



SAME Board of Direction Minutes

Monday, May 9, 2022

Gaylord Rockies, Aurora Ballroom D

Voting Members

Chair, Architectural Practice COI	Ed	Gauvreau
Chair, College Outreach COI	Anne	MacMillan
Chair, Energy & Sustainability COI	Michelle	Sipe Exaros
Chair, Engineering & Construction Camp COI	Cindy	Miller
Chair, Enlisted COI	Shane	Payne
Chair, Environmental COI	Rick	Wice
Chair, Facility Management COI	Lisa	Cooley
Chair, International COI	Chris	Knutson
Chair, Joint Engineer Contingency Operations COI	James	Romasz
Chair, Leader Development	Caroline	Roberts
Chair, Membership COI	Mike	Huffstetler
Chair, Resilience COI	Albert	Romano
Chair, Small Business COI	Mario	Burgos
Chair, Young Professional COI	Corey	Weaver
Chair, K-12 COI	Liza	Grudin
Elected Director	Adam	Boubede
Elected Director	Craig	Bryant
Elected Director	Tiffany	Castricone
Elected Director	Sally	Clark
Elected Director	Pat	Coullahan
Elected Director	Michael	Darrow
Elected Director	Nick	Desport
Elected Director	Liz	Parent
Elected Director	Robert	Ruch
Elected Director	Christine	Tsai
Elected Director	Matt	Turner
Elected Director	Patrick	Hogeboom
Past President	Heather	Wishart-Smith
President	Mark	Handley
President-Elect	Cindy	Lincicome
Reg Vice President, California	Mike	Herman
Reg Vice President, Carolinas	Russell	Patterson
Reg Vice President, Europe	Alan	Lucht
Reg Vice President, Lakes	Kevin	Wilson
Reg Vice President, Heartland	Miro	Kurka
Reg Vice President, Lower Miss.	Steve	Pranger
Reg Vice President, Mid Atlantic	Lee Ann	Zelesnikar
Reg Vice President, Missouri River	Michelle	Chambliss-Cain
Reg Vice President, Northeast	Christen	Sardano
Reg Vice President, North Atlantic	Carrie Ann	Williams
Reg Vice President, Northern Tier	Mark	Ohlstrom
Reg Vice President, Ohio Valley	Scott	Nesbit
Reg Vice President, Pacific	Brian	Duffy
Reg Vice President, Rocky Mtn	Anita	Larson
Reg Vice President, Southeast	Angie	Martinez
Reg Vice President, Gulf Coast	Jeffrey	Duplantis
Reg Vice President, Southwest	Roberta	Perry-Schlicher
Reg Vice President, Tennessee/Kentucky	Ted	Foster
Reg Vice President, Texas	Ben	Matthews
Vice President	Rad	Delaney
Vice President	Sharon	Krock

Vice President	Charlie	Perham
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~~did not attend~~

National Leadership Team Discussion

The day began with a presentation by Executive Director, Joe Schroedel (Encl 1), followed by a look at the previous year with Past President, Mark Handley, and a look forward with our new President, Cindy Lincicome. This hand-off at the May Board Meeting will be the standard moving forward and incorporated into board training.

Governance

Joe first discussed our governance areas and cycle, then defined what is meant by “operationalizing COIs.” He mentioned that the National Leadership *Team* (NLT) (consisting of the National Officers per the Bylaws), has been the key to the Society’s success over the last several years. The Executive Director (XD) does not run the Society. A healthy non-profit is one in which the board holds the XD and the national office (paid) staff accountable. He referred to the National Governance Summary ([Link](#)) which summarizes the governance for our Society and is reviewed every August by the Executive Committee (XC).

Board of Direction

He described what each entity within our governance is responsible for. The BOD governs the Society through the Strategic Plan and through building trust and inspiring engagement with members. We are a Board of *Direction* vs Directors. The Foundation is a Board of Directors. The board collaborates, bringing their constituent perspectives together to drive the strategic direction. The board governs and the staff manages.

Executive Committee

The XC executes tasks given to it by the BOD or NLT and oversees business operations. It consists of the National Officers (voting and non-voting) and 8 additional voting members of the BOD. This year we got the XC more engaged, meeting once per month or more often if necessary. The XC approves the budget and the National Office Priorities for the next year. He pointed out how the Society and BOD interface with the Foundation. This demonstrates our functional staff alignment.

Operationalizing COIs

Finally, he walked the board through the operationalization of COIs. We are a Society of Posts. The pandemic has forced us to think about how we conduct business. He used the FAM COI as an example – it is a recruiting drive. COIs are a forum for collaboration, and they support SAME requirements (IGE Issues, business development, programs). From our partners’ perspective (IFMA, APWA), SAME provides a hub to connect their constituents with the issues of the day and business opportunities. This is about member engagement, forward thinking and leading multidisciplinary collaboration. COIs become portals to expertise and the internal collaboration between COIs adds the multidisciplinary dimension. This is a service that no other professional organization in the AEC industry provides.

Looking Back

Mark recognized Joe and the staff for their management during the year. He talked about the previous years and the build-up to the Centennial and then the tough year during COVID. He commended Heather Wishart-Smith on her leadership through the “virtual” year. One of his objectives for the year was to get the XC more engaged. We were able to make changes to our membership which was long overdue. The XC was instrumental in ensuring that information was ready for the board. We are in the “golden age of industry government engagement (IGE).” We’ve focused our streamers on IGE and 71 got streamers. His first initiative for the year was “Engaging Thought Leadership for the Society” which was focused around our technical COIs. The XC now looks at the top issues facing our businesses and professions through the National IGE Plan. The second initiative was Diversity, Equity, and Inclusion (DEI) – being discussed later – putting governance in place to ensure we are leaders in the industry. Finally,

the Key Leader Development Commission (KLDC) was an initiative carried over from Heather and continued successfully through the year. This will now transition into the Leader Development COI. Mark expressed gratitude for the Society. SAME is a group of like-minded professionals that are passionate about our mission and passionate about our people. We have world-class programs and have proven our resilience. We have a sense of purpose, but also a sense of family – in that order; they cannot be flipped without becoming a fraternity versus a professional organization. He is excited to hand-off to Cindy and is proud to have her as the next President.

Looking Forward

Cindy thanked outgoing board members and welcomed incoming board members. She thanked Mark for his work this year. We are two years into our Strategic Plan and with members of the board, have enablers in place to execute. We need to get our members more engaged in our Strategic Plan, especially IGE as it is mission critical for our Society and what we were established for. She asked board members to recruit, inspire, and engage members in the Strategic Plan over the next year. Our stakeholders will know that they can “Count on Us.” We are wrestling with the infrastructure bill, we are looking at labor costs and capacity issues, and so much more. We have so much potential for the future. IGE is the focus at all levels – especially Posts. We have a couple other Strategic Plan goals. Cindy has tasked each national leader with one task with specific goals. Charlie Perham will lead efforts to strengthen IGE contributions at the Post level and increase their understanding of and engagement in local (CONUS and OCONUS) opportunities. Sharon Krock will operationalize human capital COIs. Mike Darrow will ensure Posts understand and leverage the implementation of major ongoing membership initiatives to include the Enterprise Management System (EMS). Rad Delaney will lead the Academy of Fellows to increase the number of Fellows who are engaged at the Post level. Mark Handley will work with the Foundation to strengthen the relationship with the Society. Our Elected Directors will be assigned to NLT members to help them execute their missions and gain experience to potentially serve in a national leadership position in the future. We will continue to build on the expanded engagement of the XC. There are a couple special assignments: a construction task force that will focus on collaboration with our strong AE component and modern technology. We will see who is interested before identifying a leader. Our service member task force will be led by Dave Newkirk to examine how we can provide greater value to our service members. This is our time as a board to build on the momentum we have going and ensure that our stakeholders can count on us. Cindy encouraged board members to reach out and count on her individually as well.

Face-to-Face Team Meetings

Breakout groups were held, 0930 - 1130, for RVPs, Technical, and Human Capital COIs. Groups were led by 2022-2023 National Officers. See Agenda (Encl 2).

Call To Order

Mark Handley, SAME President, called the meeting to order at 1140 and a quorum was established. Slide presentation can be found in Encl 1.

Executive Director Financial Report

Joe provided the financial update by showing the latest monthly Statement of Financial activities and then highlighting several items that will impact the budget. Joe showed the Statement of Activities and indicated that the financial update is based on closing through the month of March; we are on track to meet our approved annual budget. He noted for new board members that expenses and revenue are prorated over 12 months to track progress against the annual budget. Once the EMS is fully implemented however, that practice may shift to recognizing actual data “in month of” the activity. In the meantime, we review revenue for each major revenue producing line (events, etc.) to measure performance against the budget established for that revenue stream. He then explained the allocation of expenses and revenue to highlight part of the motivation for the dues restructuring initiative – to achieve a better balance between dues revenue, non-dues revenue and events revenue. We are too events dependent. He further pointed out that we have been very disciplined over time, managing expenses carefully and right sizing the staff to produce opportunities to invest in the Society. He noted a few other key points:

\$9M operating budget includes the \$2M profit on the sale of the Century House which has not been invested yet. We took advantage of two PPP loans and were forgiven for both (\$700K). We instituted the individual dues restructuring in January and did not receive any complaints. For sustaining members, SREPS went away – sustaining members are no longer paying for people that do not see themselves as SAME members. We replaced that with individual membership (those belonging to a sustaining member company pay less). We will have one record for every member. The SAME staff has put together a deliberate campaign starting 1 July – as SM company dues deadlines approach, we are already engaging them preemptively. We will track the impact through the year, but our analysis during the deliberations with the XC indicated that we will not experience major impacts to our budget.

The Golden Eagle Dinner (GED) was rebranded this year to establish a greater link between the AOF and the Foundation. The GED is now *“The Golden Eagle Dinner ... benefitting the Foundation”*. This year we committed 25% of the revenue from the GED to the Foundation. In the future, it will be 100%. This is just one example of an initiative that the National Office has implemented as a means of investing in the Society.

