



SAME Board of Direction Minutes

Monday, May 13, 2024

Gaylord Palms Resort & Convention Center, Osceola Ballroom

Voting Members

BOD Position	First	Last
ElectedDirector	Danielle	Barner
RegVicePresident, Pacific	Josh	Biggers
RegVicePresident, Northeast	Lisa	Brandon
ElectedDirector	Craig	Bryant
RegVicePresident, Heartland	Robert	Burton
Chair, Energy & Sustainability COI	Norm	Campbell
RegVicePresident, California	Jim	Carter
ElectedDirector	Tiffany	Castricone
Chair, Small Business COI	Sally	Clark
Vice President	Mike	Darrow
Chair, Leader Development	Roland	DeGuzman
ElectedDirector	Nick	Desport
RegVicePresident, Gulf Coast	Ryan	Elliott
RegVicePresident, Tennessee/Kentucky	Ted	Foster
RegVicePresident, Mid Atlantic	Summer	Gladden
Chair, K-12 COI	Josh	Graham
ElectedDirector	Scott	Grainger
Chair, Young Member COI	Suzanne	Grix
ElectedDirector	Tony	Higdon
Chair, Resilience COI	Patrick	Hogeboom
Vice President	Mike	Huffstetler
RegVicePresident, Lakes	David	Johnson
RegVicePresident, Europe	Chris	Knutson
President-Elect	Sharon	Krock
ElectedDirector	Erin	Krug
Past President	Cindy	Lincicome
RegVicePresident, Southeast	Pamela	Little
Chair, Construction COI	Angie	Martinez
RegVicePresident, Ohio Valley	Alex	Masters
Vice President	Ben	Matthews
ElectedDirector	NK	Mbaya
Chair, Camp COI	Cindy	Miller
RegVicePresident, Carolinas	Frank	Mondo
RegVicePresident, Rocky Mtn	Aaron	Murray
ElectedDirector	Dave	Newkirk
Chair, Architectural Practice COI	Cathy	Otis
Chair, Membership COI	Dana	Otto

ElectedDirector	Arpan	Patel
ElectedDirector	Shane	Payne
President	Charlie	Perham
RegVicePresident, Missouri River	Julia	Pluff
RegVicePresident, Southwest	Bruce	Preston
ElectedDirector	Christina	Przygoda
RegVicePresident, Northern Tier	Caroline	Roberts
RegVicePresident, North Atlantic	Carlos	Sanchez
Chair, JECO COI	Rick	Sloop
Chair, Environmental COI	Rick	Wice
RegVicePresident, Texas	Eric	Wilbur
Chair, Enlisted COI	Brad	Wilson
Chair, Facility Management COI	Michael	Zapata
Chair, College Outreach COI	Marilyn	Zenko

~~did not attend~~

Call To Order

Charlie Perham, SAME President, called the meeting to order at approximately 1220 and a quorum was established. The board attended training and orientation in the morning, followed by lunch. See Encl 1 for agenda and Encl 2 (slides 4-24 for training). Charlie welcomed everybody and then proceeded with the agenda.

Executive Director Report

Mike Wehr highlighted the fact that we are back on schedule for our audit being done in March. We have also now paid our taxes on-time for the first time since 2008. This represents a lot of discipline from everybody in the National Office with the goal of transparent finances to better inform decisions. Looking forward, as we Drive Partnerships, Deliver Solutions, and Develop People, we should see all three as interdependent.

SAME National Audit & Finance Report (Q1) (Encl 2, slides 28-41)

Mario Burgos reiterated the success of the audit and it's timeliness. He delivered a statement of financial position as of March 31, (2024 vs 2023), a statement of income and expense analysis March 2024 vs 2023 actual, and a statement of income and expense analysis 2024 budget to actual. He mentioned that the Europe conference increased the 2024 Meetings & Events revenue and expenses by an average of 70% compared to 2023 (\$23K surplus). And grant revenue from the Foundation increased to \$208K in 2024 (\$23K increase) – this is money that the Foundation grants to the Society for programs.

