



SAME Board of Direction Day Schedule

Tuesday, Nov 19, 2019, 0900 - 1700

Kay Bailey Hutchison Convention Center, Dallas, TX

Attendance

X	ElectedDirector	John	Accardi	X	RegVicePresident	Cindy	Miller
X	Chair, Engineering & Construction Camp COI	Joseph	Angell	X	Foundation Vice President*	John	Mogge
X	President	Wendell	Barnes	N	RegVicePresident	Tricia	Muxlow
X	ElectedDirector	Robert	Bevins	X	RegVicePresident	Dave	Newkirk
X	AppointedDirector	Michael	Blount	X	Chair, Credentialing COI	Tamara	Olson
X	Chair, Enlisted COI	Adam	Boubede	N	Chair, Architectural Practice COI	David	Packard
X	Chair, Small Business COI	Mario	Burgos	X	ElectedDirector	Charles	Perham
X	RegVicePresident	Norm	Campbell	X	RegVicePresident	Roberta	Perry-Schlicher
X	Chair, Awards & Recognition COI	Michelle	Chambliss	X	RegVicePresident	Stephen	Pranger
X	ServiceLiaisonOfficer*	Eric	Collet	X	AppointedDirector	Caroline	Roberts
X	Chair, Environmental COI	Rick	Cox	X	Chair, Joint Engineer Contingency Operations COI	James	Romasz
N	Incoming Counsel*	Craig	Crotteau	X	Counsel*	Harold	Rosen
X	ElectedDirector	Michael	Darrow	X	ElectedDirector	Robert	Ruch
X	RegVicePresident	Jeff	Davis	N	ServiceLiaisonOfficer*	Elizabeth	Runco
X	AppointedDirector	Richard	Delaney	X	ServiceLiaisonOfficer*	Steve	Sauer
X	RegVicePresident	Pete	Delano	X	ServiceLiaisonOfficer*	Christopher	Scannell
X	RegVicePresident	Jeffrey	Duplantis	X	Chair, International COI	Blair	Schantz
X	ServiceLiaisonOfficer*	John Kaiser for	Dan Elred	N	ElectedDirector	Marci	Snyder
X	Past President	Marvin	Fisher	X	ServiceLiaisonOfficer	Steve	Sauer
N	ElectedDirector	Candis	Hamilton	X	RegVicePresident	Jason	Sweet
X	Vice President	Mark	Handley	N	ElectedDirector	JJ	Tang
X	RegVicePresident	Anthony	Higdon	N	Chair, Facility Management COI	Mark	Tomassoni
X	Chair, Energy & Sustainability COI	Dave	Howe	X	ElectedDirector	Christine	Tsai
X	RegVicePresident	R. Scott	Jarvis	X			
X	Incoming Chair, Enlisted COI*	Amanda	Jones	X	RegVicePresident	Janette	Tudor
X	Vice President	Robert	Keyser	X	ElectedDirector	Matt	Turner
N	Treasurer*	Rich	Khalil	X	ServiceLiaisonOfficer*	Ronda	Underwood
X	RegVicePresident	Sharon	Krock	X	RegVicePresident	Eric	Warner
X	RegVicePresident	Miro	Kurka	X	President-Elect	Heather	Wishart-Smith
X	ElectedDirector	Anita	Larson	X	Vice President	Neal	Wright
N	ElectedDirector	Yvonne	Lee	X	Chair, Investment Committee	Mark	Zanardi
X	Chair, K-12 COI	Jeffrey	Leonard	X			
X	Chair, Membership COI	Cindy	Lincicome	X	SAME Executive Director*	Joe	Schroedel
X	Chair, College Outreach COI	Seth	Lorimer				
X	RegVicePresident	Jay	Manik				
X	Chair, Resilience COI	Joe	Manous				
x	Chair, Young Member COI	Victoria	Mechtly				

* Non-Voting

0900 RVP Meeting: SAME Vice President, Mark Handley, led the RVP meeting.

Post Assessments

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

Key Issues

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

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

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

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

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

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

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

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

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

COI Report: Mark Handley also gave a report of his COIs (Membership, Awards & Recognition, and Investment). Of note:

- Membership COI will play an active role in the Comprehensive Member Review.
- Awards & Recognition COI will develop guidance for new award submissions/review.
- Investment COI has new advisor – RBC Wealth Management, who is a much better performer than the previous advisor. As of now, they are out-performing DiMeo.

President-Elect, Heather Wishart-Smith, gave a status report for her COIs (College Outreach, Credentialing, Engineering & Construction Camps, Enlisted, K-12 STEM Outreach, Leader Development and Young Member). Of note:

- Sam Lee, LDP participant and govt. Young Member, is developing a Young Member – Govt. Engagement Guide as his LDP project.

- Camps partnering with Academies for support by Midshipmen & Cadets.
- Inaugural LDP receiving positive feedback.
- Succession Planning must still be a priority.
- COI Marketing Plan & Communications Guide are underway.
- Metrics not tracked, but qualitative results are apparent in COIs.
- Continue to enhance and improve link to Posts.

Vice President, Bob Keyser, gave a status report for his COIs (Architectural Practice, Energy & Sustainability, Environmental, Facility Asset Management, International, JECO, Resilience, and Small Business). Of note:

- APC COI is establishing a bi-ennial design awards program in coordination with ENR, AIA and DOD Design Awards.
- FAM COI is working on FM Workshop & Tri-Service BOS Roundtable.
- International COI is continuing to hold monthly virtual meetings with excellent PDH-worthy programs.
- JECO COI is preparing for the TTEX at JETC.
- SB COI is forging relationship with GSA OSBU to include shared webinars and distance learning PDHs.
- Resilience COI is developing focus on cybersecurity.
- All are promoting, submitting and reviewing abstracts for 2020 JETC CFP process.