Reserves

Equity Reserves are fine – standard is 9 months, we are at 12.6 months. For investment cash reserves, if we have too much money on hand, is there somewhere we should be investing in the Society? Right now it costs of \$50K more per year to rent our new space than what it cost us to own the building (not including the capital investments we would have needed to make). We propose to invest that money in the “Home Fund” to generate the delta as a dividend to keep the staff housed. **This proposal will be brought to the XC then the BOD in the coming year.**

Discussion

As the Home Fund is enacted and expenses go down, should we think about decreasing the reserve to be more in line with the national average (9 months) – how do we invest that money? It is complex and should be tweaked over time. We should not have an endowment for our Society – that should be reserved for the Foundation. As part of the budget brief in December, reserve management is included so this will be addressed at that point.

Major Ongoing Activities with Budget Implications

There are three major components to the EMS (one integrated system): the AMS (including Open Water and YM Careers), CMS, and Financial Management System. Currently \$536 spent, \$0 liquidated from reserve. We are developing a liquidation plan based on cash requirements. The new EMS will allow COIs to collaborate at a new level. The new system will be implemented on 1 July. Joe also described the Foundation’s response to the Society’s first ever request for support earlier this year. He pointed out that the \$182,000 being provided by the Foundation will offset some expenses (eg \$100,000 to bring all four LDP classes to JETC this year) that were budgeted.

Discussion

Have sustainment costs been calculated for the new EMS? Yes, and it is already accounted for in the budget.

Investment Status

We would like a few more members for the Investment Committee. Interested members should contact Joe O’Brien, the Chair. The response to the fed interest rate hikes are not making up for lost time. Joe noted that we conducted an independent review of our investment firms and that they received strong endorsements for being proactive in managing our funds based on anticipated risks. Our investment managers have characterized the current market volatility as too little too late by the Fed. He also introduced the concept of the Home Fund which is a strategy to invest the proceeds from the sale of the Century House to help offset the costs of the National Office facilities. We must be deliberate and use a dollar cost averaging approach. We might put the money in the market over a period of 2-3 years and track. Lastly, he described the status of the 10 posts that are participating in the Foundation’s Post Funds Policy.

Other Notes

Allison Ingram, treasurer, is moving and has asked for a replacement in the coming months. The CFO and Controller functions are currently outsourced. Only one Post has not signed the post affiliate agreement (NYC). Joe also noted that the 2021 independent Audit is underway as we seek our 8th consecutive unqualified opinion.

IGE Update

Rob Biedermann, SAME Director of IGE & Programs, gave an update on the IGE Plan. He gave a quick overview of the programs team and COI assignments. The main outcome for the programs team is to strengthen IGE contributions at the Post level. We will work on giving Posts the tools they need to understand IGE. The National IGE Management System is working well; we will increase our effectiveness to deliver, measure and communicate impact. Our member survey revealed that 67% of members think that IGE should be the focus over the next 3-5 years. Members *want* to be engaged in making real and measurable impact – he used the Environmental COI as an example. More than 500 IGE tasks were submitted by 83 Posts this year; it is our job to assist Posts and Regions to be even more effective in their IGE efforts. We need to identify current IGE best practices, codify and deploy to Posts, Regions, and COIs, and identify coaches, mentors, and speakers for Posts and Regions. Other ideas from board members should be directed to Rob. Current IGE projects and status can be found on the IGE web page: <https://www.same.org/Industry-Government-Engagement>. Rob gave a brief overview of current projects and status along with pending pressing issues that were submitted by members of the Executive Advisory Group (EAG). An EAG report will be published for members from the meeting at JETC. Project cost, scope, contractor engagement, and supply chain issues are the main themes. IGE Program Communication is underway with a revamped web page, monthly reports in TME, articles on completed projects, and *SAME Perspectives* that documents the projects once complete.

Society Request for Foundation Support Update

Hal Rosen gave an overview of Foundation history and progress. The request for program support from the Society was at \$531K. We would need a corpus of \$18M that allows programs to be funded using dividends, but we currently have \$1.36M. The account balance is \$3.6M, but that is including Post Funds. Additionally, if you subtract restricted funds of \$303K, the Foundation has \$1M. The Foundation was covering Camp Scholarships at \$24K, but SAME will cover that moving forward so that the Foundation can continue to strictly underwrite programs. The SAME National Office will be developing a Camp Support Program. For LDP, the Foundation will support the incoming and graduating classes at \$100K and not the entire \$209,014 requested. There was a compelling case to fully fund the Alaska Native/American Native STEM Program at \$22K. Camp Mentor Program is a component of leadership. The Foundation could not fund it all for now, so started with \$60K of the \$117K requested to offset mentor costs and some Posts supporting mentors while Posts will have to continue to support Camp costs as needed until the Foundation can support the entire Camp Mentor program. At this time the Foundation will not fund the Joint Engineering Training (TTX) or Post Leader Training. With the revenue predicted by fundraising and operating expenses, 50% of the donations will go to the corpus. Net available cash will be \$234,950. First and foremost, each item was examined against the compelling purpose of the Foundation – “fostering engineering leadership for the nation.” Society will be providing requests much sooner than was done for this year. We will be re-evaluating the timing of the process. The decision should be made at SBC so it can be accommodated in the Dec. Budget Meeting. Working backwards, the Foundation XC should get the request by the beginning of September and will strive to respond by the end of September.

Discussion

- BOD Members should put work plans together this summer and then let the Society decide what is sent forward to the Foundation as a request for support.
- Do we know what the amount will be that the Foundation can support next year? No, because we are still fundraising.
- Mario Burgos has challenged the board to contribute individually to the Foundation and he will match donations up to \$10K.
- As a Society Board Member, you are also an advocate for the Foundation – keep that in mind as you engage with your constituents. Encourage fundraising support to the Foundation through your networks.

- The National Foundation supports *programs* – Posts can give scholarships.

KLDC Update

Matt Altman gave an overview of the KLDC mission and accomplishments over the last two years. It was formed in May 2020 to: increase the size and diversity of SAME Key Leadership Position (KLP) candidates; ensure a consistent pipeline of interested, qualified candidates for SAME KLPs; help members navigate their SAME career by gaining and applying a diverse set of experiences; and demystify KLP requirements, expectations, and selection process. SAME has incredible leadership opportunities beyond the post level. Matt highlighted accomplishments such as the annual Leadership Opportunities Webinar, PLW, and codifying the KLP engagement plan and follow-through for KLP candidate pools through standard SAME governance processes. There is still work to be done. There is lots of opportunity with graduating LDP participants. The KLDC will transition to the Leader Development COI under Vice Chair, Sid Osgood (Class Leader for AOF Class of 2022). They will orchestrate two KLP engagements each year and monitor the annual KLP engagement plan. This engagement adds transparency to our selection processes – feedback is key. The biggest takeaway is the importance of the personal ask from leader to potential leader.

DEI Action Plan Update

Mark Handley reiterated his DEI initiative for the year and asked Heather Wishart-Smith to lead the effort as a National Leader, along with Mike Huffstetler as the Membership COI Chair. Heather recognized co-chairs of the DEI Sub Committee, Debra Crafter and Elaina Edwards for their efforts thus far. Debra provided the board with an update on DEI actions. The draft plan that was briefed to the board at SBC was the basis for several actions. Mark Handley issued an executive statement on April 7, 2022. Additionally, the National DEI Plan was generated from the National Office and the DEI Mission Statement for incorporation into the SAME Bylaws was filtered through the XC before presenting to the BOD today. Major actions include:

DEI National Plan	DEI Subcommittee Workplan	Priority Actions
Grow DEI knowledge and understanding	Articulate Society’s vision and cascade accountability for delivery	<ul style="list-style-type: none"> • Development of the DEI Tool Kit in support of Objective 1 (above) • Action Lead: Membership COI (DEISC) • Initial Action – Post Leaders Workshop Training • National Office is committed to resource
Membership Management	Demonstrate SAME’s commitment to advancing the future of the AEC industry & increase interest in SAME membership	<ul style="list-style-type: none"> • Support and inform the ongoing Enterprise Management System (EMS) initiative of the National Office to ensure the actions of Objective 2 (above) are incorporated into the new EM • Action Lead: National Office Membership Team (supported by Membership COI) • National Office is committed to resource
Contribute to the diversity, equity and inclusion of the A/E/C industry	Demonstrate SAME’s commitment to advancing the future of the A/E/C industry & increase interest in SAME membership	<ul style="list-style-type: none"> • Initiate the program impact review specified in Objective 3 (above). Review all programs for opportunities to help shape DEI in SAME • Action Lead: National Office Programs Team/Membership Team (supported by Membership COI)

		<ul style="list-style-type: none"> National Office is committed to include in Staff Performance Plans this year
Continuance of “Grow DEI knowledge and understanding”	Learn from other organizations to inform SAME’s best practices	<ul style="list-style-type: none"> Ongoing DEI Tool Kit development in support of commitment to DEI recruitment, advancement and retention Initial Action is to review existing partnerships and pursue new partnerships (ex. NSBE, NOMA, SHPE as specified in the National Plan) Lead: Membership COI National Office is committed to resource. Also, will establish and initial forum for dialogue

The DEI Sub Committee recommended that the BOD approve the DEI Mission Statement for inclusion in the Bylaws. Discussion

- How do we establish a baseline? We can’t rely on demographic member questions, but we can at least look at the industry as a whole.
- This is a major step to include in bylaws which represents a commitment moving forward.
- Will there be another DEI survey sent out every year? It is integrated into our Member Needs Survey.

Bylaws Update

Nick Desport provided a summary of the Bylaws Committee work. Craig Crotteau, Counsel, does not serve on the Bylaws Committee, but approves of the process and reviews outcomes. Nick thanked the board for reading the proposed changes in advance. He summarized the changes that were made. He recognized Russel Patterson for reading the changes thoroughly and catching a clerical error that has been rectified. He will now serve on the Bylaws Committee. The group believes that the committee should continue as a standing committee of the board. Mark started the voting procedure by addressing comments from the pre-voting survey.