- SAME received the highest level of assurance to our 2023 financials. An unmodified opinion was issued; financial statements are fairly presented in accordance with GAAP and the 2024 audit will be in March 2025.
- As of March 31, 2024, the unrestricted net asset reserve balance was \$9.5M. The current reserve balance is way above \$7.3M and \$4.9M, respectively, the 9-month and 6-month reserve balance requirements. We are significantly higher than other organizations in our industry which confirms that we are financially healthy. COVID was a good example of this.
- The 33% increase in advertising income in March 2024 was due to more advertising sales by PAI, a consulting company helping us sell advertising for TME.
- The 19% increase in income in March 2024 was due to Europe conference in 2024.
- The 22% increase in admin income in March 2024 was more interest and unrealized gain in 2024. Positive market performance in 1st Q 2024.

- The 12% increase in program support income in March 2024 was due to more grants from the Foundation in 2024.
- The 20% increase in admin expense in March 2023 was due to new licenses and computers for new employees. This was mostly due to our purchase of Higher Logic. The auditors did say that where we stand with our utilization of data management systems is way beyond other associations. The ongoing licensing fee will be less. COI Chairs received a demonstration in Higher Logic in their board training.
- The 11% increase in Program support expense in 2024 compared to 2023 is due to the STEM pathway for the indigenous youth programs.
- The 12% increase in Meetings and Events revenue in March 2024 compared to March 2023 was due to better attendance at Capital Week and Transition Workshop.
- The 87% increase in Admin revenue in March 2024 compared to March 2023 was due to unrealized gain in the 1st Quarter. Nothing was budgeted for this account for 2024
- The 14% decrease in program support income in March 2024 compared to March 2023 was due to timing differences. More income is expected to come in the coming months. Program income comes from camp registrations and grants.
- The 12% increase in advertising expenses in March 2024 compared to March 2023 was due to increased printing and production costs.

Discussion

- Since we have such a high reserve balance, couldn't we use those resources for another purpose such as the Foundation? How are we utilizing this excess? We definitely need to look into that. Posts sometimes put that money into scholarship funds or elsewhere.
- How does the Foundation cover operating costs? SAME currently provides labor support to the Foundation.
- Thank you for reaching out to Post Treasurers to serve on the Audit Committee. How many expressed interest? Only three are needed - we took responses on a first-come, first-served basis. If you are interested in being the National Treasurer, go talk to Mario as his term ends in one year.
- **A motion was made to move \$1M from net assets into the Foundation for it's corpus.** Further, any dividends accrued from investments should go to the Foundation. There was a second motion and the President opened the floor for discussion. The motion was withdrawn, but all agreed that the discussion was appreciated. A new motion was made and seconded to discuss and research for the XC and report back to the board. The XC meeting minutes will reflect the discussion. **The decision was made to carry the motion to the XC with advisement from the Investment Committee and other applicable entities.**
 - Absent a presentation with benefits and impacts, the President was hesitant to make a decision like that on the spot.
 - Could be a job for the Executive Committee or the Investment Committee.
 - If you look at the excess net positive, most of that is market return that might not exist if the market changes – which presents a lot of risk for the Society.
 - Approach it as a new way of thinking and not necessarily as a numbers game. It has to be analyzed for sure, but if there was a metric that triggers us taking a certain amount to the Foundation, it's a decent idea.
 - Need to look at market volatility which is different for the Society than for the Foundation. One of the goals is to build a corpus for the Foundation so that we can fund programs in perpetuity. It would be one way to fund the corpus.