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

2025 Strategic Plan: Past President, Sal Nodjomian, and Elected Director, Charlie Perham, presented the final 2025 Strategic Plan for board approval. They explained the team composition, the timeline, process, and the fact that this was very much a grass roots approach to gathering member and Post input. Key themes:

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

They explained the rationale for changing the order of the goals from the 2020 Plan and emerging lines of effort that evolved. Industry-Government Engagement (IGE) needed to be the top priority with Resilience close behind as it also encompasses IGE.

2025 Strategic Plan Streamer Concept: Joe Schroedel presented the Streamer Concept that will provide the metrics to the 2025 Strategic Plan. The intent of this briefing was to make the point that we must find a new approach that inspires members to become more engaged and not simply treat streamers as a “check the block to satisfy the national office annual end of the year drill.” The discussion was vibrant and at times adversarial among members --- illustrating the diversity of thought about streamers. The intent was achieved. The National office must now lead the Society effort to develop a new approach that inspires engagement, serves the need of progress metrics for the strategic plan and provides a basis for recognizing contributions. Some notable specifics:

- There seemed to be confusion as to how Posts could provide an annual report and streamer input in one submission.
- Some did not like the idea of submitting an Annual Program Work Plan, but others said they are already doing it and it allows them to support the Strategic Plan in a more efficient way.
- Some did not like the idea of sending attendees to JETC, but others felt that it was absolutely necessary for the Post to be represented at the Society’s annual meeting.

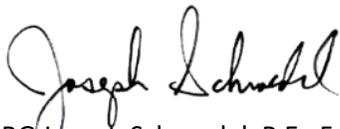
- Some felt that there are Posts that do not have military around them, so they should not be expected to support Goal 1. Others recognized that there is local government near every Post, so this should not be an issue.
- One board member had an idea to have a yearly campaign streamer (for submitting any report) for which you can collect pins for each goal (taking the place of streamers).
- The BOD agreed with revising the streamer evaluation method.
- Before the streamer construct can be determined, the tasks associated with each objective of the new strategic plan must be agreed upon.

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

Consent Agenda

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

Meeting adjourned at 1700 hrs.



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

Encl: BOD Slides



Welcome to Board Day!

Meeting Activities:

9-11:30 a.m.: RVP Meeting, C147

9-11:30 a.m.: COI Meeting, C154

11:30 a.m.-12 p.m. BOD Lunch, Ballroom C Four

12-5 p.m.: BOD Meeting, Ballroom C Four

WIFI

Network Name: SAMESBC19

Password: Romanyk2019

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Call to Order



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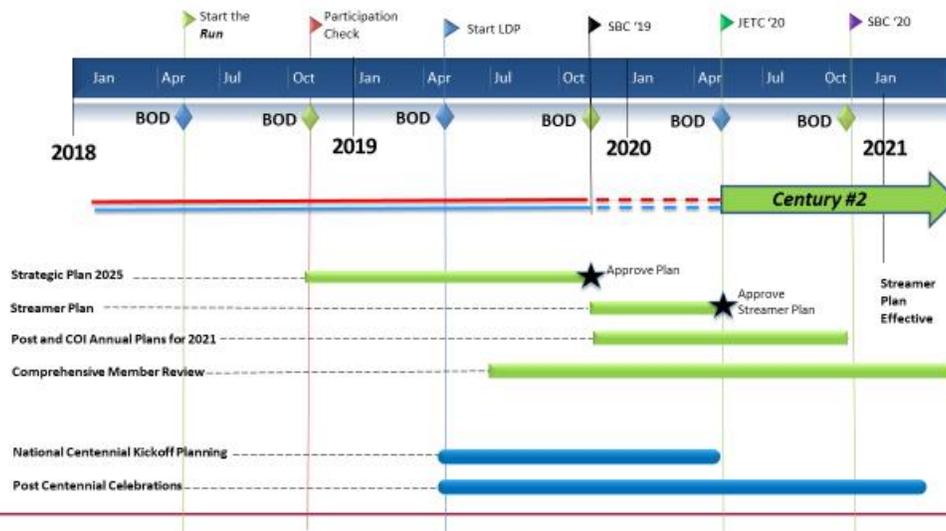


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Run to 2020 and Beyond Dashboard

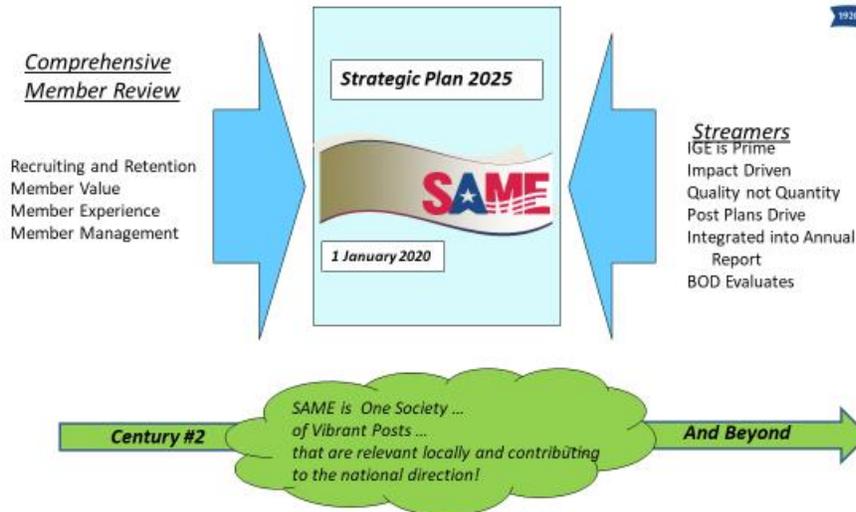
As Of 19 Nov 2019

Participation



3 Oct 2019

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

PHASES:

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

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

PHASE III: *Post Celebrations (May 2020 - May 2021):* focus on posts for the first year of our second century by highlighting post celebrations of what is important to them and their local stakeholders; use the 1919 Eisenhower convoy as a virtual thread to tie post celebrations together nationally – simply to underscore SAME's and our military's contributions to our national infrastructure and to the development of our profession.

