. SMA returns are net of fees post 2005.

Page 16 of 27



MANAGER PERFORMANCE

SAME Foundation

03/31/2017 to 09/30/2019

Manager/Benchmark	Inception Period	MV/WT%	QTD	YTD	1 Yr	3 Yr	5 Yr	7 Yr	10 Yr	Inception
Total Portfolio	04/2017 (2.5 yr)	2,079,434	0.99	10.66	3.89					4.39
CPI			0.40	1.51	1.81					2.06
Customized Benchmark			1.22	10.84	4.66					5.40

US Equities

Schwab S&P 500 Index	04/2017 (2.4 yr)	427,254	1.57	20.37	4.08					11.22
S&P 500		20.5%	1.70	20.56	4.26					11.89
Conestoga Small Cap Growth	07/2019 (0.2 yr)	58,635	1.23							1.23
Russell 2000 Growth		2.8%	-4.35							-4.35
Hotchkis & Wiley Small Cap Value	07/2019 (0.2 yr)	60,943	6.41							6.41
Russell 2000 Value		2.9%	0.96							0.96
Asset Class Total		546,832	1.39	20.87	3.71					10.85

Intl. Equities

Harding Loevner Int'l Gr	04/2017 (2.4 yr)	119,430	-2.81	13.29	-3.75					4.27
MSCI EAFE		5.7%	-1.07	12.81	-1.34					5.15
Causeway Int'l Value Fund	10/2018 (0.9 yr)	120,547	-2.43	7.67	3.86					3.86
MSCI EAFE		5.8%	-1.07	12.81	-1.34					-1.34
DFA Emerging Markets Value	07/2019 (0.2 yr)	37,520	-11.06							-11.06
MSCI Emerging Markets Value Net		1.8%	-6.52							-6.52
GQG Partners Emerging Markets	07/2019 (0.2 yr)	38,067	-7.74							-7.74
MSCI Emerging Markets Net		1.8%	-4.85							-4.85
Asset Class Total		315,564	-3.31	9.15	-4.62					0.49



MANAGER PERFORMANCE

SAME Foundation

03/31/2017 to 09/30/2019

Manager/Benchmark	Inception Period	MV/WT%	QTD	YTD	1 Yr	3 Yr	5 Yr	7 Yr	10 Yr	Inception
Fixed Income										
JP Morgan Strategic Income	04/2017 (2.4 yr)	110,163	0.41	3.37	1.98					2.25
BofA ML 3 Month LIBOR Index		5.3%	0.62	2.06	2.64					2.01
Loomis Sayles Invst Grade	04/2017 (2.4 yr)	113,950	2.15	8.59	7.95					4.71
Bloomberg Barcap Government Credit		5.5%	2.63	9.71	11.30					4.83
Metropolitan West Total Ret	04/2017 (2.4 yr)	344,580	2.25	8.89	10.55					4.23
Bloomberg Barcap Aggregate Bond		16.6%	2.27	8.53	10.31					4.44
Western Asset Core Bond	04/2017 (2.4 yr)	344,226	2.29	9.72	10.60					4.69
Bloomberg Barcap Aggregate Bond		16.6%	2.27	8.53	10.31					4.44
Asset Class Total		912,919	2.03	8.47	9.15					4.22

Alternative

Blackstone Alternative Multi Strategy F	04/2017 (2.4 yr)	79,761	-0.56	4.52	1.79					1.92
HFRI FOF Composite Index		3.8%	-0.96	5.44	1.60					3.59
Eaton Vance Absolute Return	04/2017 (2.4 yr)	81,304	1.95	6.42	5.46					2.02
U.S. Treasury Bills		3.9%	0.56	1.83	2.41					1.75
Asset Class Total		161,065	0.69	5.47	3.60					1.97

REIT

iShares Core US REIT	01/2018 (1.7 yr)	107,457	7.61	26.80	21.47					14.52
FTSE NAREIT Equity REITs TR USD		5.2%	7.79	26.96	18.41					13.55
Asset Class Total		107,457	7.61	26.80	21.47					10.43

Cash and Equiv.