Membership Dues Increase (Encl 2, slides 42-61)

Charlie set the stage for a briefing from Ann McLeod, Director of Membership, Meetings & Business Development on the need for a dues increase. In the past, this was a contentious action, but the board set forth an annual

assessment of dues with benchmarks for standard membership revenue and cost to serve. The board was provided the briefing in advance of the meeting and returned only two questions which were answered prior to the meeting. She emphasized the title of “Non-Profit” as a tax status meaning we are mission driven and not in existence to make a profit, however, it is still a business that must be continually assessed. In July 2021, the board agreed to a process of comparing current dues revenue against two benchmarks: the association industry standard of 33% revenue from dues, and the other is to cover the cost to serve a member. This was last done in 2019 and since then, much has transpired. Our dues remain extremely competitive against other similar organizations. More dues revenue will allow us to provide more value. If approved, the dues adjustment will go into effect on July 1. This process will continue on an annual basis. We want to keep our Society on pace with inflation and this increase does not even reach that goal. **The dues increase was approved by the board as presented.**

Discussion

- Per Post dues are not being adjusted.
- O1-2 members pay the Young Professional rate (\$50 per year). This is an increase of \$10.
- There is a bigger issue for enlisted. SAME has instituted a pilot program that allows junior enlisted to get a two-year membership vs a one-year membership for the same price. Our data has shown that dues prices have not affected our ability to recruit uniformed members. The bigger conversation is about the value that SAME is able to provide for this demographic. Why can't we separate the two years to be one year for \$25 (for optics)?
- What is the value for JOs? Webinars, discounted programming, COIs, credentialing, professional development, cross-service networking, Post networking, etc...
- Why are the large business dues not increasing? Large businesses already bear the burden of covering expenses for their larger number of individual members.

EMS (Encl 2, slides 62-64)

Stephen Karl, Director of Communications & Marketing, gave a presentation about our Enterprise Management System (EMS) which we are now calling “Integrating New Capabilities.” The investment in EMS was made by the board to overhaul all of our systems. Those systems are in place and new systems are coming out: Higher Logic (SAME Engage), Give Smart (Foundation Fundraising), and the new SAME “365” mobile app (different from the event app). Stephen then instructed the board in how to download the new SAME “365” mobile app. Search for “SAME Mobile” in your apps (not the event app) and then install. The app will ask you for your email address – be sure the use the email that is in your member record. It has everything on the website, but in a mobile format. This will be launched to members in July during Member Appreciation Week. Charlie encouraged all board members to utilize the app and spread the news to their constituents. If you don't have an iPhone – you may need to type in “Society of American Military Engineers” (in quotes).

IGE Update (Encl 2, slides 65-67)

Rob Biedermann, Director of IGE & Programs, gave an update on IGE projects. No new projects since last report. All projects progressing per their plans. EVIC project is yellow only because we are still forming the team – Norm Campbell is taking the lead on that. These projects represent an incredible amount of work and impact by members of our Society. Cybersecurity is getting standards adopted by the DOD. They have sessions at JETC, as well as PFAS and Installations of the Future projects. They are going beyond the boundaries of the original teams, crossing over into more COIs and other projects. Will continue to hold the IGE summit as a permanent part of CapWeek. We are developing a COCOM Campaign Plan with the JECO COI. Charlie reminded everybody that IGE is the reason we exist and why we do what we do. He highlighted the Executive Advisory Group (EAG) to the board and the importance of that engagement. All board members should be champions of IGE opportunities. Rick Sloop mentioned that even though there were three IGE topics developed for CapWeek independently, all three discussed risk management. That should be a signal as a topic for the Society to look at more closely.

Foundation Update (Encl 2, slides 68-70)

Dave Nash, President of the Foundation, gave an update on the work of the Foundation. Operations are getting more consistent with fundraising, finance, and stewardship. We eagerly await the impact report to share with donors. We are looking for five new board members for 2025. We have a \$1M two-year campaign and are at 60% on the first year. The Foundation raises money and the Society decides where to spend it, then reports on impact. The Labor Task Force is determining how the Foundation can begin to pay for its own labor without sacrificing our charity ratings. Currently the Society gifts labor hours to the Foundation to help with overhead costs. The Society then receives the benefit of the money raised. We have a three-year rotating campaign: year 1 is with Regions/Posts/Corporations, year 2 is recognition to specific programs, and year 3 is external companies. The annual appeal (mailing) will continue on an annual basis. Dave will turnover the presidency to Tim Byers in January. We are maturing rapidly and on course.