CONTEXT: To fully understand our history, our future and the importance the three year Centennial Celebration ... READ pages 1-5, 9, and 78-95 of the *World War I Commemorative Edition of TME!*



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

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

1. **Planning and Coordination:** Establish the national centennial planning team and finalize concept for all three phases **(DONE; May 2018)**
2. **Centennial Logo:** design logo; begin advertising; produce logo apparel; generate awareness and enthusiasm for the Centennial **(DONE; Feb 2018)**
3. **National Governance and Management Review:** Complete to clarify roles **(DONE; Aug 2018)**
4. **Establish Leadership of Collaboration Role (2020 vision):** Fully integrate the VA into the Small Business Conference; DHS next ... **(DONE; Nov 2018)**
5. **Establish National Leadership Team participation in Post events:** National Leadership Calendar refined and working! **(DONE; Jul 2018)**
6. **Develop and Implement the AOF Action Plan:** to focus Fellows on supporting posts and sustain their active commitment to SAME **(DONE; May 2018)**
7. **Publish WWI Era TME Commemorative Edition:** to help members and stakeholders understand our past, present and future as well as our Centennial Celebration **(DONE; Nov 2018)**
8. **Complete the archival of all TME's:** now electronically available to the public **(DONE; Aug 2018)**
9. **Develop and Implement a National Leader Development Program:** first program sponsored and underwritten by the SAME Foundation **(DONE; Starts at JETC 2019)**
10. **Launch the SAME Foundation Fundraising campaigns:** **(Done; Jun 2019)**
11. **Complete Strategic Plan 2025:** draft will be presented to BOD in May 2019, vetted with posts; finalized at SBC 2019 in Dallas **(Done, Nov 2019)**
12. **Complete a Comprehensive Member Review:** MAKE MEMBER EXPERIENCE WORLD CLASS; ENABLE Strategic Plan 2025 ... **(WORKING; ON PLAN)**
13. **Conduct special projects to enhance the Centennial:** (Century Book) **(WORKING; ON PLAN)**

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PHASE II: *Centennial Kick-Off Celebration (27-29 May 2020, Washington, D.C.):*

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

1. **Abbreviated BOD Day** (PM on 26 May); New BOD Member Orientation done in advance via webinar; VP Meetings on 27 May; Focus is approval of the Streamer Plan to support Strategic Plan 2025
2. **Special tours** and opportunities for those who decide to use Memorial Day week to spend time in our nation's capitol; DC and NOVA Posts planning events to support (Guidon Run, etc)
3. **Historical Enhancements** throughout: EXPO "Military Contributions to America's Infrastructure" exhibit, etc.
4. **Stakeholders and sustaining members** celebrate their contributions
5. **Establish Joint Staff declaration that JETC is the premier annual joint military and interagency training conference;** all COCOM engineers participate in Table Top Exercise; unveil tactical engagement program and expansion of tactical representation in EXPO Hall; add Spouse track
6. **First National Leader Development Program graduation** hosted by the Foundation – *LTG Semonite confirmed*
7. **Foundation Fund Raising Campaign**
8. **Recognition of Past National Presidents and Foundation Founding Board**
9. **Second Century Kick Off Event** – General Session #5 – Friday, 29 May 2020 – centered on AOF Events (GED Awards, Fellows Investiture, Gerald C. Brown Mentoring Award, AOF 25th Anniversary)
10. **Huge Gala Ball (1200 seats)** – "Supporting our Veterans"; unique Commemorative Centennial Coin (must attend Ball to receive)
11. **Century Book Advance Sales**

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PHASE III: Post Celebrations (May 2020 - May 2021): Strengthen local importance of SAME Posts by leveraging relationships with local stakeholders and partners to build collaboration at the local level

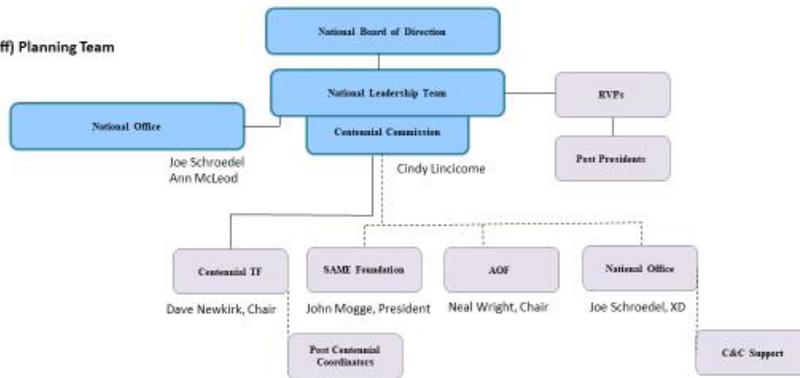
OUTCOME: Use the SAME Centennial to celebrate one or more Post accomplishments and as a tool for assisting posts with membership involvement in SAME.

1. **Celebrate** a post level accomplishment or recurring event (that contributed to SAME) – involve partners (chapter/local level), community leaders, etc. Celebrate big events in the lives of stakeholder and partner organizations.
2. Posts create **public awareness** of the importance of SAME locally through their events – positive messages about collaborating with local stakeholders to produce solutions to challenges – share results with the society through the Centennial Task Force.
3. **Track** celebrations throughout year in *TME* and other Society News media.
4. Capture **post celebrations for inclusion in the SAME Century Book** and other industry publications.
5. With the help of Posts, **develop the streamer criteria** (between November 2019 and May 2020) for Strategic Plan 2025. Posts will then be in a position to develop their plans for 2021 by November 2020. New Streamer criteria go into effect in 2021 (so first submission under new criteria is January 2022).
6. Support the overall Centennial Plan by **assigning a Post Centennial Coordinator** that is part of the Centennial Task Force.