Discussion

- Does equity need to be defined? It may not meet intent as written. Similar terms are not defined in the Bylaws. The XC deliberated over this previously and Mark received feedback from his executive statement. The concern is that the term “equity” provides equal outcomes vs equal opportunity. We are using the term as “leveling the playing field” – not to be confused with quotas. This is a journey that the Society is on and inclusion in the Bylaws commits us to the journey. Education is definitely the first step for all of us.
- We should consider replacing the word “gender” with “sex.” After conferring with the DEI Sub-Committee, the group felt confident that “gender” is a very common reference in the DEI world.
- This idea was vetted with SAME HR consultants. We asked them if we needed both the EEO statement along with the DEI statement and they said yes – you legally must have the EEO and having the DEI statement in there puts us in a good place moving to the future. This was also the consensus from Counsel.
- Is there any impact to Post-level Bylaws? There is no immediate impact. They can consider it. The Bylaws Committee role is for national governance only. RVPs and Post Leaders can consider items that come up for Post Bylaws.
- One of the reasons to have a standing Bylaws Committee is that we periodically review and update the Society Bylaws as necessary.

The board unanimously approved the inclusion of the DEI Mission Statement in the Society Bylaws. The board unanimously approved the changes to the Society Bylaws as proposed.

The National Officers that oversee COIs, RVPs, and the AOF presented an update on Strategic Plan progress. Highlights include:

- Goal 1: National Leadership’s focus on IGE has yielded “hard” successes with identification of multiple IGE projects as well as “soft” successes focusing on strategic partnerships, broadened interaction with Posts and more outreach and educational sessions. Moving forward, we need to define Post-level IGE events and then facilitate and resource Posts.
- Goal 2: Posts hosted 240 resiliency tasks and showed tremendous resiliency through COVID. Need to improve the process to identify successful *ongoing* resiliency efforts at the Regional and Post level.
- Goal 3: AOF had successful mentoring program with Joint Base Andrews and will template it for others to use. Moving forward, we will develop a National Camp Program to assist SAME camps with mentor participation.
- Goal 4: Through 3 LDP Graduates’ Vision – American Indian/Alaska Native Outreach Grant (United Engineering Foundation; underwritten by the SAME Foundation). Presents SAME meaningful STEM engagement by our 102 Posts with the over 500 federally-recognized tribes. We want to further evaluate and create a unified strategy that connects its K-12 STEM outreach, camps, college outreach, and young professional engagement efforts (“Guided Pathways Initiative”). LDP Graduate, Capt Arpan Patel, will work with Sharon Krock in furthering discussions with COIs.
- Goal 5: Young Professionals are relaunching the Credentialing Assistance Program (CAP) at JETC. The XC has approved the Service Member Task Force to focus on value provided to service members.

Mark and Joe thanked the leadership for helping to move our Strategic Plan forward. Joe reiterated the importance of the single streamer program being focused on IGE. Posts can decide where they contribute. At the national level, we aggregate the impact that Posts have made in support of the Strategic Plan. We can’t be too prescriptive about what an IGE is. Keep in mind, LDP projects are intended to address real issues that the Society or industry has that can then be changed into programs or projects that the whole Society supports.

Discussion

- What is the process for bringing challenges to EAG or LDP to ensure that we don’t have passion projects without addressing existing challenges? The National Officers should have visibility on existing projects.
- How do we ensure that projects are vetted with other stakeholders? The EAG is the primary group to do that, along with COI Chairs and Project Champions. We are increasing our representation on the EAG to include agencies outside the uniformed services. Should consider GSA.
- Have we overlaid the Strategic Plan with COI goals and objectives in the work plans to identify gaps (Goal 5)? That was the purpose of the Goal 5 Task Force and will be addressed by the Service Member Task Force moving forward. Ensuring we have the governance and oversight of goals as we start to develop the new Strategic Plan will be important.

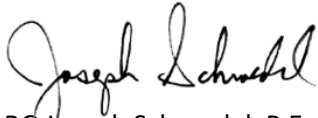
Consent Agenda (39/51 pre-voted)

- BOD Meeting Minutes 11-16-21 – **unanimously approved**
- XC Meeting Minutes 12-12-21– **unanimously approved**
- XC Meeting Minutes 3-21-22– **unanimously approved**
- Foundation Meeting Minutes 11-18-21– **unanimously approved**
- Foundation Meeting Minutes 1-14-22– **unanimously approved**
- Foundation Meeting Minutes 3-21-22– **unanimously approved**
- 2022-2023 Board of Direction & Executive Committee– **unanimously approved**
 - Two RVPs were listed for the 2022-2023 year, but were actually departing. (Angie Martinez, Jeff Duplantis)
 - The BOD will need to approve the two new RVPs.
- 2022 Election Results– **unanimously approved**
- SAME Foundation Chair-Elect, RADM Dave Nash, USN (Ret.) – **unanimously approved**

Joe focused on the low number of votes and asked that all board members take the time to pre-vote and prepare for the meeting by reading the material. Mark recognized the outgoing board and swore in the new BOD. He recognized the recipients of the President's Medals, Mike Huffstetler, Debra Craft, Elaina Edwards, Lisa Cooley, and Sally Riker. He also recognized Mike Darrow, Caroline Roberts, Cindy Miller, Mario Burgos, Angie Martinez, and Rob Biedermann for their work throughout the year.

Closing Remarks

Cindy provided some closing remarks and encouraged everybody to be engaged, take advantage of the momentum, and count on the National Leadership Team. Mark asked everybody to bring their energy and passion to the reception and network.



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

Encl 1: Presentation Slides



Welcome to Board Day!

- 0830– 0930: National Leadership Team Discussion (all board present)
- 0930– 1130: Face-to-face Team Meetings
- 1140– 1545: Formal Board Meeting
- 1200– 1250: Lunch
- 1730- 1900: President’s Reception

WIFI

Network Name: SAMEJETC

Password: PrimeAE

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National Leadership Team Discussion

Joe Schroedel, Executive Director

Mark Handley, President

Cindy Lincicome, President Elect



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Welcome to the SAME National Board of Direction (BOD)

*Executive Director Welcome Brief
As of 3 May 2022*



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SAME National Governance Summary

See Matrix As of 5-2-22

Governance Areas

- Constitution, Bylaws
- Governance vs Management
- Fiduciary
- National Strategic Plan
- National Leadership
- Board of Direction
- National Office

Content

- Decision authority
- Roles and Responsibilities
- References
- Annual Assessment (areas that need attention highlighted)

Process

XC Reviews Annually at August XC Meeting (held ICW PLW)



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SAME National Annual Governance Cycle

See Matrix As of 5-2-22

	JETC			PLW			SBC			CAP WEEK		
	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR
NLT	Bi Weekly Calls											
BOD, EAG	X						X					
FDN	X				X		X		X			
XC		C	C	X	C	C		X	C	C	X	C
Budget (FY=Calendar Year)							Brief XC					
External Audit	X-----X											
Strat Plan	Update						Progress Assessment			*Work Plans		
Nom Cmte												
SAME												
FDN												
Awards	Due											
*AOF	Investiture, Commitment Statements						Fellow Selection			Nom Webinar		

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SAME National Office Teams of Teams

What does the BOD do?

SERVES SAME, THE SAME FOUNDATION, OUR NATION, OUR PROFESSION, OUR STAKEHOLDERS BY:

Learning BOD Duties, Responsibilities and Authorities (New BOD Training at www.SAME.org/document-exchange; Left Menu: National Board of Direction/General Board Info/Board Training)

Governing the Society

Establishing, Measuring and Leading the delivery of the SAME Strategic Plan

Actively carrying out BOD duties (legally binding – we carry Directors and Officers insurance to protect you and SAME)

Appointing the Chair of the Foundation Board (selected by the Foundation Board)

Building trust internally and externally (Represent SAME Values always)

Inspiring member engagement (recruiting volunteer leaders)

Not a Board of "Directors" --- Members of SAME's Board of Direction have specific Roles and Titles ... collectively provide direction.

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What does the XC do?

SERVES SAME, THE SAME FOUNDATION, OUR NATION, OUR PROFESSION, OUR STAKEHOLDERS BY:

Executing tasks given to it by the BOD or NLT

Overseeing Business Operations

Vetting and preparing actions for BOD decision

Approving national IGE issues

Appointing SAME Foundation directors (nominated and selected by the Foundation Board of Directors)

Building trust internally and externally ... developing and maintaining strategic relationships .

Inspiring member engagement (recruiting volunteer leaders)

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What does the XD do?