SAME Year-End National Officer Reports

Academy of Fellows (Encl 2, slides 72-81)

Cindy Lincicome, AOF Chair, gave an update on Fellow activities. She recognized the AOF XC for their work over the year and presented the board with points of impact from each area. She left copies of the history of the Academy of Fellows and encouraged board members to read it to fully understand the Academy. She highlighted the following:

- A Patriot Credit for nominations to recognize military service
- 1:1 coaching opportunities at JETC
- Journey to Fellow webinar success
- LinkedIn site for the AOF and Journey to Fellow
- Townhall meeting cadence
- Regional Fellow Initiative
- Regional Fellow Medal
- Work with LD COI on mentor database
- Held first Silent Auction which raised more than \$36K for the Foundation
- Golden Eagle Task Force to re-imagine the external Golden Eagle Award. They presented to the Foundation at JETC – more information for the board in the fall.
- 30th Anniversary of the AOF and Celebration of Fellows at 2025 Capital Week

R2C Report (Encl 2, slides 82-86)

As Chair of the Ranking & Review Committee (R2C), Cindy gave a report on their work. Total amount received from the Foundation in 2023 was \$208K. 60% went to leadership and 40% to STEM. The 2024 investment included \$231K from the Foundation and \$65K from the Society operating budget. 59% went to leadership, 24% to STEM, and 18% to other. Money went toward LDP, Camps, and STEM Outreach. Details will be provided in the impact report that will be shared with the Society. The R2C also takes into account grants and restricted donations. DRAFT Resource Requests should be submitted by April 30 annually (final by June 30). Funding memos will be issued for successful requests. Charlie emphasized the importance of submitting resource requests so that the Foundation can continue to show impact and increase donations (see slide 22 for graphic depiction). Criteria and process can be found in the Resource Request Policy on the Governance page of the SAME website: https://www.same.org/wp-content/uploads/2024/05/SAME_Resource_Request_Policy_r1.8-0502124.pdf

Technical COIs (Encl 2, slides 87-88)

Ben Matthews, Vice President, gave an overview on technical COI impact and issues for the year. He thanked the COI Chairs for their devotion. Need to keep being deliberate with succession planning. Work Plans are the driving force to actionable support of the Strategic Plan and should focus on realistic annual outcomes. Tech COIs are the link to Posts in ensuring that IGE remains the most valuable to SAME members. Need to continue to leverage strategic partnerships. He emphasized the cross-collaboration among COIs.

Human Capital COIs (Encl 2, slides 89-101)

Mike Darrow, Vice President, gave an overview of Human Capital COIs. The slides contain a lot of data which is intended to inform the Strategic Plan Implementation Team. For LD COI, the sixth class started at JETC. Zakary Payne will lead the COI and is a graduate; graduates now run the COI. Many Post and Regional programs underway to answer the demand. Would like to increase attendance at monthly meetings. UPICs develop faster than the annual funding request process can accommodate. Plan on providing paid speakers for upcoming webinars.

All camps are filled and all campers are sponsored by Posts. Now have a full-time National Staff Camp Manager. Mike will continue to work with camp processes as an Appointed Director. We lost the Scott AFB Camp because of lack of a Camp Director. More camps being discussed for future. Young Professionals remain vibrant – continue to get new attendees at webinars. Liaisons to other COIs are key for YPs. K-12 STEM is challenged with finding volunteer leadership. The STEM Pathways Program falls under this COI which started from an LDP UPIC. Enlisted COI is gaining momentum with increased stipend applications and outside engagement. They are working on senior enlisted leader engagement from each service. College Outreach is increasing steering committee involvement and new volunteers to the COI. Challenging to maintain support with turnover of students and college faculty advisors.

Key challenges for the year ahead include organization of the human capital COIs to best support the 2030 Strategic Plan. Need to refine resource requests as needs emerge throughout the year and timing is not quite synched with UPIC formation.