Centennial Communications and Coordination

JETC '20 (Centennial Kick Off) Planning Team

John Crossen, History
Tony Leketa, Foundation
Neal Wright, AOF
Dave Newkirk, CTF
Adam Boubede, Enl COI
Amanda Adams, Enl COI
Jim Romasz, JECO
Victoria Mechtly, YM COI
Joe Manous, Resilience COI
Jeff Leonard, STEM COI
Al Okonski, Nelson Mix, DC Post
Bill Haight, Bob Bevins, NOVA Post
Service Liaisons



Primary Focus:

Role of Commission: Part of the National Leadership Team; National Coordination of Centennial Activities

National Office: Overall Management of Centennial Celebration; Phase II (JETC 2020) planning and execution; further C&C role as extension of national office by involving C&C's in centennial planning and execution

SAME Foundation: LDP Implementation (first graduation at JETC 2020); Foundation Fundraising Campaigns; Special events at JETC 2020 as desired

AOF: AOF Action Plan Implementation (Fellows focus now is to support posts); LDP Implementation; Reset Fellows Investiture to JETC in 2020; Special Fellows events at JETC 2020 as desired

Centennial TF: Dialogue w/ Post Centennial Coordinators – share Phase III plans among posts, keep leadership and members informed of centennial activities

By November 2021...

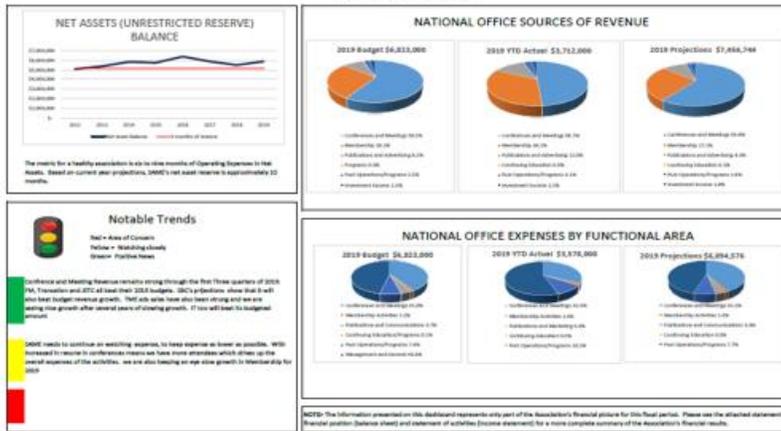
*... our Centennial Celebration has concluded ...
... our Century Book is published, capturing national and post
celebrations, but more importantly providing a guide to the future ...
based on our Strategic Plan ...
... SAME is more widely recognized as a leader of collaboration ...
... and our second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



Financial Update

- SAME
 - I. 2019 revenue will exceed 2019 budget (TME Ads & Meetings strong growth)
 - II. JETC & SBC growth exceeded our projections (increased expenses)
 - III. Mid-Year Management Review: no budget adjustments (first time)
- Foundation
 - I. Successful Inaugural Fundraising Campaign (\$119K individual and \$3,725 Corporate Donation)
 - II. Three new Post's have joined Foundation Post Investment Fund
- Investments
 - I. Three strong quarters in 2019, up 9.33% for the year
 - II. Foundation is up over 10%

Society of American Military Engineers
September 30, 2019
Key Financial Performance Indicators



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Comprehensive Member Review

"We're Looking Forward and Focusing on MEMBERS"

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

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

19 Nov 2019

Outcomes

Enable Strategic Plan 2025 by:

- Focusing on Members – TIME is the coin of the Realm in the 21st Century – help members sort overload of choices; they will choose SAME as a result
- Growing SAME's Unique Image (Brand) as the Leader of Collaboration – network of networks (be the IGE center of gravity) – use our diversity to corner the market on IGE
- Building on the Momentum of the Centennial Plan (all 3 phases) – move participation to involvement and interaction

"Build it and they will come"

Inspiring Members from Participation to Involvement

- **Member Value – Meet or Exceed Member Expectations**
 - ✓ Help Members Cope with the speed of change – SAME Responsiveness is best in class
 - ✓ Provide Highest value leadership opportunities – max return for member and SAME for investment of TIME
 - ✓ Help members solve problems – help them build and leverage support networks
 - ✓ Focus on Quality not Quantity – reduce TIME to: participate, get info, convince employer of value (SM)
 - ✓ Embrace families and friends ... support work-life balance
- **Member Experience – Members believe SAME is focused on helping them – from first contact**
 - ✓ Less frustrated by overwhelming information and choices – SAME helps them choose
 - ✓ SAME is the Google of Collaboration – networked of networks (business, partners, COIs, ...) to produce rapid access to critical information and expertise
 - ✓ Problem solving is the basis of building lasting and valued relationships ... core of BD and IGE
- **Member Recruiting and Retention – Personalize at every level (human touch)**
 - ✓ Revamp communications – omit mass marketing – customize all communications
 - ✓ Continue focus on enabling posts to truly be "vibrant Posts that are relevant locally"
 - ✓ Engage all members in membership – not a staff or board function
- **Member Management – Invest in Technology to Create Enterprise Membership System**
 - ✓ Improve volunteer recognition
 - ✓ Improve service to members – produce "must haves"; "Highlights" standard for communications ... inspire member to "pull" ... Eliminate "push"
 - ✓ Improve member tracking ... support all networking efforts
 - ✓ Improve active role of COI's as hub for functional expertise and national source of technical reach for solving problems

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

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

4-Dec-19

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Summary

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

Time is ...



the Coin of the Realm!!

