



SAME Executive Committee Meeting Minutes

1500 – 1700, August 4, 2019

Executive Boardroom, Hyatt Regency Coconut Point Resort and Spa, Bonita Springs, FL

Attendance

X	President	Wendell	Barnes	X	Centennial Commissioner*	Cindy	Lincicome
X	Chair, Enlisted COI	Adam	Boubede	X	Chair, Young Member COI	Victoria	Mechtly
X	Vice Chair, Enlisted COI*	Amanda	Jones	X	Chair, Foundation*	John	Mogge
X	ElectedDirector	Michael	Darrow	X	ElectedDirector	Charles	Perham
X	Past President	Marvin	Fisher	X	Counsel*	Harold	Rosen
X	Vice President	Mark	Handley	X	2025 Strategic Plan*	Sal	Nodjomian
X	RegVicePresident	Anthony	Higdon	X	President-Elect	Heather	Wishart-Smith
X	Chair, Energy & Sustainability COI	Dave	Howe	X	Vice President	Neal	Wright
X	Vice President	Robert	Keyser	X	Executive Director*	Joe	Schroedel
	Treasurer*	Rich	Khalil	X	COO/Programs Director*	John	Medeiros
X	RegVicePresident	Sharon	Krock	X	Governance/Secretary*	Kathy	Off
X	RegVicePresident	Miro	Kurka	X	Finance*	Will	Hoffman

* Non-Voting

Call to Order & Adjournment: SAME President, Buddy Barnes, called the room to order at 1500 hours. A quorum was confirmed. Dial in capability was established and maintained throughout the XC meeting which adjourned at 1720. The agenda was presented out of order based on presenter availability and on-site prioritization (Encl. 1).

National Office Update: SAME Executive Director, Joe Schroedel, gave a brief overview of priorities for the Post Leader’s Workshop (84 Posts represented) which included (for Post Leaders):

- Plan a local Post celebration in conjunction with the SAME Centennial in order to generate wide local interest in the Post.
- Actively participate in and provide meaningful input to the SAME 2025 Strategic Plan.
- Recruit, develop and retain leaders, members and partners who actively participate in SAME.

He also provided an updated Run to 2020 Dashboard and update (Encl. 2). SAME COO & Programs Director, John Medeiros, presented the Comprehensive Membership Review outline (Encl. 3) which will be a three-year endeavor. A more detailed plan will be completed by Oct. 4, 2019.

Financial Update: SAME Finance Manager, Will Hoffman, presented a financial snapshot as of June 30, 2019 as a read-ahead (Encl. 4). The Society is on target to meet or exceed the budget for 2019. Right now, we report an 11-month reserve which is well above the standard of 6-9 months. There was discussion as to whether or not this was too much in reserve. Joe committed to providing options for a capital asset fund for excess reserve. Examples included COI resource funding, Foundation support, and 2025 Strategic Plan resourcing. Overall, there are no major concerns about SAME’s financial position.

Action: Joe to provide options at Dec. 2019 XC meeting for excess reserve.

Additionally, Will provided an update on Foundation Fundraising. With the possible addition of a last minute \$20K donation, the total between Jun. 25 and Aug. 4, was approximately \$72K with the majority of donations being \$100.

Foundation Update: SAME Foundation President, John Mogge, provided an update from the Foundation. They are currently focused on succession planning as they are attempting to stagger terms. They are not quite in “normal working order,” but getting closer. There are six members that have expressed interest in rotating off the board in 2020, with a few more rotating off in 2-3 years. A Nomination Selection Committee will be established in accordance with Nominating Procedures adopted by the Foundation in 2016 (see SAME

Foundation web page). The Nomination Selection Committee will present the Foundation Board slate to the Executive Committee for approval. The Secretary, Treasurer, Vice President and President are then elected by and from the existing Foundation Board. John and Hal Rosen publicly thanked the SAME National Office for their support with the fundraising test. Past President, Marvin Fisher, noted that when major donors are solicited, there must be a business & value proposition for them (i.e. Toyota would be more willing to fund STEM programs that support the automotive industry).

Action: Joe to compose Foundation Nomination Selection Committee as per the nominating procedures, prior to Oct. 1, 2019.

Action: All National Leaders should be actively pursuing candidates for the Foundation Board.

2025 Strategic Plan Update: Elected Director, Charlie Perham, and Past President, Sal Nodjomian, provided an update to 2025 Strategic Plan development efforts (Encl. 5). The Task Force will present the final Strategic Plan to the BOD for approval at SBC. Input has been received from all elements of the Society with a few more comments coming in from Post Leaders as a result of the Post Leaders Workshop and the Student Chapter Workshop. Once the plan is approved, the Task Force will disband, and the National Office will assume efforts to work with Posts on new streamer criteria in support of the plan.

Action: All National Leaders should be encouraging Posts to stay involved in the streamer development process and align Post strategic plans with the National Plan in 2020.

Centennial Plan Update: The Centennial Commissioner, Cindy Lincicome, provided an update on Centennial Planning (Encl 6). A JETC 2020 Planning Team has been formed, with the first meeting occurring on Sep. 4. As of Aug. 4, 62 out of 102 Posts had identified Post Centennial Coordinators.

Action: National Leaders should encourage Posts to plan celebrations that expand to local agencies, partners and media. They should use the events as recruiting opportunities and ensure that they add their event to the National Calendar (identified as a Centennial Celebration) so that National Leadership can attend.

Governance & Management Review: Joe Schroedel provided the annual Governance Review Summary which will always be updated and provided at the Aug. XC Meeting (Encl 7).