Money Market	04/2017 (2.4 yr)	35,597								
CD - 3 Month		1.7%								
Asset Class Total		35,597								



Stewarded Post Funds Summary

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

- ❖ Some other Posts starting to show interest. Panama City Post signed an agreement and transferred funds in early September 2019. Some other post inquiries – Tampa Bay, Atlanta, Dallas and Orange County!

- ❖ Funds are managed by DiMeo Schneider, LLC and comprised of 26.3% U.S. Equities, 15.18% International Equities, 43.9% fixed income, 1.71% cash and equivalent, see pie chart on previous slide #4.

- ❖ Each participating Post gets a quarterly statement.

7

ENCLOSURE 2 – LDP Info

SAME LDP Budget Report--as of September 19, 2019

Items in yellow have not occurred.
Items in red were not part of the original budget

	Number of Participants	20	Per Person Estimate	Total Estimate	Actual	Variance	NOTES
JETC 2019 - Inauguration							
	Number of Participants	20					
	SAME branded swag		100.00 \$	2,000.00 \$	794.02 \$	1,205.98	LDP attendee ribbons, LDP silver/gold badges,
Travel							
	Participant Airfare		500.00 \$	10,000.00 \$	11,566.62 \$	(1,566.62)	Could be a post cost.
	Participant Hotel		500.00 \$	10,000.00 \$	6,781.21 \$	3,218.79	2 nights at \$250/night
	Registration		- \$	- \$	- \$	-	Assumes Comp Registration
	Catering		60.00 \$	1,200.00 \$	1,836.94 \$	(636.94)	Coffee, Beverages, Lunch x 1
	Audio Visual		- \$	- \$	1,915.00 \$	(1,915.00)	screen, projector, flip charts
	Facilitator Flight		500.00 \$	500.00 \$	373.01 \$	126.99	
	Facilitator Hotel		500.00 \$	500.00 \$	477.44 \$	22.56	2 nights at \$250/night
	Facilitator Expenses		- \$	- \$	605.37 \$	(605.37)	
	Facilitator Fee for Service - 8 hr		5,000.00 \$	5,000.00 \$	4,000.00 \$	1,000.00	Professional Leadership Coach to kick of the year, set the stage
	Participant Self-Assessment (Myers Brigg Step 1)		41.50 \$	996.00 \$	733.95 \$	262.05	
	Participant Self-Assessment (EQ-i Workplace Report)		74.84 \$	1,796.16 \$	1,260.00 \$	536.16	
	Subtotal JETC 2019 Expenses		\$	31,992.16 \$	30,343.56 \$	1,648.60	
JETC 2020 - Graduation							
	Flight		500.00 \$	10,000.00 \$	- \$	10,000.00	
	Hotel		500.00 \$	10,000.00 \$	- \$	10,000.00	
	Registration		- \$	- \$	- \$	-	Assumes Comp Registration
	Catering		60.00 \$	1,200.00 \$	- \$	1,200.00	
	Possible End of Program Participant Assessment		75.00 \$	1,800.00 \$	- \$	1,800.00	Assess professional development of participants (for 24 assessments)
	Audio Visual		- \$	- \$	- \$	-	
	Miscellaneous Support Costs		\$	5,000.00 \$	- \$	5,000.00	Support materials, Support to LDP committee members if required (possible stipend), others TBD
	Subtotal JETC 2020 Expenses		\$	28,000.00 \$	- \$	28,000.00	
	Total Annual Cost		\$	59,992.16 \$	30,343.56 \$	29,648.60	



Evaluation Framework

1 November 2019

1. Purpose:

Evaluating the success of the SAME Leader Development Program is important to the Society to insure the program is meeting its goals, achieving the intended impacts, and provides a return on investment. The LDP evaluation is continuous and requires demographic, quantitative and qualitative measures to determine the LDP participant's professional growth and the program's impact on the Society. Through this process the LDP Community of Interest (COI) will continue to optimized the program, improve the linkage to the 2025 SAME Strategic Plan's five Goals, and evaluate the program's overall influence and impact.

2. Background:

The SAME LDP was developed with support from the SAME Foundation. The Leader Development Program (LDP) identifies and cultivates talent from within the SAME membership to ultimately address the nation's infrastructure and security challenges. The target participant is enthusiastic, mid-career professionals dedicated to the SAME mission and strategic direction. The program supports the development of the next generation of world class military, government, civilian, and industry leaders for the Society and our Nation. The inaugural program year is from May 2019 – May 2020.