4-Dec-19

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Academy of Fellows

Neal Wright, Vice President



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Academy of Fellows Action Plan 2019-2020

Priority Actions

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

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Status of Fellows Action Plan

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

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SAME Fellows Class of 2020 Timeline

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

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Priority Actions Still in Process

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

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SAME Foundation

John Mogge, Foundation President



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Nov 20, 2019 Foundation Update to the BoD

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

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Succession Planning

Board Members

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

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Volunteer Committees and Status

Committee or Action	Fdn Owners /Lead	Status	Comments
Financials	J Mogge & W Hoffman	Great	Positive cash flow
Investments	G Engle	Great	Above expectations
Stewardship	G Lupia	Complete	Stewardship Policy - complete
Marketing & contract support	J Fisher	Complete	Marketing Collateral ready
Internal Outreach (to Posts and AoF)	R Wozny	Complete	Visits are complete – initiative retired
Leader Development Program	A Goral	Great	Details at the meeting on Wed
Camps	J Mogge	Great	Good shape – funding for mentors?
Post Resources	H Rosen	Complete	Policy is complete and in place
Fund Raising	J Mogge & H Rosen	Complete	Trial campaigns and lessons learned

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November 20, 2019 Foundation Board Meeting 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

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Q&A AND FEEDBACK



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

RVP/COI Report

Mark Handley, Vice President

- Membership
- Awards & Recognition
- Investment

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Region/Posts Updates

- Strong Battle Rhythm
 - Monthly Calls
 - Leadership support to Post
 - National Office Support/Updates
 - Best Practices – focus on adoption
 - Update/Spotlights
 - LDP program; Enlisted COI; Centennial
- Shout Outs
 - RVP – Critical Leadership Linkage to our Posts
 - Stacy Smith – Bringing issues to the forefront
 - Jill Murphy – Wealth of knowledge and experience
- Post Assessments
 - RVP Assessments of Posts: Objective elements; Subjective evaluation

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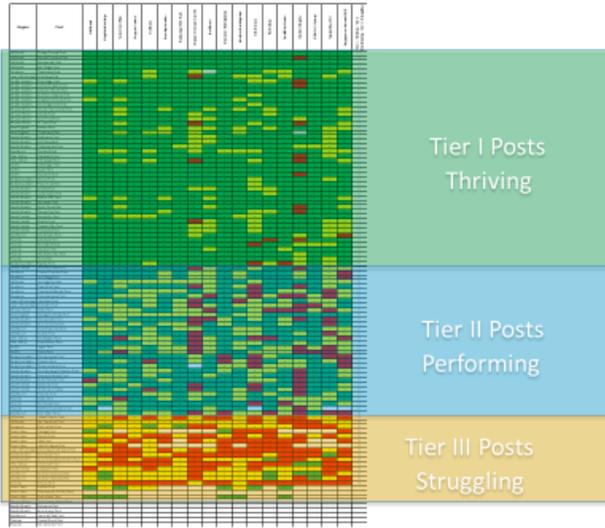
Post Assessments

Region:	RVP/DRVP:			
Foundation Level:				
Full board = major positions filled				
o do they rotate on/off				
o what is the strength of leadership				
o any challenging/difficult volunteer(s)				
Regular meetings = scheduled and relevant				
o who shows up – same people or variety				
o are regular meetings held				
Annual report – submitted on time				
Intermediate Level:				
Succession Plan to develop new leaders in a variety of SAME positions				
Variety of programs supporting the Strategic Plan				
Enhancing Industry-Government Engagement (basic level)				
Developing leaders for the profession				
Producing STEM professionals for the Nation				
Preparing veterans for the A/E/C industry				
Building resilience throughout the Country				
Streamers participation				
Membership participation – social events; young members				
Top Level:				
Initiating & leading IGE events with multiple entities (mature level)				
Partnering with other Posts and organizations				
Small Business event(s)/Industry Day event(s)				
Student Chapter(s) with Post chapter mentor engaged				
Providing STEM programs/supporting Camps				
Supporting veterans - transition, community service, etc.				
Membership engagement beyond DOD – other federal agencies; state/local government				

Objective elements

Subjective evaluation

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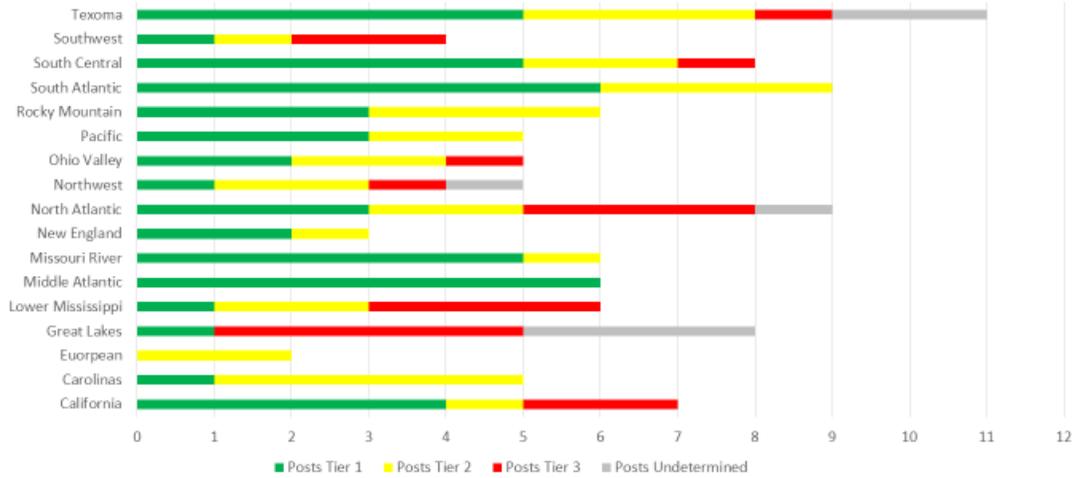