SERVES SAME, THE SAME FOUNDATION, OUR NATION, OUR PROFESSION, OUR STAKEHOLDERS BY:

Being held accountable by the BOD – executive leadership; fiduciary, legal compliance

Providing executive leadership and continuity of leadership for the Society

Leading and Managing the National Office Staff Team

Managing the Business – sustaining the financial health and growth of SAME

Advising National Volunteer Leaders on SAME’s Strategic Direction

Building trust internally and externally ... developing and maintaining strategic and executive relationships

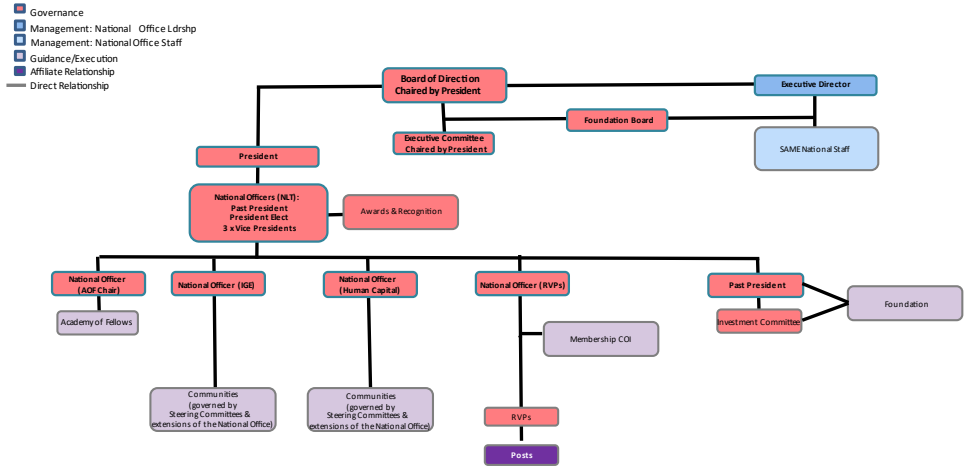
Recruiting volunteer national leaders

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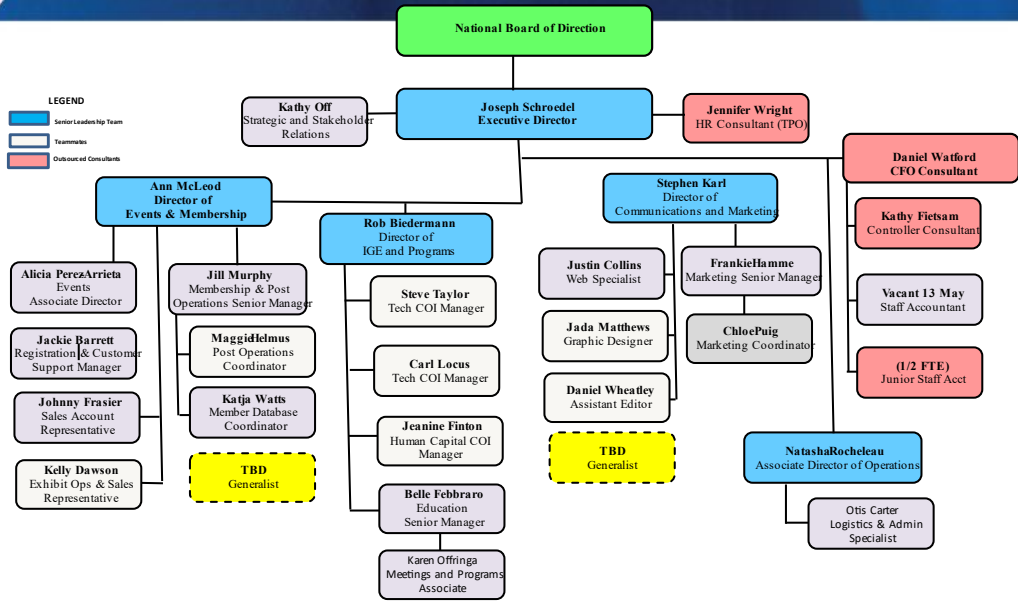
SAME National Governance & Management

As of 5-2-22



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National Office Organization Effective 1 January 2022



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National Office Standing Priorities

Outcome: Enable Volunteers
Produce IMPACT



The National Office Staff Team is here to SERVE!



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SAME National Office Teams of Teams

FY 2022 National Office Priorities to support the Strategic Plan:

1. Sustain Strategic Plan 2025 Progress: Sustain support to and evaluation of the execution of Post and COI operations; implement the National Leadership Team engagement Plan; evaluate how to best leverage the benefit of virtual and in-person delivery; continue to develop thought leadership (diversity, equity and inclusion).
Outcomes: increase member engagement and strategic plan impact across all goals.
2. Operationalize COI's: Build the National Office IGE and Programs Team; expand COI engagement, membership and leadership.
Outcomes: expanded and effective IGE, program and COI management; effective stakeholder integration and management within COIs; establish technical COIs as portals to technical expertise; expand technical membership of COI's.
3. Implement the EMS: Fully implement an integrated system including the AMS, CMS (with App) and Financial Management System legs.
Outcomes: eliminate manual staff labor, increase efficiency of value delivery; serve all levels of SAME; effective outsourced and integrated financial management (including the Foundation).
4. Support the SAME Foundation Board: Routinize the relationship between the Society BOD and the Foundation Board. Provide responsive support to the Foundation Board as it grows the corpus of the Foundation and its ability to support SAME Programs through increased fundraising efforts.
Outcomes: clear communications and expectations; effective and transparent BOD procedures for evaluating and communicating requests; effective and transparent procedures for Board evaluation of Society requests and communication of decisions; effective common staff support of the process; effective combined financial management procedures that support fiduciary accountability and return on investments; effective fundraising support.
5. Implement the Dues Restructure Decision: Complete the implementation of the July 2021 BOD dues restructure decision.
Outcomes: treat every member as an individual member (SREP conversion); establish one unique record for each member in our database; more fully recover the cost to serve members; assess the impact of dues restructure changes on: membership, member management and financially.

NOTE: Developed each year as part of the National Office Budget Brief to the XC in December. Following XC approval, the XD develops his performance objectives in support of these priorities. Once the President approves the XD performance objectives, the staff develops their annual performance plans.

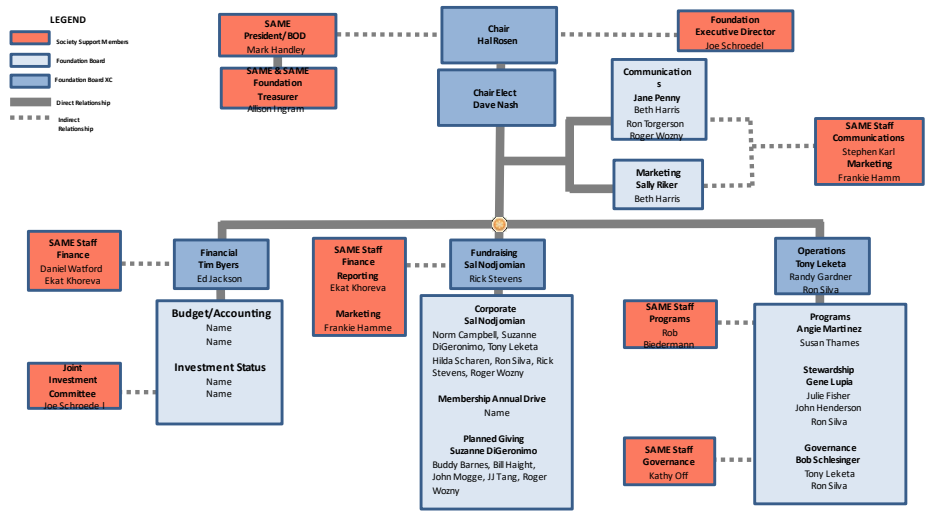
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Society of **SAME** American Military Engineers

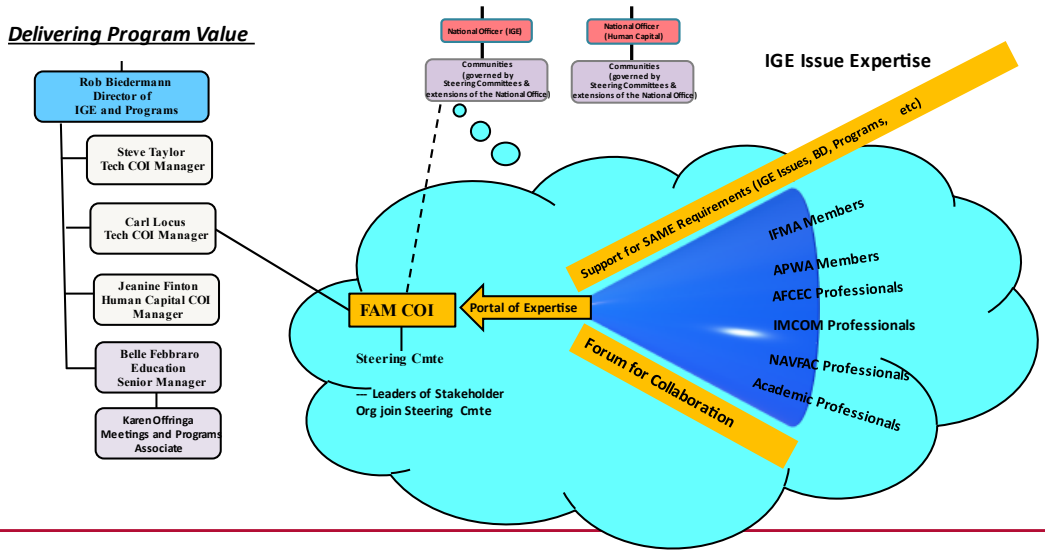
SAME Foundation-National Office Staff Alignment as of 15 Mar 2022



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Society of **SAME** American Military Engineers

Operationalizing COI's- Leveraging National Capabilities



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Summary

- We have made great strides in the governance and management of SAME ... let's sustain it ... the Volunteer Leaders (NLT, BOD, XC) Govern, the Staff Manages.
- We all have an obligation to know the rules teach others the rules and use the rules to move SAME forward in the delivery of our Strategic Plan.
- We are all servants of our Members, our Stakeholders, our profession and our nation ... our governance and management enable us to make a real impact.
- Doing it right allows us more discretionary time to enjoy our friendships!