2025 SAME Strategic Plan

Goal 1: Strengthen Industry-Government Engagement

Goal 2: Build and Sustain Resilient Communities

Goal 3: Develop Leaders for the Profession

Goal 4: Enrich the STEM Pipeline for the Nation

Goal 5: Prepare Servicemembers and Veterans for the A/E/C Industry

3. Strategy:

In order to assess program impact, the Leader Development Program will collect data in three areas:

- Demographics
- Quantitative Analysis (program metrics)
- Qualitative Analysis (testimonials/anecdotes)

For each subsequent year, the data collected for each class will provide a trend analysis throughout the life of the program. As new demographic, quantitative, and qualitative variables are identified, they will be incorporated into the evaluation strategy.

The evaluation strategy will focus on the following goals, objectives, and outcomes.

A. Goal:

- Fill a vital training gap within the Society
- Deliver value to our members and posts
- Ensure strong leadership for the future of our nation

B. Program Objectives:

- Support the development of the next generation of world class military, government, civilian, and industry leaders for the Society and our Nation
- Understand individual strengths and how to apply these strengths to achieve success
- Understand team concepts including roles, responsibilities, accountability, and group dynamics
- Develop leadership skills through training, assignments, a service project, and other opportunities.
- Promote creative and innovative problem solvers
- Identify and cultivate A/C/E leadership from within the SAME membership
- Foster engineering leadership for the Nation

C. Intended Participant Outcomes:

Upon completion of the LDP, participants will gain the following in preparation for increased leadership responsibilities:

- 35+ hours of formal leadership training
- A perspective larger than their organization
- Ability to understand and embrace change
- Learn how to incorporate the perspectives of peers, customers, stakeholders, and industry partners
- Ability to make timely, sound, and risk-based decisions
- Understand how leaders articulate and use vision and values
- The power of diversity
- Promote cooperation, coalition team building and networking
- Develop knowledge and skills necessary to form relationships, teams and partnerships
- Develop an understanding of mission, vision, and challenges of partnering agencies and stakeholders
- Complete a service project benefiting the Society
- Learn to think strategically

D. SAME Outcomes:

The estimated cost avoidance/savings to organizations for the 2019-2020 Leader Development Program is conservatively estimated at \$5000 per participant based on each participant taking separate courses to achieve the intended participant outcomes, in lieu of the LDP. The LDP also provides professional development hours (PDH) and continuing education credits. LDP participant enthusiasm is expected to increase the participant's volunteer service to the Society. The LDP participant's enthusiasm is anticipated to be

contagious and will provide even more volunteer service hours from non-participants, further enhancing the return on investment.

4. Evaluation Components:

A. Demographics:

The program will track demographics of the participants. Key demographics include:

- Sector (public, private, government, military, etc.)
- Career Field
- Years in career
- Society leadership roles represented
- Years in the Society

B. Quantitative Analysis (program metrics):

The evaluation plan will provide metrics on LDP participation and engagement in each of the program components:

1. Books
 - a. attendance status at each book discussion webinar
 - b. # of engagements in the book discussions during the webinar
 - c. # of responses to book related classroom discussion questions
2. Classroom Discussions
 - a. participation in each classroom discussion
 - b. # of assignments completed
 - c. # of posts
 - d. # of follow-up posts
3. Monthly Webinars
 - a. attendance status at each monthly instructor webinar
 - b. # of engagements in the webinar discussion
 - c. # of responses to instructor related classroom discussion questions
4. Utilization Projects
 - a. # of projects submitted
 - b. # of SAME COIs involved
 - c. # of SAME staff involved

C. Qualitative Analysis (testimonials/anecdotes):

The evaluation plan will provide qualitative (testimonials/anecdotes) feedback in each of the program components. The data will be collected via an end of the program survey and possible interviews with participants, mentors, and task force members.

Questions will be formatted as open response, yes or no, or on a Likert scale (5 strongly agree to 0 strongly disagree).