2019 Post Assessments:

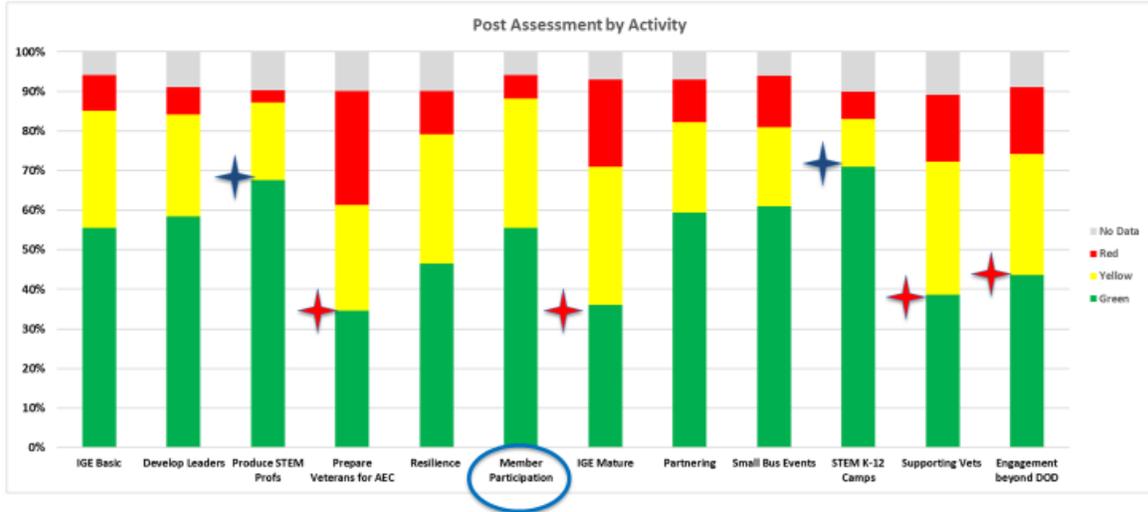
Tier 1 posts:	47	46%
Tier 2 Posts:	30	29%
Tier 3 Posts:	16	16%
No data:	9	9%

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Assessment by Region



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- RVPs/DRVPs Review assessments – some may move up/move down
- RVP/DRVP focus:
 - Tier I - Sustain momentum:**
 - Recognize sustained, superior performance
 - leverage best practices with other posts/regions
 - Tier II – Sustain best elements;**
 - recognize pockets of excellence,
 - identify areas to bring post to the next level (annual plan);
 - Implement best practices
 - Tier III – Evaluate post viability.** Options include
 - Reinvigorate** – target key fundamental areas to build foundation; targeted annual plan; rally support at local, regional national levels; assign Fellow(s) to assist
 - Convert to Field Chapter** of strong post
 - Close Post** – transition members to nearest posts aligned with their interest
- Use Assessments to drive leadership actions in Annual Plan
- Annual Assessments to review trends

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Membership COI

Our Rallying Cry: **“Sustainable Membership Growth”**

- Support to Posts and Volunteer Leaders
 - Recruitment Tools
 - Welcome Package, Strategic Partner 101, Strategic Partner Post Level Matrix
 - Webinars
 - YM Engagement, Non-DOD Environment and Strategic Partners [Dec]
 - Awards – Working with A&R on National Recruitment Award for consideration
 - Enhance Communications and Marketing Effectiveness
 - Best Practices Guides; Welcome new Members; Infographics
 - Strengthen Industry-Government Engagement Impact
 - Service Specific Liaisons – Action for December
-

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Awards and Recognition COI

- Refine A&R program to align with current/emerging Strategic Plan:
 - Implementing changes to the submission process to increase submissions
 - Develop guidance for new award submissions/review
 - Charter for the roles and responsibilities of the A&R committee:
 - A Steering Committee has been created to align with the Charter
 - JETC 2020: Graphic banners to celebrate the historical significance of the founding fathers for which our awards are named.
-

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Investment COI

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

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

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

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INVESTMENT TIME HORIZON		RISK TOLERANCE	STRATEGIC ALLOCATION	MINIMUM	TARGET	MAXIMUM
7-10 Years		Moderate Growth	TOTAL EQUITIES	40%	52%	70%
			ALTERNATIVES	0%	9%	15%
			FIXED INCOME	30%	39%	60%
FUND	ADVISOR	MARKET VALUE as of 09/30/19		YTD PERFORMANCE		
SAME FOUNDATION	DiMeo Scheider & Associates, LLC	\$2,079,434		3.89		
SAME Reserve Account	DiMeo Scheider & Associates, LLC	\$3,323,119		4.57		
SAME Reserve Account	RBC Wealth Management	\$2,721,921		4.69* *03/01/19-09/30/19		

Foundation Stewarded Post Funds Summary

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

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

- ❖ Each participating Post gets a quarterly statement.

COI Report

Heather Wishart-Smith, President-Elect

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

Goal 1: Relationships

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

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Goal 2: Leadership & Mentoring

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

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Goal 3: Professional Development & Personal Growth

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

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

- Inaugural LDP
 - Positive feedback
 - Utilization projects to benefit Society
 - Program evaluation brief at JETC
- K12 STEM
 - TME STEM Corner established, second article underway
 - Developing Post STEM library of activities, “How-tos,” and Lessons learned

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

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

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Resource Needs & Actions

- Succession planning, recruitment of COI leaders
 - Particularly Credentialing, K12 STEM, Camp mentors
- Turnover
 - YM documentation of processes and procedures
- Communications
 - YM COI Comms Plan
 - COI Marketing Plan & Communications Guide

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Resource Needs & Actions (cont.)