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Call to Order



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National Office Executive Director 1QTR FY22 Financial Update

27 April 2022

Deeds Not Words

Reviewed, Approved by SAME Treasurer on 26 April 2022

5/19/2022

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SAME National Office 2022 Priorities

FY 2022 National Office Priorities (XC Approved with the FY 22 Budget in Dec 2021):

1. **Sustain Strategic Plan 2025 Progress:** Sustain support to and evaluation of the execution of Post and COI operations; implement the National Leadership Team engagement Plan; evaluate how to best leverage the benefit of virtual and in-person delivery; continue to develop thought leadership (diversity, equity and inclusion).
Outcomes: increase member engagement and strategic plan impact across all goals.
2. **Operationalize COI's:** Build the National Office IGE and Programs Team; expand COI engagement, membership and leadership.
Outcomes: expanded and effective IGE, program and COI management; effective stakeholder integration and management within COIs; establish technical COIs as portals to technical expertise; expand technical membership of COI's.
3. **Implement the Enterprise Management System (EMS):** Fully implement an integrated system including the AMS, CMS (with App) and Financial Mgt System legs.
Outcomes: eliminate manual staff labor, increase efficiency of value delivery; serve all levels of SAME; effective outsourced and integrated financial management (including the Foundation).
4. **Support the SAME Foundation Board:** Routinize the relationship between the Society BOD and the Foundation Board. Provide responsive support to the Foundation Board as it grows the corpus of the Foundation and its ability to support SAME Programs through increased fundraising efforts.
Outcomes: clear communications and expectations; effective and transparent BOD procedures for evaluating and communicating requests; effective and transparent procedures for Board evaluation of Society requests and communication of decisions; effective common staff support of the process; effective combined financial management procedures that support fiduciary accountability and return on investments; effective fundraising support.
5. **Implement the Dues Restructure Decision:** Complete the implementation of the July 2021 BOD dues restructure decision.
Outcomes: treat every member as an individual member (SREP conversion); establish one unique record for each member in our database; more fully recover the cost to serve members; assess the impact of dues restructure changes on: membership, member management and financially.

We are investing our talent and treasure to deliver on all fronts .

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	Actual	Budget	Variance	% Variance
REVENUE				
Dues	515,054.29	609,433.74	(94,379.45)	(15.48) %
Advertising	194,488.09	77,999.99	116,488.10	149.34 %
Conference Registrations and Sponsorships	448,151.25	1,639,482.42	(1,191,331.17)	(72.66) %
Other Income	23,250.36	11,500.00	11,750.36	102.17 %
Investment Income	(402,434.11)	24,999.99	(427,434.10)	(1,709.73) %
Grants	312,500.00	328,000.01	(15,500.01)	(4.72) %
TOTAL REVENUE	\$ 1,091,009.85	\$ 2,691,416.15	\$ (1,600,406.27)	(59.46) %
EXPENDITURES				
Employee Related Expenses	685,116.80	801,211.23	(116,094.43)	(14.48) %
Professional Fees	60,527.42	67,374.99	(6,847.57)	(10.16) %
Meeting Expenses	67,874.99	1,033,216.04	(965,341.05)	(93.43) %
Other Expenses	403,717.11	487,293.19	(83,576.08)	(17.15) %
TOTAL EXPENDITURES	\$ 1,217,236.33	\$ 2,389,095.45	\$ (1,171,859.13)	(49.05) %
TOTAL CHANGE IN NET ASSETS	\$ (126,226.44)	\$ 302,320.70	\$ (428,547.14)	(141.75) %

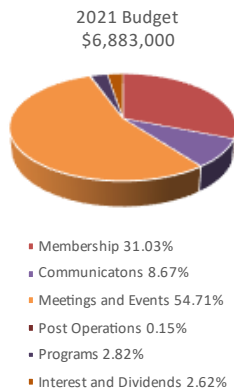
Statement of Financial Activities thru March 2022

NOTES:

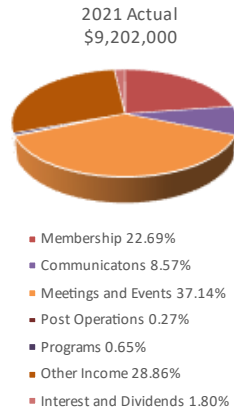
- We are on track; closed March on 15 April
- Expenses and Revenue are prorated over 12 months – may shift to recognizing in month of activity after EMS fully implemented.
- Dashboards fully in place with new FMS (Intacct).

We are investing talent and treasure to deliver on all fronts .

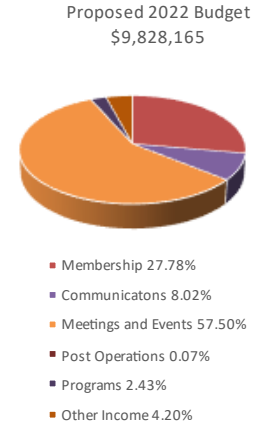
FY 2022 Revenue By Source



NOTE: Events were primarily virtual, hence lower relative (to pre and post COVID) revenue.

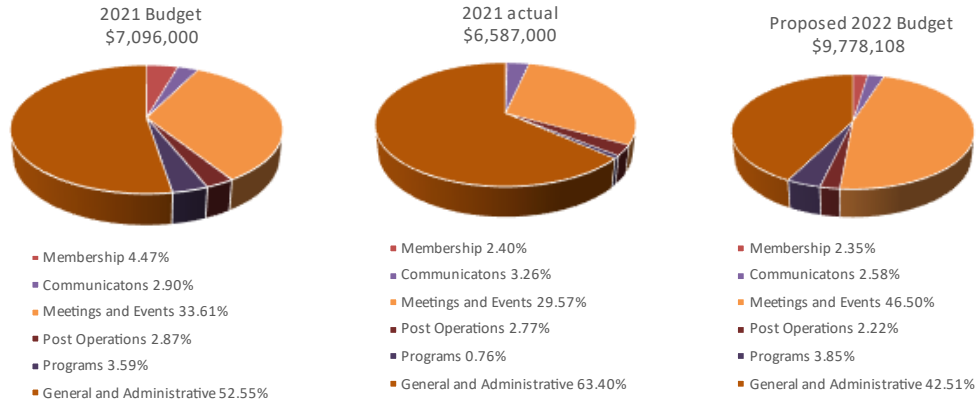


NOTE: 2021 Actual includes sale of Century House



NOTE: 2022 Budget based on in-person national events

FY 2022 Expenses by Functional Area



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Major Ongoing Activities with Budget Implications

Operational Budget:

- PPP 2021:** Forgiveness obtained (\$312,000) – funds were expended per the law (covered salaries May, Jun half of Jul 2021); will be recognized as revenue on income statement this year; **Payback (1% loan) liability eliminated.**
- 2021 Dues Restructuring Initiative:** IM: implemented IM dues increase in Jan 2022, **members took in stride (no complaints)**
SM: Dues restructuring (SREP) and increase – commences 1 Jul (20% of population); vigorous communication plan; coordinate with SM's individually – **will track impact**; Remainder of SM's carry over to 2023 (changes implemented on renewal date)
- Events (first live in 3 years):**
- | | Budgeted Net | Projected Net | Variance |
|---|--------------------------|---------------|------------------|
| Transition Workshop: | \$ 11,000 | \$ 23,000 | +\$12,000 |
| Capital Week (w/GED): | \$173,638 | \$143,000 | -\$30,000 |
| JETC (Denver; 10-12 May): | \$ TBD-tracking 2019 reg | \$ TBD | \$ TBD |
| NOTE: GED net = \$18K; Foundation Donation = .25 x \$18K = \$4,500 | | | -\$ 4,500 |
| | | | -\$22,500 |
- Foundation Program Funding Request:** Submitted initial request on 21 Jan 2022; Response received 1 April 2022; ***may provide budget offset.**

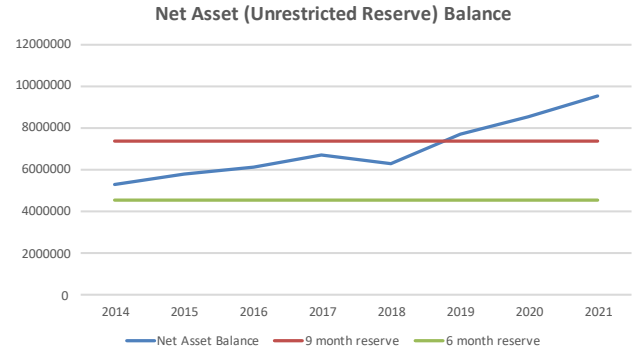
Priority	Program	Request (\$)	Approved (\$)
1	National LDP	\$209,014	\$100,000*
2	AN/AN Stem (Grant add)	\$ 22,000	\$ 22,000
3	Camp Mentor Program	\$117,000	\$ 60,000
4	Joint Engr Training	\$ 19,500	\$ 0
5	Post Level LDP Support	\$ (pending)	\$ 0
6	Post Leader Training	\$163,438	\$ 0
		\$530,952	\$182,000

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SAME's Net Asset Reserves (Equity)



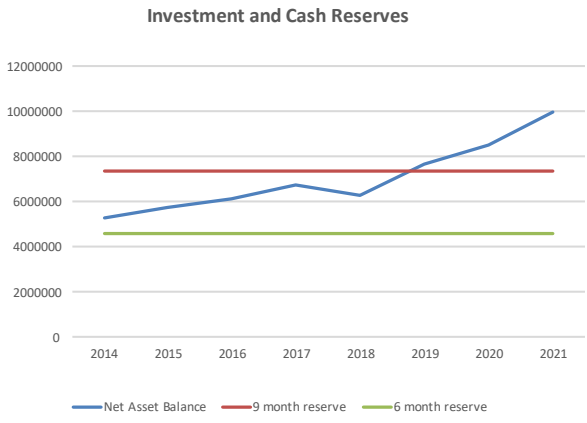
- Total net asset reserves are valued at \$9,551,000
- Target Reserve = 6 months of FY 2022 Expense Budget = \$4,548,000 (Never go Below)
- Current Net Asset Reserve = 12.6 months

NOTE:

Total Assets:	\$13,656,000
Total Liabilities:	\$ 3,780,000
NET Assets	\$ 9,876,000
Restricted:	\$ 325,000
TOTAL NET ASSETS:	\$ 9,551,000

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SAME's Investment and Cash Reserves



- Total investment reserves are valued at \$7,879,245
- Total cash reserves are valued at \$2,070,000 (from sale of Century House; investment plan pending)
- **Total Investment and cash reserves = \$9,949,245**
- Excess Reserve = Reserve + Projected Net Change in Assets (FY22) – Target Reserve
- **Excess Reserve = \$9,551,000 - \$428,547 - \$4,548,000 = \$4,574,453**
- **Excess Reserve less Home Fund and EMS = \$4,574,453 - \$2,070,000 - \$1,000,000 = \$1,504,453**
- **Reserve Management:**
 - Deliberated during Annual Budget Brief in December – do not anticipate recommending further expenditures now
 - Enterprise Management System (EMS): XC Approved NTE \$1 Million expenditure – not liquidated yet – plan being developed

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Major Ongoing Activities with Budget Implications

Reserve Management (XC granted Authority to expend NTE \$1 Million):

Enterprise Mgt System: **AMS (Nimble; Sales Force platform):** Discovery Phase complete; LOE negotiations ongoing; Go Live – 1 Jul (NLT 1 Aug)
“Open Water” (submittal portal) – since March 2021 – camps, 4 posts scholarships, awards next -- awesome member response;
“YM Careers” – new job portal will go live NLT 1 Aug
CMS (web, SAME APP): on plan; synchronizing with rest of EMS
Financial Mgt System: Implemented Intacct (replaced Dynamics), implemented Bill.com (invoice), Tallie next (individual expense management); revising Office FM Policies; Outsourcing of CFO, Controller and partial staff accountant working smoothly

Status: \$535,644 spent to date; \$0 liquidated from reserve; now **impacting cash position** – developing liquidation plan based on cash requirements.