COI Annual Work Plans: SAME President-Elect, Heather Wishart-Smith, and Vice Presidents, Mark Handley and Bob Keyser, presented summaries of COI Annual Work Plans (Encl 8). Annual Work Plan presentation will conform to the governance cycle presented in the COI Operations Manual beginning in 2020. National Officers overseeing COIs will communicate deadlines and requirements as well. Of special note:

- Succession planning and recruitment is a priority for all COIs, especially those with weak Steering Committees.
- Elected Director, Matt Turner is collaborating with the National Office marketing team to create a COI marketing plan to promote awareness and involvement.
- The National Office is producing a COI-wide (and possibly Society-wide) list of volunteer openings to advertise to the membership.
- As extensions of the National Office, COIs represent SAME's subject-matter-experts (SMEs) that provide credibility to the government for the Society's education and programs.

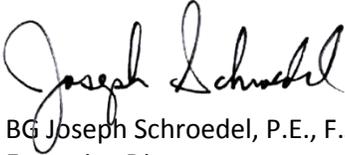
Decision: The XC approved the COI Action Plans.

Action: SAME COO/Programs Director, John Medeiros, will continue to refine COI governance cycle as needed in collaboration with National Officers overseeing COIs.

Action: National Leaders should assist with succession planning and recruitment for COIs through existing networking and mentoring efforts.

2019 SBC BOD Agenda (Encl 9):

Decision: The XC approved the proposed 2019 SBC BOD Agenda.



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

Encl 1: Meeting Agenda

Encl 2: National Office Update

Encl 3: Membership Review Outline

Encl 4: Financial Update

Encl 5: 2025 Strategic Plan Update

Encl 6: Centennial Plan Update

Encl 7: Governance Review Summary

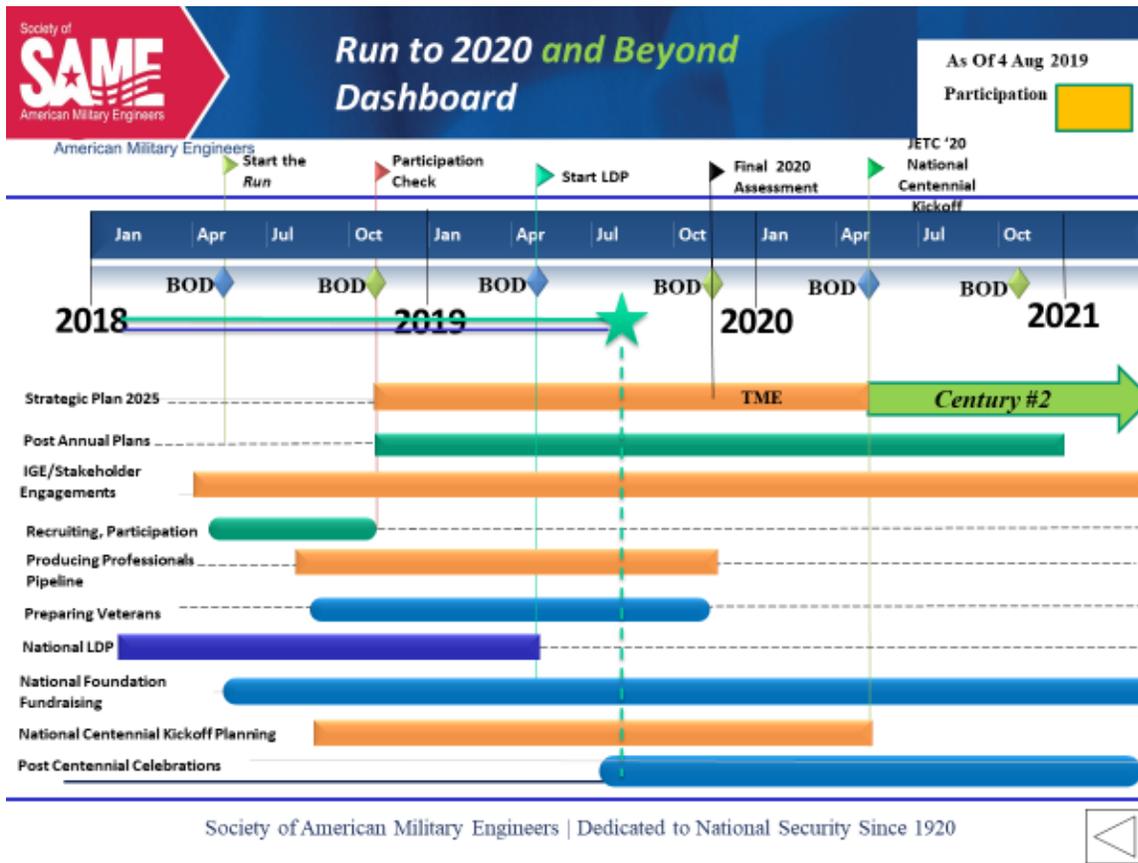
Encl 8: COI Annual Work Plan Presentations

Encl 9: 2019 SBC BOD Agenda

ENCLOSURE 1

TIME	AGENDA	BRIEFER
1500 – 1505	Welcome & Call to Order	Buddy Barnes
<i>Reports</i>		
1505-1510	PLW Agenda (update/guidance)	Joe Schroedel
1510-1520	National Office Midyear Financial Update (midyear QMR is prior to PLW)	Joe Schroedel/ Will Hoffman
1520-1535	SAME Foundation Fundraising Campaign & Succession Planning (update/guidance)	John Mogge
1535-1550	Strategic Plan Development (update/guidance)	Charlie Perham
1550-1605	Centennial Planning (update/guidance)	Cindy Lincicome
1605-1635	Governance & Management Review	Joe Schroedel
1635-1650	COI Annual Work Plans (by exception) <ul style="list-style-type: none"> • IGE & Resilience • STEM, Leadership, Veterans • Operational COIs 	Bob Keyser Heather Wishart-Smith Mark Handley
1650-1700	Summary, Actions, Decisions	Buddy Barnes
<i>*Decisions</i>		
Encl 5	COI Annual Work Plans	John Medeiros
Encl 7	2019 SBC BOD Agenda	Joe Schroedel

ENCLOSURE 2



The Run to 2020 and Beyond Continues ...