1. Books

- a. Where the books topical to the program?
 - b. Did the books advance your understanding of the themes the program?
 - i. Know Yourself
 - ii. Know Your Team
 - iii. Know Your Future
 - c. Were the book discussion webinars valuable?
2. Classroom Discussions
 - a. Did the classroom discussions help you dive into the themes of the program?
 - b. Did Google classroom facilitate and enhance your participation in the LDP?
 3. Monthly Webinars
 - a. Did the monthly webinars help you dive into the themes of the program?
 - b. Did the speakers enhance the value of the program?
 4. Utilization Projects
 - a. Did the utilization projects help you dive into the themes of the program?
 - b. Do you feel the project achieved the objectives of the project?
 5. Mentors
 - a. Did your mentor provide adequate support and guidance to you throughout the program?
 - b. Do you see yourself serving as a mentor for a future LDP class?
 6. Overall Program Feedback

Based on their experience in the program, participants will be asked to provide feedback on the following:

 - a. Does the program support the development of the next generation of world class military, government, civilian, and industry leaders for the Society and our Nation?
 - b. Do you understand your strengths and how to apply them?
 - c. Do you understand team concepts including roles, responsibilities, accountability, and group dynamics?
 - d. Did you develop the leadership skills you need to affect your career trajectory?
 - e. Does the program promote creativity and innovative problem solvers?
 - f. Does the program do adequately identify and cultivate A/C/E leadership from within the SAME membership?
 - g. Are you prepared to fulfill the leadership needs of the nation?
 - h. Do you gain a broader perspective of the Society?
 - i. How will you embrace change?
 - j. How will plan on incorporating the perspectives of others in your work?
 - k. How will you make timely, sound, and risk-based decisions?
 - l. How do you articulate and use vision and values?
 - m. Is there power in diversity?
 - n. How will you promote cooperation, coalition team building, and networking in your work?
 - o. Did you develop knowledge and skills necessary to help you better form relationships, teams and partnerships?
 - p. Are you better prepared to understand the mission, vision, and the challenges of you partnering agencies and stakeholders?

- q. Are you better prepared to think strategically?

5. Evaluating Outcomes:

Based on the 2025 SAME Strategic Plan the following metrics should be considered for analysis of how the LDP supports the Society. Below are potential questions or data points to gather to better analyze the impacts of the LDP on the Society and how they are linked to the five SAME Goals.

Goal 1: Strengthen Industry-Government Engagement (IGE)- Lead efforts to foster communication, build relationships, promote collaboration, develop strategic partnerships, leverage the Society's broad technical diversity, develop professional communications, and promote inclusion of stakeholder interest to improve America's infrastructure in support of National Security.

- What is the % of LDP participants who are active members holding leadership positions in other societies while participating in the SAME LDP
- # of LDP projects successfully implemented that benefit other societies to foster trust and understanding
- # of LDP projects that incorporate relevant programs from other Societies to SAME Posts or a community of Interest
- #of LDP projects that could serve as baseline to the development of a professional communications portfolio of IGE efforts, tools and lessons learned
- % of the course dedicated to improving collaboration among military, public, private, academic and professional A/E/C organizations

Goals 2: Build and Sustain Resilient Communities- Lead efforts to prepare communities to absorb, recover, and adapt from natural and man-made threats, leverage partnerships, train members on infrastructure risks, mitigation efforts and joint response strategies, connect and educate stakeholders on new and existing technologies, promote partnerships and collaboration supporting military installation resilience, advocate for streamlined acquisition and implementation of resilience solutions.

- # of LDP projects which enhance collaboration leveraged partnerships in order to minimize the impacts, or enhances the effective response to natural or man-made threats
- # of resilience based LDP projects which were implemented, fed into another project, study or led to a requirement
- # of LDP projects where the focus of the problem is supporting the needs of military installations in pursuit of mission assurance and readiness in energy, water, and/or cybersecurity
- # of LDP graduates who participated in at least three hours of education or training on infrastructure risks, mitigation efforts or joint response strategies to natural or man-made events, within one year of graduating the LDP

Goal 3: Develop Leaders for the Profession- Lead efforts to enhance leadership development, cultivate talents and address the nation's grad challenges, ensure the enduring stewardship of the A/E/C profession. Promote a structured SAME mentoring continuum, provide support to the SAME Foundation, increase participation and partnerships with academic institutions, enhance volunteer engagement, and utilize SAME Fellows in engagements and succession planning.