Proceeds From Sale of Century House (“Home Fund”):

Research completed 11 April 2022; **decision brief being prepared** by Investment Committee (XC Call 8 Jun) – objective is to treat as an endowment to minimize risk to principle, generate dividends to offset rent differential (\$50k per year or 2.5% of principle).

Investment Status (as of 4QTR 2021)

➤ Investment Team:

- **Joe O’Brien Chair** (Vice President Finance, Special Projects, Senior Engineer at O’Brien Engineering, Inc.)
- **James V Works Vice Chair** (Panama City Post Treasurer served in nonprofit treasurer roles, good financial acumen)
- **Melissa Smith** – (Baltimore Post; extensive investment experience; very active Post leader)
- **Tim Byers** (Foundation Board Liaison)
- **Cindy Lincicome** (President Elect; National leadership Team oversight role)
- **Joe Schroedel** (XD)
- **Daniel Watford** (SAME CFO)

➤ 2022-2023:

- Joe O’Brien will remain as chair
- Jim Works have agreed to remain on the committee as the vice chair
- Melissa Smith has agreed to remain on the committee (finishing first year)
- We are recruiting for 1 to 2 more committee members

Investment Status (as of 4QTR 2021)

General:

Conducted independent assessment of RBC and Fiducient by CLA (our financial consultants) – reaffirmed confidence.

Completed detailed 4QTR2021 Briefs with RBC and Fiducient in February 2022. 1QTR22 briefs set for last week of April (update for BOD).

4QTR21 Portfolio Performance (BLUF): Continued economic recovery and strong corporate profitability led equity and credit markets to drive portfolio gains.

	QTR Target	4QTR Performance	Asset Value	Post Funds
❖ <u>Fiducient</u> (SAME Foundation)	4.28%	4.48%	\$3,633,520.24	\$2,273,552.49
❖ <u>Fiducient</u> (SAME Reserve)	4.45%	4.83%	\$4,265,399.44	
❖ RBC (SAME Reserve)	3.43%	3.74%	\$3,613,845.67	
❖ Pending:				
❖ Home Fund (in Eagle Bank; plan pending)			\$2,070,000.00	

Key Takeaways:

- ✓ S&P 500 gained 11.0% in 4QTR (all time high); 28.7 annual return.
- ✓ CPI hit level 6.8% higher than 2020 – largest increase in 40 yrs.
- ✓ Five-year inflation settled at 2.87%; now growing to 7%.
- ✓ Key economic indicators support multiyear economic expansion; growth rates likely to slow.
- ✓ Treasury interest rates likely to increase to slow spending to bring inflation down.
- ✓ RBC and Fiducient using Alternatives asset class to mitigate inflation risk (updated alternative strategies to offset inflation).

Investment Status (as of 4QTR 2021) Post Funds Status

❖ 10 Posts participating	Contribution	31 Dec Balance
❖ Houston:	\$225K	\$299.7K
❖ Northern VA:	\$108.4K	\$144.4K
❖ Narragansett Bay:	\$ 39K	\$ 51.9K
❖ Omaha Post:	\$560K	\$682.8K
❖ Panama City:	\$ 30K	\$ 37.8K
❖ Mid Maryland	\$ 30K	\$ 36.7K
❖ Tampa Bay	\$250K	\$302.8K
❖ Huntsville	\$ 80K	\$ 95.8K
❖ Hampton Roads	\$459.5K	\$520.1K
❖ Orange County	<u>\$100K</u>	<u>\$101.5K</u>
	\$1,881,893.79	\$2,273,552.49

- ❖ Quarterly statements routinely issued to posts. CFO conducts quality review of every report before distribution.
- ❖ No concerns expressed by Posts, Foundation. Posts have access to their funds (standard for liquidation is two business days from receipt of request).

Other Notes

- ❖ **2021 Audit is underway** – field work to be completed in early May – ahead of 2020 schedule
- ❖ **Post Affiliate Agreements:** All Posts have signed – only the New York City Post has not; no direct budget implications – fiduciary risk of liability for missteps at Post level.
- ❖ **Staff Compensation:** Spring Compensation Panel was successful:
 - Adjudicated pay raises based on 2021 annual performance (took effect 1 April)
 - Had available funds to adjust COLA payout to 3% (from the originally announced 2%) (took effect 1 April)
 - Verified Market Compensation study that was done by our HR Consultant company (TPO) late last year
 - Issued Total Compensation letters (benefits multiplier = 1.34)
- ❖ **Financial Management Outsourcing:** CFO and Controller functions (CLA) continues to mature extremely well (e.g. implemented quarterly Financial summary for audit purposes).
- ❖ **Time Accounting:** Implemented actual hour tracking by project code for all employees (gain insights into time spent supporting Foundation, specific projects, etc.).
- ❖ **Foundation Financial Management:** Our CFO worked hand in hand with Tim Byers and Hal Rosen to finally establish a Foundation Financial Management process to support their decision making. Main result was that it enabled the Foundation Board to make decisions and respond to the Society’s initial request for support.

SAME National Financial Office Update

Summary

- ❖ **2021 Budget:**
 - No major concerns so far but tracking potential impacts noted on slides 5 and 6.
 - We continue tradition of managing expenses well – get the most of every dollar.
 - Mid Year Management Review in late July (forecast year end, make adjustments as necessary).
 - Goal of balancing revenue across dues, events, and non-dues will take time (Dues Restructuring not due to be completed until June 2023).
- ❖ **Investments:**
 - Investment Committee membership set for 2022-2023; recruiting 1-2 new members.
 - Confidence in Fiducient and RBC reaffirmed via independent evaluation by CLA in February 2022.
 - Investments continue to weather volatile market
 - IPS is working; Investment Committee recently reviewed IPS with managers – RBC requested clarification of alternatives language to help with their approach to managing inflation; XC will be briefed
 - Allocated 25% of Golden Eagle Dinner proceeds to Foundation (new tradition).
 - Foundation Post Funds are on Track.
 - Next Quarterly updates on 28 April.
- ❖ **Financial Management System:**
 - **Outsourcing** to CLA continues to mature very well – great long-term approach (consistency, cost, professional service).
 - **EMS:** Intacct and Bill.com complete; Tallie (individual expense) ongoing; integration with Nimble (AMS) ongoing.
 - **Foundation:** The Foundation Board has a process now that enables the Board to make financial decisions and maintain an operational budget.

SAME IGE Action Plan Update

Rob Biedermann, SAME Director of Programs



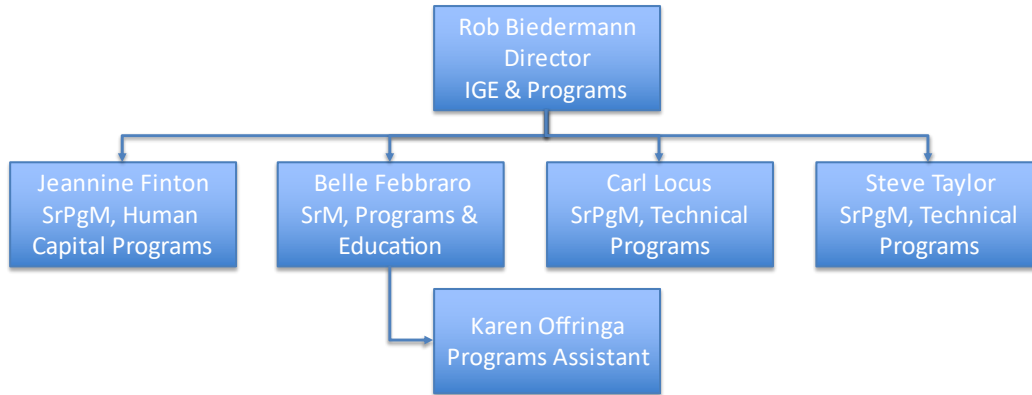
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Agenda

- Programs Team Organization
- 2022-2023 Focus
- IGE Communication Update
- Current IGE Project Status and Highlights
- Pressing Issues

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Programs Department Organization



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Community of Interest Staff Liaison Assignments

Jeannine Finton	Carl Locus	Steve Taylor
College Outreach	Energy & Sustainability	Architectural Practice
Engineering & Construction Camps	Environmental	Enlisted
K-12 STEM Outreach	Facility Asset Management	International
Young Professionals	Resilience	Joint Engineering Contingency Operations
Leadership Development (w/RB)	Health Engineering Task Force	Small Business

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2022-2023 IGE Focus

Cindy Lincicome, SAME President Elect

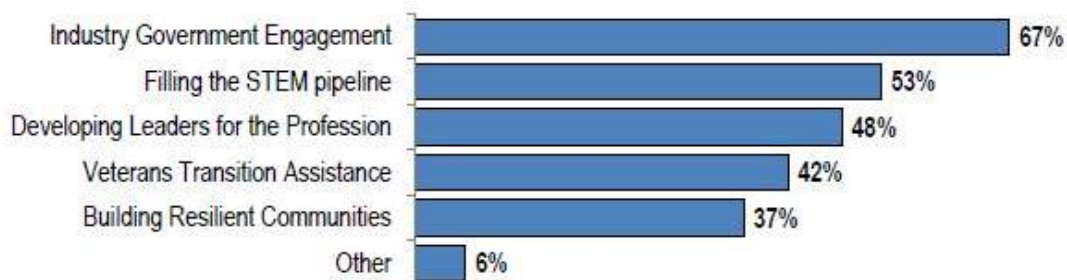
- **MAIN OUTCOME:** Strengthen IGE contributions at Post level - Increase Post understanding of and engagement in local(CONUS and OCONUS) opportunities (issues, partnerships, leading collaboration)
 - National IGE Management System:
 - Increase our effectiveness to deliver, measure and communicate impact (EAG, etc.)
 - Consider: Growing technical COI capacity and reach beyond SAME (operationalizing COIs); COI management of strategic partnerships

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Why is IGE so important to SAME

- This is what our Members think...