- ✓ Our **FOCUS: MEMBER PARTICIPATION.**
- ✓ Our **THREE PRIORITIES:**
 - ✓ **Centennial:** We are leveraging our centennial
 - ✓ **Strategic Plan:** We are taking the next step to secure our vision
 - ✓ **Member Experience:** We are committed to VALUE
- ✓ Our Foundation is **RAISING CAPITAL** and underwriting **LEADERSHIP DEVELOPMENT PROGRAMS**
- ✓ Our national COI's are expanding our technical and problem solving capabilities
- ✓ Our Academy of Fellows is fully integrated and supporting our priorities
- ✓ We are **FINANCIALLY HEALTHY** and **DISCIPLINED**
- ✓ We will arm PLW participants with specific actions and knowledge that they will share with their posts in order to contribute to the vibrance of their post and the vision of the Society

Strategic risks are minimized by our TOTAL and AGGRESSIVE ACTIONS!

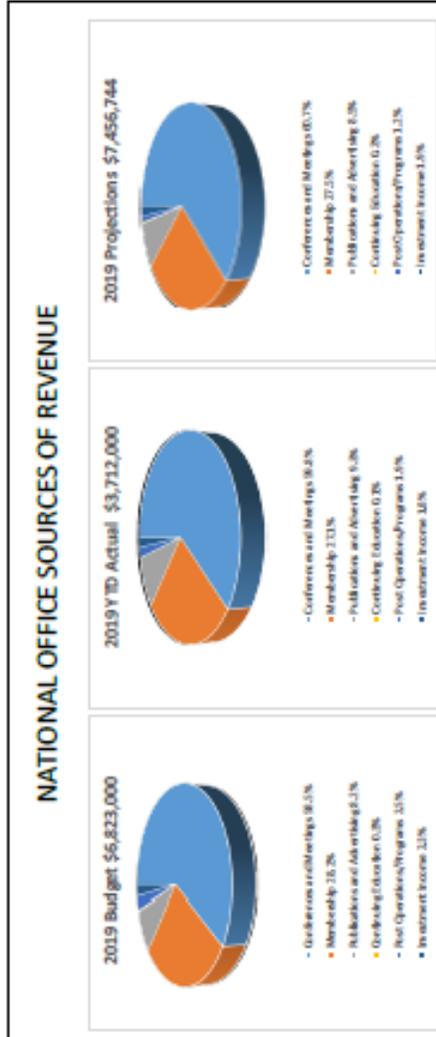
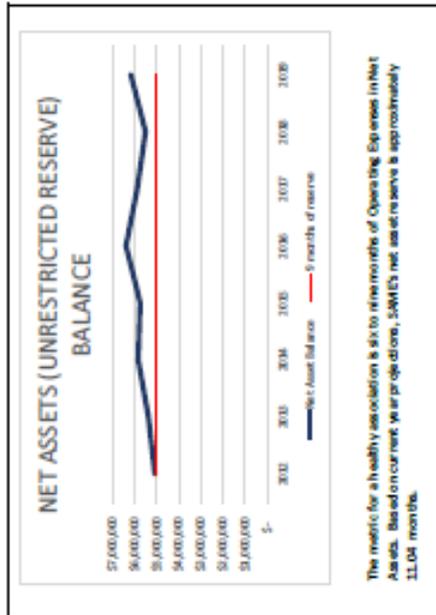
ENCLOSURE 3

Comprehensive Membership Review

2025 Strategic Plan – Leading Member Participation into the next Century

- Member Recruiting and Retention – targeted membership campaign plans
Leverage Centennial Celebration Post-level events to recruit new members and invigorate current membership
Create impact where potential members are massed - military service opportunities; national events,
Automated on-boarding and renewal process
- Member Value – “collaborate and educate”
Best practices across Posts and COIs
Exploit leadership opportunities to grow talent
Programming and benefits meet member needs
- Member Experience – “putting member value into action”
Program content inspires participation
Continually improving digital technology and communications
Program delivery across a variety of platform options
- Member Management – easy for members to be members
Single database management; event registration streamlining
Business rules for dues, membership and Posts
Enable dues structure to work for the Society

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



Notable Trends

- Red = Area of Concern
- Yellow = Watching closely
- Green = Positive News

Conferences and Meeting Revenue remains strong through the first two quarters of 2019. PM, Transition and JETC all beat their 2019 budgets. TME ads sales have also been strong and we are seeing nice growth after several years of slowing growth. It currently beats the YTD budget by almost 90K.

With increase in revenues in conferences and meetings, we also saw expenses rise. It will be important to watch SRC expenses and keep them close to the budget. More importantly our head expenses are up more than 50K from what we budget for so far. Most of this difference is not voluntary, so we will need to keep and eye on office expenses for the rest of 2019.