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

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Summary & Conclusion

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

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COI Report

Bob Keyser, Vice President

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

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Architectural Practice Community of Interest

On track with the work plan, supporting the Strategic Plan

- Establishing a bi-ennial Design Awards Program.
 - Coordinate and collaborate with ENR, AIA and DoD Design Agents
 - Strengthen recognition of Design Excellence. Led by team of Urbahn Medal Recipients.
 - Pending endorsement by the Executive Committee and Board of Directors
- Publish the APCOI Quarterly Journal and host quarterly webinars
 - Providing professional development as well as network development
 - Leverage AIA MOU for accredited learning units
- Provide Technical Programs for JETC and Post Events
 - Solicit, review and select high-quality technical sessions for accreditation and presentation
 - Leverage AIA MOU for accredited learning units

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Environmental Community of Interest

On track supporting the Strategic Plan

- Conducted Webinars on Water Quality and PFAS
 - Current technical issues at DoD level
 - Over 185 participants combined
- Conducted monthly COI meetings/conference calls
 - Broaden professional network of participants
 - Identifying current hot topics for future webinar and JETC presentation, as well as presentation at Post level
 - SBC COI meeting in 2018 had largest attendance ever
- Provide Technical Programs for JETC and Post Events
 - Solicit, review and select high-quality technical sessions for accreditation and presentation

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Facility Asset Management Community of Interest

On track supporting the Strategic Plan

- Conducted 2019 Facility Management Workshop – 450 Attendees
 - ICW International Facility Management Association
 - Half Day Tri-Service Roundtable to improve Base Operations & Maintenance contracting process
 - DoD Acquisition Community focus on expanding facility O&M Resilience
- Provide Technical Programs for JETC, FM Workshop and Post Events
 - Solicit, review and select high-quality technical sessions for accreditation and presentation
 - Reviewed over 80 abstracts for JETC
 - Reviewed over 100 abstracts for FM Workshop
- Conducted Four Technical Briefings/Webinars
 - Facility O&M contracting for VA facilities
 - Utility Privatization, Airport Electronics O&M, ISO 55000 Update
 - 20-40 participants

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International Community Of Interest On track supporting the Strategic Plan

- **Monthly Virtual Meetings**
 - Connects deployed, travelling and stationed overseas membership
 - Focus on combatant command challenges and overseas AEC delivery opportunities
 - Award PDHs, recorded and available for podcast
- **European and Pacific Professional Events in Support of the Geographic Combatant Commands**
 - 2020 EUCOM & PACOM Events focused on emerging military engineering challenges
 - USACE, NAVFAC & AFCEC participation and public-private collaboration
- **Field Chapter Sponsorship**
 - 7 Field Chapters in Middle East, Africa, Central America, Europe and Pacific
 - New Chapters targeted in Australia and the Philippines (Subic Bay)
- **International COI Grant Program**
 - Tool to assist European and Pacific RVPs assist Posts and establish Field Chapters
 - International COI provides assistance through Grant Program

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JECO Community Of Interest On track supporting the Strategic Plan

- **Plan and Execute the Annual Table Top Exercise**
 - Coordinated Civil Infrastructure topic with Joint Staff J4
 - Overlap with FEMA National Level Exercise Priorities; likely FEMA participation
 - Participation expected from Combatant Command Engineers, USACE, FEMA and J4
 - Logistical plan developing
- **Support the Joint Engineer Operations Course (5 times per year)**
 - Speakers (and backups) secured for 15 Jan 2020, 1 Apr 2020, 29 Jul 2020 and 23 Sep 2020
 - Executed 6 Nov 19
- **Support Joint and Overseas Engineering Track Education at JETC**
 - Solicit, review and select high-quality technical sessions for accreditation and presentation
- **Identify and Establish JECO COI Regional Representatives**
 - No progress to date
 - Initiate effort after holidays

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Small Business Community Of Interest On track supporting the Strategic Plan

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

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Resilience Community Of Interest On track supporting the Strategic Plan

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

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Energy and Sustainability Community Of Interest On track supporting the Strategic Plan

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

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Add-ons

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

Thanks to the Small Business COI for work on SBC!

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Centennial Commission

Cindy Lincicome, Centennial
Commissioner

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PHASE I – Run to 2020 Update

May 2018 to May 2020

Financial Update

Approved Budget (\$250,000)

Committed Century Book (\$125,000)
Contractor Expenses (\$95,000)
Production Costs (\$30,000)

Plan Notes

Recover \$25,000 or more in Century Book sales
Budgeted \$50,000 for the push package and some
other re orders of centennial swag
Resulting in \$80,000 as unallocated as of 11/10/19

Expenses to Date (\$32,966)

Century Book \$12,760
Promotional \$20,206

Upcoming Expenses (\$18,000)

Historical Banners \$ 8,000
JETC 2020 Venue (50%): \$10,000

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Run to 2020 Journey

Purpose: Focuses on Posts

- Increase membership participation
- Recognized in LOCAL community – build awareness of SAME
- Afforded Posts opportunity to change their method of business
- Celebrate the entire industry and build momentum for the future of Engineering, Architecture and Construction.
- Building a culture change – Use the Centennial as a platform for the next 100 years
- Academy of Fellows – Supporting the Posts
- Post Leaders Workshop Improved Program
- Strategic Plan 2025
- Resources – National Staff, RVPs, CTF Liaisons, Communities of Interest, BOD
- Post Centennial Coordinator Meeting at SBC – focus on the potential, long-term impact
- Membership COI – Tools, Strategic Guidance – Meeting at SBC – focus on membership participation (New ACTIVE members)