- Determine the following demographics (as appropriate or applicable). Gender, Race, Age, years in current career field, public/private/military, current position title, rank/grade
- Poll the participants to help refocus on programs that mean the most to members

- # of posts with Leader Development Programs, provide a list and number of annual participants
- Is the participant currently in a stretch assignment? LDP is one aspect of an individual's leader development program. The primary means to develop leaders is to place individuals into positions of increased responsibility which are considered 'stretch assignments'
- % of graduates who are in a post/regional leadership position, on a national COI committee or SAME Board or nationally elected officer
- # of LDP graduates who took a new leadership positions within the first year of program completion
- # of LDP graduates who became Post Presidents
- # of LDP graduates are on National COI teams or a similar capacity
- # of LDP graduates became Regional Vice-Presidents, National BOD, National Elected Officer
- # of LDP graduates who became SAME Fellows
- # of initiatives utilized by two or more post level or higher organizations from LDP projects (i.e. camp operations, mentoring best practices, student/field chapter program, K-12 initiatives, AOF path. LDP return on investment)
- # LDP projects which utilized SAME Fellows in to support of leader development
- # of LDP Projects which fostered engineering leadership through collaborative work with the SAME Foundation

Goal 4: Enrich the STEM Pipeline for the Nation- Lead efforts to inspire, encourage, and enable youth to pursue STEM careers, help develop the Nation's technical capacity, become a leader in STEM initiatives, grow prospective members, increase participation in STEM initiatives, align students with mentors to enhance learning, K-12 and college outreach.

- # of STEM initiatives advanced through the work of the LDP
- # of SAME Student members over the course of the LDP class
- # of LDP students who are aligned as mentors to a student chapter member
- # of LDP students who are actively supporting an SAME Student Chapter
- # of LDP students who served as an SAME Summer Camp mentor
- # of LDP students who spent more than 3 hours working an SAME K-12 outreach event in the year after graduating from the LDP

Goal 5: Prepare Servicemembers and Veterans for the A/E/C Industry- Lead efforts to integrate military and government members into the A/E/C industry, provide technical and joint training, networking opportunities, for servicemembers provide access to credentialing, licensure and certification, sponsor leader development, networking, mentoring for transitioning servicemembers, partner with organization that promote veteran well-being, improve sponsorship programs, welcome transitioning servicemembers, civilians and their Families.

- # of LDP projects that can be used to provide technical and joint training on industry best practices to service members at either/or Post, regional and national levels
- # of LDP projects that incorporate connecting transitioning servicemembers to Trade Labor Unions, industry organizations and other professional resources for networking and job fair opportunities
- # of LDP projects that incorporates Post coordination of servicemember transition and relocation to other/into defense communities

6. Analysis:

A. Program Evaluation Tools: The quantitative data should be gathered shortly after the completion of each LDP class and in some cases at the beginning of the program. The questions, statistics and stories should come from all current and future LDP graduates for as long as they are an SAME member to more effectively determine the lifelong benefit of the program on both the individual and on the Society. The following are some of the tools which will be used to gather assessment information.

- Self-Assessments
- Focus Groups
- LDP Project execution and effectiveness Survey
- Executive Leadership and Mentoring Survey
- Tracking of Society Leadership Positions

B. Trends: For each subsequent class, the program will compare each year response to those of the previous years to determine any trends that appear in the program demographics, quantitative, and qualitative impact. For example:

Evaluation Area	Year 1 Lessons Learned	Year 2 Lessons Learned
Demographics		
Quantitative		
Qualitative		

The trend analysis will allow us to track variations in the program across program years. This trend analysis can inform planning of the future year.

C. Determine the Change in Leadership Perspective: A major benefit of the program is how LDP participants see themselves and acknowledging how others see them as a teammate. Based on the results of the pre and post program assessment the participants are able to better assess their strength weakness and use tools to improve their performance and ultimately their organization.

D. Program Improvement: Each training sessions includes participant module assessments. The program facilitator, LDP team, mentors and session leaders review session feedback and identify areas for change. Program alumnae and future session leaders continually annotate and implement changes to improve modules and the program.

E. Future Contributions to the Society: Upon completion of the program a personal assessment is conducted to determine the LDP's impact on the individual, using questions that assess the following: self-development, interpersonal skills, campaign plan knowledge, increased awareness, volunteerism, mentoring, cost-benefit, projects, and process improvements.