My biggest concern is membership. This is the second quarter in row that we have not made our budgeted revenue projections. Currently we are down only 2% on the year but it is something we will need to work on improving.



NOTE: The information presented on this tab and report represents only part of the Association's financial picture for the fiscal period. Please see the attached statement of financial position (balance sheet) and statement of activities (income statement) for a more complete summary of the Association's financial results.

Break Down	Amount	Number of Donations	Average
Under 100	780.00	23	33.91
100-249	13,020.00	121	107.60
250-499	4,250.00	17	250.00
500-999	5,000.00	10	500.00
1000 -	28,713.00	27	1,063.44
Totals	51,763.00	198	261.43

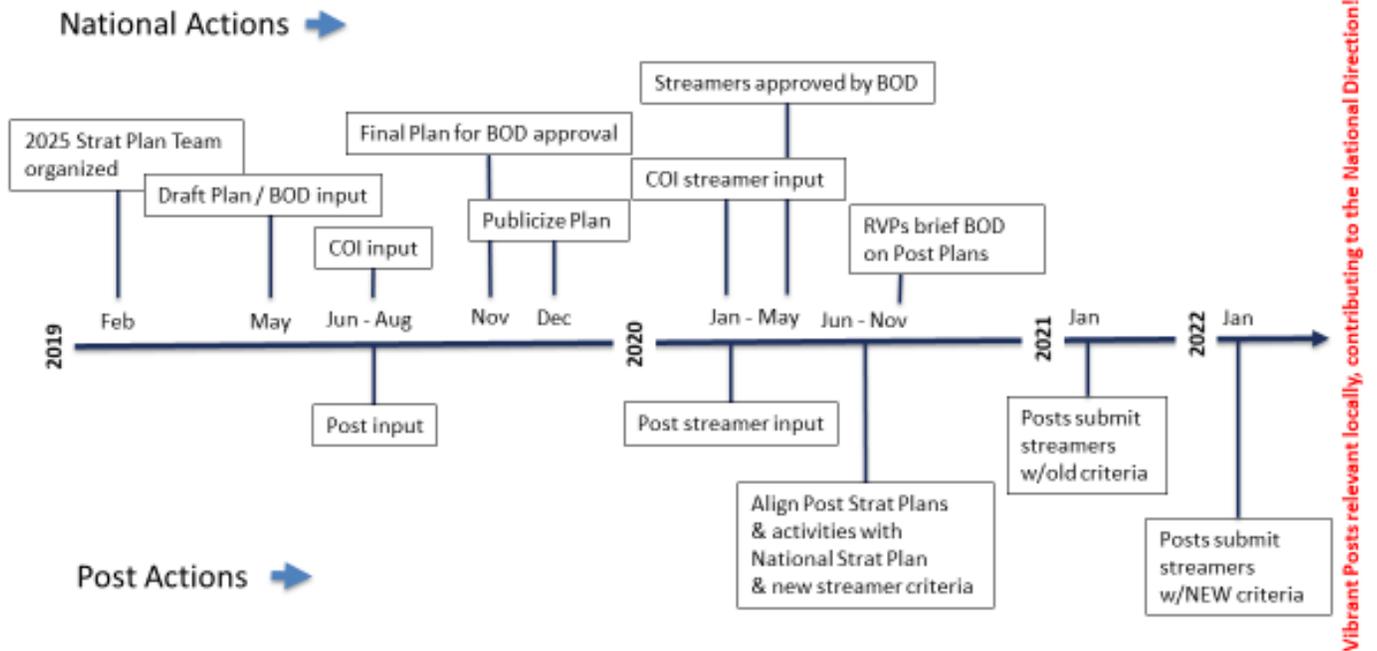
- Since 6-25-19, we have received 198 donations (194 individual, 4 companies).
- Donations before 6-25-19 occurred before the campaign began.
- Most donation amounts are \$100 each.
- Have received 5 donations over \$1000 and 1 donation for \$2000.

ENCLOSURE 5

BLUF: The 2025 Strategic Planning Team is on target to deliver a final Strategic Plan at the SBC BOD Meeting.

Timeline

- ✓ Feb 2019 – Call for volunteers, team selection
- ✓ Mar 2019 – Senior mentor engagement, idea generation, mega-trend consideration, XC update
- ✓ Apr 2019 – Frame new Strategic Plan, team reviews, mission and vision review
- ✓ May 2019 – Share draft plan with BOD prior to JETC; working session during BOD
- ✓ **Jun-Jul 2019 – Communities of Interest (COI) and Post feedback**
- ✓ Aug 2019 – Post Leaders Workshop – utilize select attendees of PLW to formulate detailed tasks
- Sep-Oct 2019 – Finalize strategic plan incorporating new goals/objectives/tasks
- Nov 2019 – BOD approval and announce 2025 Strategic Plan at SBC
- Dec 2019 – Publicize plan in TME
- Jan-May 2020 – Post input to development of new streamers
- May 2020 – BOD approval of new streamers (*Posts submit with new criteria Jan 2022*)
- Jun-Nov 2020 – Posts develop local strategic plans and programs to support National strategic plan
- Nov 2020 – RVPs brief BOD on Post Strategic Plans
- Jan 31, 2021 – Posts submit streamers with old criteria while aligning programs and activities along new criteria
- Jan 31, 2022 – Posts submit streamers with new criteria



Feedback

2025 Strat Plan team received limited feedback.

- June 14: Initial request for input was sent with suspense of July 12. (34 BOD members)
- June 18: Requested status report to ensure that RVPs and COI Chairs had begun collecting input, sent information to Post Leaders/COIs, or had a plan for collecting input. (16 responses)
- July 22: Received 6 responses.
- Aug 4: Canvassing Post Leaders at PLW.
- Jan 2020: Need RVPs to focus on Post Strat Plan alignment and streamer input!