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Summary Post Engagement

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



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Value of Centennial for Posts

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

IMPACT

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CALL TO ACTION

**HOW CAN THE BOARD OF DIRECTION
MORE EFFECTIVELY ASSIST THE POSTS?**

Board Of Direction

Leaders in the Society
Members of a Local Post
Many are Fellows
Regional Vice Presidents
Community of Interest
National Leaders



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**Be Involved in
Your Local Post's
Start to the Next Century!**

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2025 Strategic Plan

Sal Nodjomian & Charlie Perham

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Overview

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

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The Team

Kathy Off

Pat Coullahan

Col Scott Grainger

MSgt Amanda Jones

Scott Griffin

Col (s) Matt Altman

Traci Dewar

NK Mbaya

Maj Seth Lorimer

Lisa Thoele

Kathy Stewart

Steve Tupper

Steve Pranger

Jeff Davis

Bobbi Lang

Jennifer Kilbourn

CDR Craig Clutts

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The Timeline

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

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Perspective

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

–The Military
Engineer magazine, January 1920

Key themes for 2025 plan

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

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Vision

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

Mission

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

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

Goal 1: Strengthen Industry-Government Engagement

Goal 2: Build and Sustain Resilient Communities

Goal 3: Develop Leaders for the Profession

Goal 4: Enrich the STEM Pipeline for the Nation

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

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Goal 1: Strengthen Industry-Government Engagement

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

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

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Goal 2: Build and Sustain Resilient Communities

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

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

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Goal 3: Develop Leaders for the Profession

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

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

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Goal 4: Enrich the STEM Pipeline for the Nation

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

- Become a leader in STEM initiatives by leveraging national partnerships and connecting with locally relevant organizations focused on advancing STEM.
- Grow prospective members of the Society through K-12 outreach, scholarships, sponsorships, and engagement of college students.
- Grow participation in existing, and create new, Post and national STEM camps and initiatives; develop programs to motivate members to serve as mentors.
- Align students with mentors to enhance learning and long-term commitment that leads them into STEM professions.
- Enhance college outreach by collaborating nationally to help define the effective and unique role of SAME Student Chapters.

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Lead efforts to fully integrate military and government members into the A/E/C industry; support training, credentialing, and networking initiatives that build, maintain, and translate skills to meet current and future needs.

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

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Key themes – did we hit them?

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

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Next Steps

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

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2025 Strategic Plan Proposed Streamer Concept Joe Schroedel



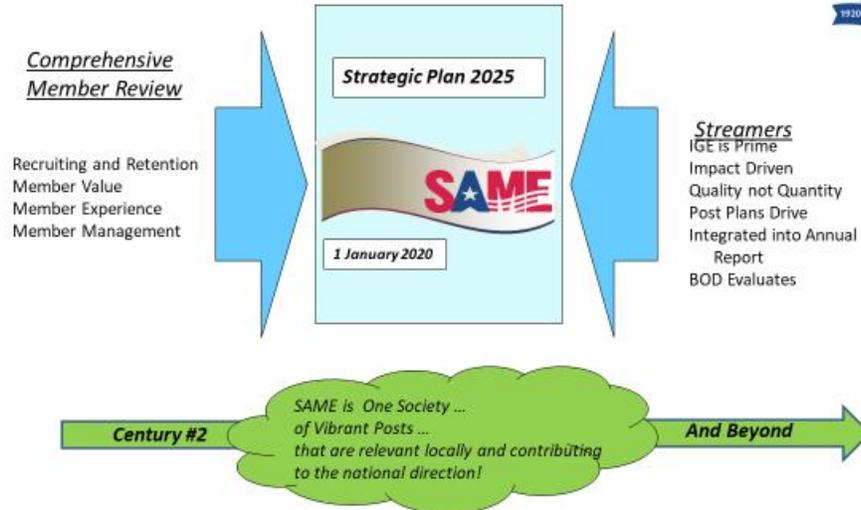
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3 Oct 2019

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Enabling the Success of Strategic Plan 2025



8 Nov 2019

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Streamer Concept: What's Proposed?

Proposed:

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

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 Modified

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Why Have Streamers?

Proposed: BOD officially declares purpose of streamers.

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

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Separate Operational Requirements

Proposed: Separate Operational requirements from streamers

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

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Post Contributions

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

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

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Streamer Administration

Proposed: Streamline streamer administration to save volunteer time.

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

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Streamer Evaluation

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

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

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Membership Streamer

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

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

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February:

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

Current Annual Streamer Timeline

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

May (JETC):

BOD:
 Annual Report Video roll out
 New Elected Directors assigned to a Strategic Plan Goal Team
 RVPs confirm Post submissions of Annual Plans for the following year
 Post Awards Lunch: Posts recognized for previous year efforts

July: Written Society Annual Report to Members in TME

August: XC National Governance and Management Review (PLW)

November (SBC)

BOD
 Strategic Plan Progress Assessments (IMPACT)
 Guidance to Posts for planning next year
 Guidance to National Office (budget considerations, etc)

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 Modified

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Streamer Concept: Summary

Proposed:

	Approved	Modified
<input type="checkbox"/> BOD officially declares purpose of streamers	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Separate Operational Tasks from Streamers	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Revise accommodation for post size by eliminating expectation that posts contribute to every goal	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Streamline streamer administration to save volunteer time	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Revise Streamer Evaluation: Establish BOD Goal evaluation teams and Top Post evaluation team; national office verifies Distinguished Post status.	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Revise Distinguished Post and Top Post criteria and evaluation	<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/> Revise Membership Streamer criteria and evaluation	<input type="checkbox"/>	<input type="checkbox"/>

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Consent Agenda

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

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President's Closing Remarks & Recognition

Buddy Barnes

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