F. Program Review:

At the end of the current class cycle, the LDP COI executive committee will convene at JETC to conduct an AAR of the first year of the program. Findings will help inform the following year of the program. Components of the program review include:

- Prepare an After Action Report
- Assess the requirement for a full time course administrator or professor
- Produce a rubric for the course
- Determine changes for future LDP classes

- The COI provides a proposed list of future LDP projects
- Brief the SAME Foundation on outcomes and the way ahead

7. Points of Contact:

The following individuals have offered to serve as points of contact for the program evaluation.

A. For the LDP Community of Interest:

Colonel Patrick Hogeboom
U.S. Army
hogeboomcp@gmail.com

B. For the LDP Participants:

Zakary Payne
Associate, Government Consulting Services, Matrix Design Group, Inc.
Zakary_Payne@matrixdesigngroup.com

C. For the SAME Staff:

Eddie Gonzalez
LDP Program Manager
egonzalez@same.org

Leader Development Program

LDP Schedule at JETC 2020

Tentative | Subject to Change

Monday, May 25, 2020*	
All-day	LDP 2020 with Special Travel Accommodations Arrive in Washington, DC (flights from international locations or with difficult connections)
Tuesday, May 26, 2020*	
Prior to 2:30 p.m.	LDP 2020 Class Arrives in Washington, DC
2:30 p.m.—3:00 p.m.	NLT Welcomes the 2020 Class (in Classroom Session Room)
3:00 p.m.—5:00 p.m.	2020 Class Classroom Session with Facilitator
5:30 p.m.—7:00 p.m.	President’s Reception
Wednesday, May 27, 2020	
7:30 – 9:00 a.m.	Foundation Board Breakfast (with LDP Graduating Class and Graduation Keynote)
9:30 – 11:00 a.m.	Opening General Session (Foundation / LDP) (Keynote: LTG Semonite) 2019 Class Graduation and 2020 Class Introduction
11:00 a.m. – 11:15 p.m.	2019 and 2020 Class Photos on Stage after Opening General Session
11:30 a.m. – 12:00 p.m.	2020 Class Classroom Session with Facilitator Group will convene with the facilitator. Classroom session will cover: <ul style="list-style-type: none"> • Leadership Style Assessment • Build the Team • Listening Skills • Emotional Intelligence
12:00 p.m.—1:00 p.m.	Working Lunch
1:00 pm. – 3:45 p.m.	2020 Classroom Session with Facilitator, cont.
4:00 p.m. – 5:30 p.m.	General Session #2 (Post Awards / Annual Report Video / Change of Presidents)
6:00 p.m. – 8:00 p.m.	Opening Reception
Thursday, May 28, 2020	
8:30 a.m.—12:00 p.m.	2020 Classroom Session with Facilitator, cont.
12:00 p.m.	2020 Class Classroom Component Concludes
1:00 p.m.—4:00 p.m.	2019 Class Wrap-up