ENCLOSURE 6



PHASE I – Run to 2020 Update

May, 2018 to May, 2020

Financial Report

Approved Budget (\$250,000)

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

Expenses to Date (\$32,966)

Century Book \$12,760
Promotional \$20,206 (includes Red polos for 2019 & 2020 PLW/BOD)

Upcoming Expenses (\$38,000)

Post Push Packages \$ 34,000
Associated packaging and shipping: \$4,000

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 6/30/19

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PHASE I – Run to 2020 Update

May, 2018 to May, 2020

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.

- Launched the SAME Foundation Fundraising campaigns
- Launched SAME Centennial website at JETC 2019 (<https://www.same.org/sc100>)
- Draft Strategic Plan 2025: Next discussion at PLW – on target to finalize at SBC
- Received and distribution underway of Centennial Buttons to Posts (unveiling at PLW)
- Approved Post Push Package and order placed in July
- Golden Eagle Nominations (decision from Sinesse in early Fall)
- Discussions underway for Services Historian Engagement
- Continuing to discuss capitalizing on the Run to 2020 to increase membership participation at the Post level
- Centennial Commission continuing to host monthly calls (inviting Buddy Barnes beginning August)

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PHASE II: National Kick-Off Celebration (27-29 May 2020): Conduct a memorable, well-attended National Celebration of our first 100 years and officially kick off our second century.

- Conceptual Plan approved
- Milestone Schedule developed and Planning Team identified
- IPR calls begin in late August 2019
- National second Century coin produced (National coin will be retired at JETC 2020)
- Special Centennial JETC 2020 design underway (restricted distribution)
- National Office is well underway!

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

- **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
- Distributed Centennial Commission letter to Posts to engage Strategic Partners, and other stakeholders in their communities (see attachment one)
- Initiating Monthly **Centennial Task Force Telecons the Second Thursday of every month until JETC in 2021.** First call scheduled in August.
- Recognizing a lot of energy by the Posts. 55 of the 102 Posts have **Post Centennial Coordinator we are up from 52 in June.**
- Track celebrations throughout year – Spreadsheet developed to track, advise leadership, and have clear shot of the next 1.5 years (see attached)
- **Reiterate with all Post** POC’s and Liaisons that the celebration does not have to be aligned with the Eisenhower convoy – the Convoy was a starting point to create ideas for their celebrations.

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ENCLOSURE 7

Review Areas:

SAME National Governance Summary 2019 Review

Assessment:
 Satisfactory
 Needs Review
 Change ↑ ↓

Governance Area	Decision Authority	Roles & Responsibilities			Reference	
		National Leader	National Office Lead*	Critical Responsibility	Title	Updated
Constitution versus Bylaws	BOD	President	Strategic & Stakeholder Relations	Fix original Constitution to reflect original society purpose. Maintain currency of bylaws to govern the society.	Cert. of Incorporation Constitution Bylaws	12-5-1924 11-14-17 11-19-19
Governance vs. Management	BOD	President	Executive Director	Ensure BOD knows governance roles and SAME Staff knows management roles and what it means for each section of board and Society operations.	Org Chart	5-6-19
<i>Fiduciary Responsibility</i>						
Nat'l Office Budget	XC	President	Finance Mgr.	Sustain Financial health of the organization.	Bylaws IX:1.a.ii	11-14-17**
Annual Audit	Treasurer	President	Finance Mgr.	Maintain legal status of organization.	Bylaws VI:5	11-14-17**
Annual Report to Membership	Executive Director	President	Communications & TME Editor	Posts see direct connection from the work they accomplish to National goals.	Bylaws IX:1.a.iii	11-14-17
Financial Reserve Management	Treasurer	President	Finance Mgr.	Ensure that Society can function in the face of negative circumstances.	Bylaws IX:a.ii (not explicit)	11-14-17**
National Foundation Fundraising	Foundation BOD	Foundation President	Executive Director		No policy yet Post Funds Policy Investment Policy	11-19-18 8-11-17 ↑
Investment Committee	XC	President	Finance Mgr.	Sustain long-term financial health of the organizations	Bylaws IX:1.a.ii (not explicit)	11-14-17**
Grants	BOD	President	Executive Director	Ensure risk to Society and individuals is minimized.	Bylaws IX:1 (Propose creation of policy)	11-14-17**
<i>National Strategic Plan</i>						
BOD Responsibility	BOD	President	Executive Director	Ensure Strategic Plan drives the organization and is the basis for all decisions. Assess progress annually – determine corrective actions.	National Strategic Plan Bylaws V:1	Jan, 2016 ↑
Development and implementation of Plan	Posts	President	Executive Director	Posts participate in formation of plan and are ultimately responsible for executing the plan.	Bylaws IX:1 (not explicit)	11-14-17**
Metrics & Evaluation of Progress	National Office	President	Executive Director	Progress can be measured and tracked.	Bylaws IX (not explicit)	11-14-17**
National Governance Cycle	BOD	President	Executive Director	Minimize time and energy required of volunteer leaders while maximizing impact of strategic direction at the national and post level. Ensure predictability for volunteer leaders.	National Governance Cycle Slides	6-7-18 ↑