Strategic Issues Should SAME Focus on Over the Next 3-5 Years



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Why is IGE so important

- *Making A Measurable Impact* Impact REAL issues facing both Industry & Government
 - 100+ years of relationship building: SAME uniquely positioned...
 - Continue building relationship at Post/ Region level between Industry & Government
 - Member activation
 - Recruiting
 - Other??
-

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2022-2023 IGE Focus – Where Are We Now

- LOTS of IGE activity at the Post level- ~500 IGE Tasks submitted by 83 Posts
 - What can we do to assist Posts and Regions to be even more effective in their IGE efforts??
-

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Current *IGE* Project Highlights

- Completed: Cost Engineering
- Outstanding progress:
 - CPARS
 - Cybersecurity
 - Small Business Size Standards
- Outstanding partnership with Posts
 - Cybersecurity
 - Climate Change: Sea Level Rise
- Long term projects:
 - TORN
 - SDVOSB

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Pressing Issue Submissions

- Presented by Submitters to other EAG Principles
- Submit to the XD for approval

PENDING PRESSING ISSUES	
Estimating the Construction Cost and Schedule Prior to Solicitation	NAVFAC
ECI – AE SOW & Construction Contractor SOW / General Requirements	NAVFAC
Industry Engagement for competition getting Beyond Word of Mouth	VA
Improving diversity, equity, and inclusion for Women Veteran Owned Small Business in the construction arena.	VA
Infrastructure Investment and Jobs Act	USPHS
Construction material supply chain challenges	USPHS
Increasing Contractor Engagement	OBO

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Pressing Issue Highlights

- Project cost, scope and supply chain continues to be an issue
- Contractor engagement concerns with multiple agencies

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IGE Program Communication

- REVAMPED IGE Webpage:
<https://www.same.org/igengagement>
- The Military Engineer (TME):
 - National IGE Report each month
 - Expand with other IGE content in the future
 - Articles on completed projects
- *SAME Perspectives*:
 - Documents all completed projects: Results, impacts, efforts expended
 - *Cost Engineering SAME Perspectives* in development
 - Forms important resource for future *Thought Leadership*

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SAME Request for Foundation Support Update

Hal Rosen, Foundation Chair



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SAME Key Leader Development Commission (KLDC) Update

Matt Altman, Appointed Director



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KLDC MISSION

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

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

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KLDC ACCOMPLISHMENTS

- Created Key Leadership Position (KLP) infographics
- Built KLDC webpage with pertinent information for prospective leaders
- Engaged SAME leaders through annual Leadership Opportunities Webinar (100+ attendees), Post Leaders Workshop, and recurring RVP/Post President/COI Chair calls
 - National Leadership Nominations: 2020 (2x Pres; 3x VP; 13x ED); 2021 (2x Pres; 3x VP; 12x ED)
- Evaluated National Leadership nomination processes
- Improved processes to support BoD succession planning
- Created the SAME Volunteer Job Board
- Formalized annual KLP engagement plan
 - Codified engagement and follow -through for KLP candidate pools through standard SAME processes (i.e. Graduating BoD/Post Presidents, LDP, AoF/National Leadership non -selects)
- Re-energized whole of Society on building the bench and mentoring beyond the post

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- **Still Work To Be Done:**
 - Volunteer Job Board didn't stick and SAME website too cumbersome to support a readily accessible, current tool where Volunteers and Mentors can identify open opportunities
 - Work to be done on reducing barriers to Federal/Military participation in KLPs
 - Opportunities to support SAME DE&I Action Plan
- **KLDC Transitioning to the Leader Development COI**
 - Vice Chair for Key Leader Development: **CAPT Sid Osgood, USCG (Ret.), F.SAME**
 - Primary Responsibilities:
 - Orchestrate two KLP engagement webinars each year
 - **Leadership Development & Succession Planning** (Post Leaders Workshop)
 - **National Leadership Opportunities Webinar** (Prior to KLP nomination window)
 - Monitor the annual KLP engagement plan

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- Jan: KLP Non-Selects (POC: Selection Committee Chairs)
- Feb: New Fellows and AoF Deferred (POC: AoF)
- Apr: Graduating LDP Participants(POC: LD COI)
- May: Departing Board Members(POC: XC)
- Jun – Jul: Graduating Post Presidents (POC: RVPs)
- Aug: Post Leaders Workshop(POC: LD COI)
- Sep: National Leadership Opportunities Webinar(POC: LD COI)
- Oct – Nov: Direct Engagement to Encourage KLP Nominations
- AD HOC: Post Presidents, RVP Calls, and YP COI Engagement



SAME National Leadership Nominations Due December 1st!!

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KLDC TAKEAWAYS

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

**Many potential SAME leaders are simply waiting for someone to ask...
SEEK THEM OUT!!!**

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KLDC CONTRIBUTORS

2021 - 2022

- Lt Col Graham Auten, USAF
- CMSgt Adam Boubede, USAF
- Mr. Pete Delano
- Mr. Troy Hamilton
- Ms. Massie Hatch
- Ms. Suzanne Grix
- Ms. Angela Nocera
- Ms. Kathy Off
- CAPT Sid Osgood, USCG (Ret)
- Ms. Lisa Thoele
- Ms. Carrie Ann Williams

2020 - 2021

- CMSgt Adam Boubede, USAF
- Mr. Jeff Davis
- Mr. Pete Delano
- Ms. Suzanne Grix
- Ms. Sharon Krock
- Mr. Ben Matthews
- Ms. Angela Nocera
- Ms. Kathy Off
- Ms. Lisa Thoele
- Ms. Carrie Ann Williams



Mentor: Col Sal Nodjoman, USAF (Ret)

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SAME Diversity, Equity and Inclusion Work Group (DEIWG) Update

Heather Wishart-Smith, Past President
Debra Craft, DEI Subcommittee (Membership)



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Membership COI - DEI Subcommittee Report (DEI Subcommittee Update May 2022)

- Draft DEI Action Plan (D-DEIAP) was briefed to BOD at SBC in Nov 2021
- D-DEIAP became the motivation and basis for the following actions:
 - Development of the National DEI Executive Commitment Statement executed by Mark Handley, SAME President on 4/7/2022
 - Development of the SAME DEI Mission Statement and National DEI Plan by the National office. Both documents were recommended for approval by the XC for inclusion in the *SAME Bylaws
 - **SAME Bylaws Modifications pending JETC BOD Approval today*

Following slides show the intersections of the Subcommittee's Annual Work Plan, the National DEI Plan and proposed Work Plan for the coming year.

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DEI National Plan

Objective 1 – Grow DEI knowledge and understanding

Pathway 1: Commit & Cascade

- Articulate the Society’s vision and cascade accountability for delivery

Priority Actions

- Development of the DEI Tool Kit in support of Objective 1 (above)
- Action Lead: Membership COI (DEISC)
- Initial Action – Post Leaders Workshop Training
- National Office is committed to resource

DEI National Plan

Objective 2 – Membership Management

Pathway 2: Link DEI to Membership Growth

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

Priority Actions

- Support and inform the ongoing Enterprise Management System (EMS) initiative of the National Office to ensure the actions of Objective 2 (above) are incorporated into the new EM
- Action Lead: National Office Membership Team (supported by Membership COI)
- National Office is committed to resource

DEI National Plan

Objective 3 – Contribute to the diversity, equity and inclusion of the A/E/C Industry.

Pathway 3: Mentoring & Training

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

Priority Actions

- Initiate the program impact review specified in Objective 3 (above). Review all programs for opportunities to help shape DEI in SAME
- Action Lead: National Office Programs Team/Membership Team (supported by Membership COI)
- National Office is committed to include in Staff Performance Plans this year

DEI National Plan

Objective 1 (continuance of “Grow DEI knowledge and understanding”)

Pathway 4: Partnering with Other Organizations

- Learn from other organizations to inform SAME’s best practices.