JETC 2020 SCHEDULE SUMMARY

Monday, May 25, 2020 (Memorial Day)		
TBD	Optional Memorial Day Arlington Cemetery Observance (Host TBD)	
Tuesday, May 26, 2020		
8:00 a.m. – 5:00 p.m.	Registration Open	
8:00 a.m. – 5:00 p.m.	Exhibitor Move-In	
8:00 a.m. – 5:00 p.m.	Optional Special Tours (TBD – APC Capitol, ...) and Optional Golf Tournament (DC/NOVA Posts)	
12:00 p.m.–5:30 p.m.	SAME National Board of Direction Lunch and Meeting	
5:30 – 7:00 p.m.	President’s Reception (<i>by invitation</i>)	
Wednesday, May 27, 2020		
7:30 a.m. – 7:00 p.m.	Registration Open	
7:30 – 9:00 a.m.	Governance (NLT, RVP and COI) Breakfast Meetings	
7:30 – 9:00 a.m.	Foundation Board Breakfast (with LDP Graduating Class and Graduation Keynote)	
8:00 – 10:00 a.m.	Exhibitor Move-In	
8:30 – 9:30 a.m.	Continental Breakfast	
9:30 – 11:00 a.m.	Opening General Session (Foundation / LDP) (Keynote: LTG Semonite)	
11:30 a.m. – 1:00 p.m.	Networking Lunch in Exhibit Hall	Exhibit Hall Open
1:00 – 2:00 p.m.	Concurrent Education/COI Sessions	
2:30 – 3:30 p.m.	Concurrent Education/COI Sessions	
4:00 – 5:30 p.m.	General Session #2 (Post Awards / Annual Report Video / Change of Presidents)	
6:00 – 8:00 p.m.	Opening Reception (Off Site)	
Thursday, May 28, 2020		
7:30 a.m.–5:30 p.m.	Registration Open	
7:00 – 8:20 a.m.	TTEEx In Brief	
7:30 – 8:30 a.m.	Continental Breakfast	
8:00 a.m. – 4:00 p.m.	Army National Museum Student STEM Activity (Host: TBD – cast as STEM, one day Event)	
8:30 –10:00 a.m.	General Session #3 (IGE) – focus is collaboration we are leading to help talent management (Keynote TBD)	
10:30 – 11:30 a.m.	Concurrent Ed/TTEEx Sessions	Exhibit Hall Open
11:30 a.m.–1:00 p.m.	Networking Lunch in Exhibit Hall	
1:15 – 2:15 p.m.	Concurrent Ed/TTEEx Sessions	
2:45 – 3:45 p.m.	Concurrent Ed/TTEEx Sessions	
4:15 – 5:15 p.m.	Concurrent Ed/TTEEx Sessions	
5:15 – 6:30 p.m.	Networking Reception in Exhibit Hall (possible IGE focus)	
Friday, May 29, 2020		
6:30 – 7:30 a.m.	Optional “Run to 2020 and Beyond” 5K Fun Run	
7:30 a.m.– 3:00 p.m.	Registration Open	
8:30 – 9:30 a.m.	General Session #4 (Veteran Support) (Keynote TBD)	
9:45 – 11:30 a.m.	TTEEx Out Brief	Exhibit Hall Open
9:45 – 10:45 a.m.	Concurrent Education Sessions	

11:00 a.m. – 12:00 p.m.	Concurrent Education Sessions	
12:00 – 1:30 p.m.	Networking Lunch in Exhibit Hall Fellows/YM Luncheon	
1:45 p.m. – 3:00 p.m.	General Session #5 (Fellows Investiture/AOF 25th Anniversary/Past Presidents Recognition)	
3:00 p.m. – 5:30 p.m.	Prep for Evening Celebrations	
5:30 – 7:00 p.m.	Society Centennial Kick Off Event and Reception	
7:00 p.m. – 11:30 p.m.	Society Ball and Awards Gala (Golden Eagle, and service awards)	

ENCLOSURE 4 – Centennial Discussion

1. Fundraising:
 - a. Results of the first fund raising campaign. Fund raising flyer question – initial distribution “targeted” with follow on distribution to be made. Was there a follow-on distribution?
 - b. Should SAME consider adding a component to major conference fees (JETC, SBC, IFMA, others?) as a contribution to the Foundation? Does the Foundation Board consider this an appropriate approach, or are there any other innovative ideas for building the Foundation’s corpus?
 - c. How do we leverage JETC 2020 to kick off fund raising efforts? Does the Society Ball at JETC 2020 provide an opportunity for Foundation funding?
 - d. What’s next?

2. Leadership Development Program:
 - a. The focus of the general session of JETC 2020 (and presumably future general sessions) will be “Leadership.”
 - b. Centennial Kickoff Planning spreadsheet taskers (distributed with AFL’s 25 September email):
 - i. Keynote Speaker
 - ii. LDP Graduation
 - iii. Introduction of next LDP Class

3. Awareness:
 - a. What is the Foundation Board doing to increase awareness of the Foundation (and presumably facilitate fundraising)?
 - b. Do we have any idea of how the internal fundraising campaign raised awareness among the Fellows? High level of awareness from the entire cohort resulting in contributions of \$100k+.

4. Miscellaneous: How do we recognize the Foundation founding board members at JETC 2020? (Centennial Commission assigned tasking to the Board – I (AFL) have offered that I do not consider this an appropriate topic for the Foundation Board to determine but that I would bring it up to the Board for discussion.)