Membership	BOD	President	Dir. Membership & Programs	SAME is a membership organization. Manage members in a manner that serves member needs and informs Society leadership of member needs to support decision making.	Bylaws III	11-14-17**
Events	XC	President	Dir. Marketing & Events/ Dir. Membership & Programs	Leverage the opportunities for face to face meetings to maximize value to members and grow revenue so support National Office and impact to Society. Support Post events.	Bylaws IX:1:a:i (not explicit) Event Concept Papers	11-14-17** Prior to each event
National Strategic Partnerships	Executive Director	President	Strategic & Stakeholder Relations	Est. Nat'l partnering to achieve vision and create opportunities for Posts.	Partnering Philosophy Bylaws X:3, IX:1:a:i DRAFT COI Ops Manual	4-12-18 5-22-17 5-6-19
National Foundation	BOD	FDN President	Executive DirectorFDN Staff Liaison	Leads all efforts to resource philanthropic objectives of the Society in order to foster investment in SAME while keeping the operational side of the SAME National Office separate.	Bylaws VIII:3 Foundation Bylaws	11-14-17 4-28-16
National Leadership						
Terms & Qualifications	BOD	President	Executive Director	Leadership is qualified to lead the Society. Terms ensure that leadership does not become stagnant and that all members have an opportunity to lead. Early Termination for those not meeting requirements.	Bylaws V:3, VII:4 (Addition of 3 rd VP)	11-14-17 11-19-19
Nat'l Officer Selection	Members	President	Executive Director	Recruiting (succession) – all national leaders actively encourage qualified candidates seek nomination.	Nat'l Leadership Nominating Procedures	Est. May 2015
Voting Procedures	National Office	President	Executive Director	Elections are fair, transparent, and reflect the needs of members.	Bylaws VII Nat'l Leadership Nominating Procedures	5-22-18 Est. May 2015, updated May 2018
Academy of Fellows	BOD	President	Executive Director/AOF Staff Liaison	Leverage and fully integrate all Fellows (Fellow, Distinguished, Emeritus) energize and support the Society's Strategic Plan.	Bylaws III:6, VIII:2 AOF Action Plan (will become Ops Manual)	11-14-17/ 5-22-18 5-22-18 ↑
National Foundation	BOD	FDN President	Executive Director/ FDN Staff Liaison	Foundation board participation is open and transparent to membership and public. Ensure succession planning remains active.	Foundation Board Nominating Procedures	5-23-16 ↑
Board of Direction						
Board of Direction Member Selection & Election	VPs	President	Executive Director	Board is composed of individuals that understand their role, responsibilities, accountability, terms and authority and can translate the National Direction into action.	Bylaws V:3, VII	11-14-17**
Executive Committee Membership	President	President	Executive Director	XC is composed of strategic representatives from the board that can make certain decisions and distill decisions for the BOD consideration.	Bylaws VIII: 1	11-14-17**

Community of Interest Support and Management	BOD	National Officer who oversees COIs	Designated National Office Staff	COIs expand national office support by providing technical or mission support. COIs accountable through Annual Work Plans.	Bylaws VIII:5 DRAFT Ops Manual Complete	11-19-19 5-6-19 ↑
RVP Support and Management	BOD	National Officer who oversees RVPs	Dir. Membership & Programs	RVPs translate National Direction to Posts and report Post contributions to National. Provide accountability of Post legal compliance.	RVP Manual Bylaws X	9-20-16 11-14-17**
Director Support and Management	BOD	President	Executive Director	Elected and Appointed Directors expand on Society initiatives that are growing or need extra attention.	Bylaws V:3 (not explicit)	11-14-17
Service Liaison Officers (name change to Service Advisors (SA))	BOD	President	Strategic & Stakeholder Relations	SAs convey Society direction to services and communicate service needs to Society.	Bylaws V:2, VIII:4	2012 change - included in Bylaws, 11-14-17.
Terms & Qualifications	BOD	President	Executive Director	BOD is qualified to lead the Society. Terms ensure that members do not become stagnant and that all members have an opportunity to lead. Early Termination for those not meeting requirements.	Bylaws V:3	11-14-17**
National Office						
Management of Executive Director Selection	BOD	President	NA	Ensure National Office can manage Society at the highest level of competency, efficiency, and professionalism.	Bylaws IX	11-14-17**

*The Executive Director is the final authority on all National Office Actions and Responsibilities.

**Governance has not changed since at least 2014, but was clarified or re-worded to be more clear. In some cases, governance was partially in Constitution and partially in Bylaws before adopting the original Constitution.

ENCLOSURE 8

*Note – National Officers have provided presentations in three different ways. We can discuss best format for presentation moving forward.



Community of Interest (COI) Annual Work Plans

Developing Leaders for the Profession
Producing STEM Professionals for the Nation
Preparing Veterans for the A/E/C Industry

Heather Wishart-Smith, P.E., PMP, LEED AP BD+C, F. SAME, F. ASCE
President-Elect

- **Weaknesses & Threats**
 - Camp liability & insurance
 - Staffing & recruiting for new camps
 - Succession planning
 - Working on recruitment, succession plans
 - Plan to advertise COI-wide (Society-wide?) list of volunteer openings
 - COI marketing plan initiated
- **Strengths & Opportunities**
 - SAME Value Proposition: YMC (government), CO (academia), Credentialing, LDP
 - Recruitment: Enlisted Honor Graduates
 - Post Resources: K12 STEM, LDP
 - Cross-COI collaboration: Enlisted/Camps/K12 STEM to recruit mentors
 - Post POCs: Enlisted, K12 STEM
 - Strengthen strategic partner relationships: K12 STEM
 - Strengthen ties to student chapters, virtual student chapter, academia: CO
 - Involvement in Centennial activities