Priority Actions

- Ongoing DEI Tool Kit development in support of commitment to DEI recruitment, advancement and retention
- Initial Action is to review existing partnerships and pursue new partnerships (ex. NSBE, NOMA, SHPE as specified in the National Plan)
- Lead: Membership COI
- National Office is committed to resource. Also, will establish and initial forum for dialogue

Summary

- The DEI Subcommittee of the Membership COI appreciates the extent to which SAME National Leadership embraced the draft DEI Action Plan to galvanize SAME's DEI initiative. (**special thanks to Mark Handley, Joe Schroedel, Heather Wishart-Smith and Mike Huffstetler*)
- We further appreciate the National Office's support for the coming year to begin making progress (**special thanks to Joe Schroedel, Jill Murphy, Stephen Karl and Justin Collins*)
- We believe the BOD should approve the DEI Mission Statement and National DEI plan recommended and approved by the XQ, that are included in the SAME Bylaws changes being presented to the BOD today
- The DEI Subcommittee is ready to execute our Work Plan

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SAME Bylaws Subcommittee Update

Nick Desport, Elected Director



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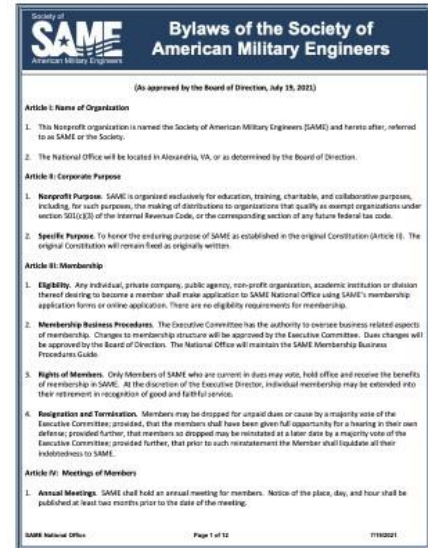
Members

Nick Desport, Elected Director

Anita Larson, RVP

Ben Matthews, RVP

Kathy Off, National Office



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SUMMARY OF CHANGES

- Reviewed several times for gaps, clarity, and conflicting guidance.
- Removed redundancy by removing operating procedures and adding Implementing Procedures references.
- Clearly established XC as the authority for business operations, BOD for strategic direction.
 - *Already established in Bylaws, Article VIII, 1., b.*
- Adjusted areas that are out of date with current practices or nomenclature.
- Added DEI Mission Statement.
- Added reference table with library of governance documents.
 - *See XC Meeting Minutes, March 21, 2022*
- Reduced length, easier to find information.
- Kudos to...(drum roll please)!

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CHARTER

- Objectives
- Deliverables
- Members
- Meeting Frequency
- Communication

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Strategic Plan Progress

Cindy Lincicome, President-Elect

Charlie Perham, Vice President

Sharon Krock, Vice President

Rad Delaney, Vice President



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Goal 1

Goal 1 – Strengthen Industry-Government Engagement



Rad Delaney, F.SAME
Vice President

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Goal 1: Strengthen Industry-Government Engagement-Progress

- **Fellows** are leading the charge from the highest levels (EAG) to COI leadership on multiple IGE events
- **Posts** (there are 100+ posts/field chapters) reported on streamers that they hosted 498 tasks total over the year(several posts hosted several events)
- **COIs:** National Leadership’s focus on IGE has yielded “hard” successes with identification of multiple IGE projects as well as “soft” successes focusing on strategic partnerships, broadened interaction with Posts and more outreach and educational sessions
- Human Capital COIs are supporting IGE initiatives in applicable ways

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Goal 1: Strengthen Industry-Government Engagement— Expanding Impact

- Greater engagement of Fellows working with Posts to identify and resolve challenges/issues at the lowest level.
- Defining Post-level IGE events, then facilitating and resourcing Posts. Seven Elected & Appointed Directors will support IGE efforts in 2022 -2023. Post Leadership Workshop will provide IGE sessions.
- Educating members on IGE opportunities and soliciting A/E/C Industry topics
- While continuing to identify specific IGE projects develop and maintain a list of Thought Leaders who can function both as resources for broadening society and government expertise as well as ambassadors for their respective area
- Operationalizing HC COIs to enhance IGE support efforts Regroup with COIs to determine if and how they can contribute to IGE(i.e.: engaging college student's participation in Post IGE efforts)

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Goal 2

Build and Sustain Resilient Communities



Rad Delaney, F.SAME
Vice President

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Goal 2 – Build and Sustain Resilient Communities- Progress

- **Fellows:** Fellows leading regional events in this space
 - **Posts:** hosted a total of 240 resiliency tasks - just dealing with going remote through COVID issues showed their resiliency
 - **COIs:**
 - Resilience, Environmental and Energy and Sustainability are leading effort
 - Post Outreach
 - Growth and engagement in COI
 - Communications with members
 - E&C Camp has worked with military and industry members to identify and showcase new and existing technologies for infrastructure solutions through Sustaining Member events.
-

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Goal 2 – Build and Sustain Resilient Communities Expanding Impact

- Improve process to identify successful ongoing resiliency efforts at the Regional and Post level
 - Capitalize by following through on recent Fellows' commitment statements
 - Architectural Practice, FAM, International, JECO, College Outreach, Camps, Young Professionals, and Small Business can continue to support this Goal through reinforcing the concepts of Sustainability as they interact with both their Strategic partners and their SAME members
 - Greater engagement with COIs from Posts to access resources (e. subject matter experts, programs, regulatory updates, drivers in the industry, etc.)
-

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Goal 3

Develop Leaders for the Profession



Charlie Perham, F.SAME
Vice President

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Goal 3 Develop Leaders for the Profession- Progress

- **Fellows:** From selecting the next class of fellows, to mentoring LDP classes, to conducting new mentoring efforts, Fellows are leading the way (example is Philios Angelides mentoring program at Joint Base Andrews)
- **Posts** hosted a total of 396 leader development tasks, some local, some regional and more are constantly being created
- **COI's:**
 - By providing opportunities for members both young and no so young to focus on their area of expertise, the TCOI's enable them to develop the necessary skill sets.
 - Leader Development COIs– Leader Development Program-- We are building new, energized leaders who are going out and succeeding in the A/E/C profession and society.
 - Young Professional COI– Relaunch of the Credentialing Assistance Program (CAP) at JETC 2022.

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Goal 3 Develop Leaders for the Profession Expand Impact

- Encourage more postlevel or regional leadership development programs
- Engage with HBCU Colleges and support of ABET accreditation
- Recruit and identify Young Professional members give them positions of leadership in the COIs and support their success via mentorship
- Develop National Camp Program
- Actively promote relaunch of the Credentialing Assistance Program(CAP) at national and post level

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Goal 4

Enrich the STEM Pipeline for the Nation

Sharon Krock, F.SAME
Vice President



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Goal 4 Enrich the STEM Pipeline for the Nation - Progress

- **Fellows** are participating in camps and supporting the Foundation
- **Posts** hosted 530 STEM tasks total (most participation overall of all the goals from a Post perspective)
- **COI's:**
 - Through 3 LDP Graduates' Vision – **American Indian/Alaska Native Outreach Grant** (United Engineering Foundation; underwritten by the SAME Foundation). Presents SAME meaningful STEM engagement by our 102 Posts with the over 500 federally-recognized tribes.
 - An area where more focus is needed, the primary contribution here has been in the development of support for programs within each COI's Area of expertise that reach out to K-12 students.
 - College Outreach – Established the Forum for Student Chapters and Mentors, improving the STEM pipeline for SAME.
 - K-12 STEM leveraging partnerships, featured speakers from [STEMedia](#), [Facilithon](#), and other external organizations. Recordings are building a library of best practices and resources

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Goal 4 Enrich the STEM Pipeline for the Nation– Expand Impact

- Encourage Young Professional Members to support the SAME Engineering Camps as Mentors and participate in outreach to K12 classes to support Engineering interest and education
- Further evaluate and create a unified strategy that connects its K12 STEM outreach, camps, college outreach, and young professional engagement efforts ("**Guided Pathways Initiative**"). LDP Graduate, Capt Arpan Patel, will work with Sharon Krock in furthering discussions with COIs
- Further promote, encourage, and capture best practices of STEM camps/events at the post level, especially with under-represented schools and programs

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Goal 5

Prepare Service members and Veterans for the A/E/C Industry

Cindy Lincicome, F.SAME
President-Elect



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Goal 5 Prepare Service members and Veterans for the A/E/C Industry - Progress

- **Fellows** are leading our transition workshop and mentoring across the Society
- **Posts** hosted a total of 215 tasks to prepare veterans for the industry
- **COIs:**
 - Similar to their work on STEM, the COI's best work on this Goal is through development of programs that bring Servicemembers and Veterans into SAME and thus, into Industry
 - Young Professionals– Relaunch of the Credentialing Assistance Program (CAP) at JETC 2022.
 - Enlisted COI– hosting Senior Enlisted Leader Panel at JETC (bus of Enlisted from Fort Carson attending on Wednesday)
 - College Outreach- improve the STEM pipeline for SAME. One specific example is the Forum for Student Chapters and Mentors

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Goal 5 Prepare Service members and Veterans for the A/E/C Industry - Expanded Impact

- Develop enhanced Value for Uniformed Members(not focused on transitioning out of military)
- Search out and encourage Uniformed membership in SAME through outreach via the CO's
- Consider Fellow to lead 'Guided Pathways Initiative' if implemented
- Evaluate and institute 'Transition' panels at SBC and JETC
- In general, we recognize this as area for improvement. Servicemember Task Force approved by XC and in place Will be led by Dave Newkirk

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Consent Agenda (39/51 voted – all who voted, approve)

- BOD Meeting Minutes 11-16-21
- XC Meeting Minutes 12-12-21
- XC Meeting Minutes 3-21-22
- Foundation Meeting Minutes 1118-21
- Foundation Meeting Minutes 114-22
- Foundation Meeting Minutes 321-22
- 2022-2023 Board of Direction & Executive Committee
- 2022 Election Results
- SAME Foundation ChairElect, RADM Dave Nash, USN (Ret.)

THANK YOU & KEEP UP THE GOOD WORK!

- Matt Altman
- Mario Burgos
- Sally Clark
- Mike Darrow
- Ed Gauvreau
- Mark Handley
- Mike Huffstetler
- Chris Knutson
- Anita Larson
- Cindy Lincicome
- Alan Lucht
- Anne MacMillan
- Anne MacMillan
- Charlie Perham
- Roberta Perry-Schlicher
- Caroline Roberts
- Robert Ruch
- Michelle Sipe Exaros
- Christine Tsai
- Matt Turner
- Carrie Ann Williams
- Heather Wishart-Smith
- Lee Ann Zelesnikar

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OATH OF OFFICE

Please raise your right hand and repeat after me the **oath** of office. In the presence of honored guests and **members** here assembled - I, (state your name), do so solemnly promise and pledge - that I will faithfully and honestly- discharge the duties of my position to the best of my knowledge and ability to serve our Society Members, Posts, Regions, National Entities and the National Security of our Nation.

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President's Closing Remarks

Mark Handley

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President Elect Remarks

Cindy Lincicome



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