COI Annual Work Plans 2019-2020

- **Enhancing Industry-Government Engagement**
 - *Architectural*
 - *Environmental*
 - *International*
 - *Joint Engineer Contingency Operations*
 - *Small Business*
- **Building Resilience Throughout the Country**
 - *Energy and Sustainability*
 - *Facility Asset Management*
 - *Resilience*

SAME Executive Committee Meeting 4 August, 2019
Bob Keyser, SAME National Vice President



COI Annual Work Plans 2019-2020

- **Architectural Practice COI**
 - *Improve collaboration with AIA and award of AIA Professional Development hours (4 webinars)*
 - *Continue publication of Architectural Practice Committee Quarterly Journal*
 - *Establish biennial Design Awards – Requires coordination with Awards and Recognition and approval*
- **Environmental COI**
 - *Enhance Value of Environmental COI participation*
 - *Engagement through Monthly Meetings and Webinars*
 - *Transition to new Chairperson – engage COI leadership (several vacant positions)*
- **International COI**
 - *Enhance connection with Home Posts and CONUS organizations (Sponsorship)*
 - *Communication of International Business Opportunity Webinars*
 - *COCOM Engineer Presentations – Value of SAME in their footprint (National support)*
- **Joint Engineer Contingency Operations COI**
 - *Plan and Execute the Annual Table Top Exercise*
 - *Support for the Joint Engineer Operations Course (5 times per year)*
 - *Support Joint and Overseas Engineering Track Education at JETC and SBC*
 - *Identify and Establish JECO COI Regional Representatives*
- **Small Business COI**
 - *Support National Office execution of SBC*
 - *Engagement through Monthly e-mails, Quarterly newsletter and Quarterly webinars*
 - *Support of Annual Small Business Awards programs – coordination with Awards and Recognition COI*

➤ **Energy & Sustainability COI**

- Support IFMA and JETC with improved engagement of execution agency heads
- Conduct Quarterly webinars; one each jointly with FAM and Resilience Cols
- Assist in call for abstracts for JETC and TME

➤ **Facility Asset Management COI**

- Focus on life cycle O&M as the major cost driver in the FAM world
- Improve visibility and engagement of Geo-Spatial Working Group – exhibit at JETC and FM Workshop
- Engage non-DoD Agencies to get involvement in FAM
- Quarterly webinars, increasing to Monthly in 2020

➤ **Resilience COI**

- Greater emphasis on Cybersecurity and Corporate Compliance
- Develop Speaker list and off-the-shelf Resilience briefings
- Develop criteria for a new Resilience Streamer – coordination with Awards and Recognition
- Conduct 5 webinars annually and monthly conference calls



COI Annual Work Plans 2019-2020

- *Membership COI Annual Work Plan*
- *Awards and Recognition Annual Work Plan*
- *Investment COI Annual Work Plan*

SAME Executive Committee Meeting 4 August, 2019

Mark Handley, SAME National Vice President

 Membership COI Annual Work Plan 2019-2020	
Build Sustainable Membership	Support to Posts and Volunteer Leaders
What	<ul style="list-style-type: none"> • Provide the support to Posts and Volunteer Leaders by providing them the tools and Strategic guidance to have vibrant posts supporting the National Strategic Plan.
Why	<ul style="list-style-type: none"> • Respond to requests made by post leaders at Post Leaders Workshop & Membership COI meetings regarding the tools and support they need from the National Office • Recognize the efforts of the individuals and posts dedicated to improving the volunteer experience • Recognize post efforts in recruiting through enhancing the membership streamer criteria
How	<ul style="list-style-type: none"> • Solicit Member Recruiting and Engagement Tools Ideas from Post Leaders Workshop • Incorporate input into the Subcommittee "Development list" • Word Cloud graphic; Welcome Package; Value Infographic; Post Survey Template; One-Sheets Targeted Audience (i.e. Enlisted Members, Non-DoD Agencies); Strategic Partner Value Engagement at Post-Level Matrix; • Develop Recruitment Awards proposal to National Leadership Team & Board of Direction: • Host quarterly Webinars (topics will be determined by Post support requests. • Provide strategic guidance and tools (matrix) for Post-level Engagement with Strategic Partners. COI will incorporate any additional feedback from PLW to further enhance the tool
How-Resourcing	<ul style="list-style-type: none"> • Volunteers will be preparing the verbiage • Will seek graphic support from National Graphic Team to ensure SAME branding

Effective messaging tools for Posts	Enhance Communications and Marketing Effectiveness
What	<ul style="list-style-type: none"> • Empower Posts to have a proactive plan for membership recruitment and retention • Prepare tools for posts to use which will enhance their outreach to members and potential new members depicting the value proposition of SAME to their demographic
Why	<ul style="list-style-type: none"> • Action aligns with the National Office Team Support to Posts and Volunteers • Responds to requests made by post leaders at Post Leaders Workshop & Membership COI meetings • Help clarify the Society's value to members and perspective members
How	<ul style="list-style-type: none"> • Distribute Best Practices guidelines for Welcoming New Members (includes: New Member checklist and 2 email templates) • Finalize Infographic for post use • Develop Communication Sheets for recruiting Enlisted Members and other targeted audiences
How-Resourcing	<ul style="list-style-type: none"> • Volunteers will be preparing the verbiage • Will seek graphic support from National Graphic Team to ensure SAME branding

Improve value proposition through meaningful IGE	Strengthen the Industry-Government Engagement Plan Impact
What	<ul style="list-style-type: none"> • Grow and broaden for posts to recruit beyond the DoD environment
Why	<ul style="list-style-type: none"> • To engage local and other agencies to meet the challenges of national security • Action aligns with the National Office Team Support to Posts and Volunteers • Aligns with the Strategic Plan 2025 • Strengthen the value proposition for local Posts through better programs and engagement with Strategic Partners, local and Federal Gvmt in local communities
How	<ul style="list-style-type: none"> • Evaluating if we should establish a Planners Working Group under Resilience COI <ul style="list-style-type: none"> • Research will be completed in 2019; and based on results a Working Group could be established in 2020. Supports the Strategic Plan 2025. • Identify Service-Specific Membership COI Members to join the Military/Schoolhouse Subcommittee • Webinar on growing Post value and participation through non-DoD entities & Strategic Partners
How-Resourcing	<ul style="list-style-type: none"> • Volunteers will be preparing the verbiage • Will seek graphic support from National Graphic Team to ensure SAME branding

Strong financial resources to support the strategic plan	Re-evaluate the risk profile of investments to ensure we are aligned with the approved investment policy guidance.
What	Request three new risk profiles from our current investors to evaluate against the policy guidance. Evaluate profiles with a balanced scorecard. Ensure they are meeting policy guidance and strategic goals.
Who	Will Hoffman, SAME Investment COI liaison, will request profiles from our two current investors, RBC Wealth Management & DiMeo Schneider & Associates, L.L.C. The balanced scorecard will be created by Will and the profiles will be evaluated by the Investment COI.
When	The Investment COI will review Q2 at the end of July 2019 and then will submit the request to investors. The Investment COI will evaluate and implement the chosen profile after Q3.
Where	This action will be accomplished at the COI level.
Why	Ensure SAME has the financial resources to execute the Strategic Plan by evaluating the risk profile, benchmarks, and investor performance.
How – Resourcing	Support from Mark Handley, SAME National Vice President.
How – Metrics	This action will be complete when the new risk profile is given to the investors to execute.

Expanding and Updating the A&R Program	The A&R COI will work on updating and expanding the A&R Program for better understanding and increased awards submittals.
What	Refine the Awards and Recognition program to align better with the existing and emerging Strategic Plan
Who	The Steering Committee of the A&R COI to include Chair: Michelle Chambliss, Past Chair: Amy Basehoar, Vice Chair (incoming): Jackie Olsommer, Secretary: Jackie Olsommer (temporary) and Communications: Christine Tsai will oversee this initiative.
When	The refining process has begun by for example...the COI implemented two changes to the Post Service Award that tripled the submissions in 2019. This effort will be ongoing, however, major recommendations to be presented by SBC 2019 to include input from all COIs.
Where	Teleconference meetings are held quarterly with face to face meetings at JETC and SBC.
Why	To bring updated/relevant value to the awards program that align with our Five Lines of Effort that will encourage more nominations.
How – Resourcing	Identify roles for each of the COI members, to collaborate with other COI's and we created an Awards Best Practices power point for the national website. Input from all COIs for changes to awards that fall under their community of interest to be considered.
How – Metrics	Successful implementation will be measured by the increase in submissions for each Award.



ENCLOSURE 9

SAME Board of Direction Day Schedule

Tuesday, Nov 19, 2019, 0900 - 1700

Kay Bailey Hutchison Convention Center, Dallas, TX

TIME	AGENDA	RESPONSIBLE
0900 – 1130	RVP Meeting <ul style="list-style-type: none"> • Mid-year progress • Centennial contributions • 2025 Strategic Plan & Streamer Requirements • Hot Topics/ Questions COI Meeting <ul style="list-style-type: none"> • Operations Manual • Mid-year progress • Centennial contributions • 2025 Strategic Plan & Streamer Requirements • Hot Topics/ Questions See Encl 7 for individual breakdown.	Mark Handley, Jill Murphy Heather Wishart-Smith, Bob Keyser, John Medeiros
1130 – 1200	Lunch / SBC Agenda	Joe Schroedel
Formal BOD Meeting – Standard Update Reports		
1200 – 1205	Call to Order, Pledge, Welcome	Buddy Barnes
1205 – 1210	National Office	Joe Schroedel
1210 – 1215	Finances	Will Hoffman
1215 – 1230	Membership (Individual Membership Strategy)	John Medeiros/ Jill Murphy
1230 – 1245	AOF	Neal Wright
1245 – 1300	Foundation	John Mogge
1300 - 1320	RVP Report (by exception)	Mark Handley
1320 – 1400	COI Report (by exception) <ul style="list-style-type: none"> • Operational COIs • STEM, Leadership, Veterans • IGE, Resilience 	Mark Handley Heather Wishart-Smith Bob Keyser
1400 – 1430	Centennial Update	Cindy Lincicome/ Joe Schroedel
1430 – 1440	Break	
1440 – 1630	2025 Strategic Plan Discussion and Approval	Sal Nodjoman/ Charlie Perham
1630 - 1650	Consent Agenda & Discussion	Joe Schroedel
Encl 1	BOD Meeting Minutes (May) – with XC follow-up call & e-mail info	
Encl 2	XC Meeting Minutes (Aug)	
Encl 3	Foundation Meeting Minutes (May)	
Encl 4	COI Operations Manual	
Encl 5	Bylaws Changes	
Encl 6	Final 2025 Strategic Plan Goals & Objectives	
Direction		
1650 – 1700	President’s Closing (Review Actions and Direction)	Joe Schroedel & Buddy Barnes
Reception		
1700 – 1900	President’s Reception	Buddy Barnes