Regions, Awards & Membership (Encl 2, slides 102-110)

Mike Huffstetler, Vice President, recognized departing RVPs. He then gave an update on Posts, Awards, and Membership COI. RVPs continue their focus on Post engagement. They continue monthly RVP calls with lessons-learned and Strategic Plan updates. Post Assessments are coming up this summer; surveys will begin in July. Need to work on filling DRVP and Secretary slots for each Region. There were fewer Posts submitting for streamers this year, but a higher percentage receiving the streamer with distinction. Streamer submission demonstrate the value being provided to members by Posts. Streamer submissions are not optional. All Posts must submit for us to collect programmatic support to our Strategic Plan. In 2024, we will reinstate the Membership Streamer now that all members are in the new structure.

One new national award was approved for 2024 – the Leader Development Award. We also consolidated the Tudor and Sverdrup medals (one was private, one was public) – now the Young Profession Excellence in Engineering Leadership award.

Membership revised their work plan to reflect new goals and structure. They identified Vice Chairs for DEI Subcommittee – previous chairs had been in place for several years. New Chairs are Shante Fields and Lalitha Benjaram. They instituted monthly calls with membership POCs (Bobbi Jo Lang was praised for her work on this). Completed marketing tools for military members and small businesses. Assessing ways to measure diversity for the DEI Plan.

Strategic Plan Presentation & Approval

Mission, Vision, Goals (Encl 2, slides 115-118)

Sharon Krock, President-Elect, along with Albert Romano and Brian Duffy, Strategic Plan Team Co-Chairs, briefed the board on the proposed 2030 Strategic Plan. Sharon stressed the importance of focusing on the Strategic Plan with our actions as a board. Brian walked through the timeline from March 2023 until now which included regular checks with members and leadership. The proposed Vision, Mission, and Goals:

- Vision Statement:
Serve as the trusted integrator across the A/E/C and related professions in addressing our nation's economic and security interests at home and abroad.
- Mission Statement:

Lead collaboration in support of our national security priorities.

- Goals:
 - Drive Partnerships through focused industry-government engagement.
 - Deliver Solutions for critical infrastructure and mission readiness challenges.
 - Develop People to strengthen America’s STEM pipeline and technical workforce.

Albert, Brian, and Sharon described each of the objectives under each goal. **The board voted to approve the Strategic Plan as presented.**

Discussion

- Have we discussed inclusion of the procurement community? Yes – it is part of delivering solutions and is an ongoing engagement.
- Where is Veteran support encompassed now? We didn’t call them out specifically, but they are included within “Develop People.” The umbrella remains broad purposefully, but work should continue in this area.

Governance Implementation (Encl 2, slides 120-122)

Sharon recognized the members of the Strategic Plan Working and Advisory Groups. Charlie Perham will lead the Strategic Plan Implementation Team which will focus on the Governance Recommendations and Implementation presented. Albert presented the governance recommendations and reminded the board that this was part of the original charter for the Strategic Plan Development Team. The recommendations were divided into three areas: organizational, operational, and administrative. The Strategic Plan Implementation Team will focus on the recommendations, possibly add more, and report back to the board in November with recommendations for decision.

Next Steps (Encl 2, slide 124)

Kathy Off provided a timeline on next steps. Streamers for the 2030 Strategic Plan will not change too much from the 2025 Plan. They will be vetted with experienced Post representatives in July and a draft will be shared at the Post Leaders Workshop (PLW) in August. Minor adjustments may be made after PLW. The Strategic Plan Implementation Team will present recommendations to the board in November for decision. Implementation of the Strategic Plan begins in January.

Communications Approach (Encl 2, slide 125-126)

Stephen Karl described a “soft launch” of the plan to membership beginning at JETC, picking up the pace at SBC, and formally being unveiled in the Jan-Feb 2025 TME. He congratulated the Strategic Planning Team for the simplicity of the plan, using “IGE” as an example; chiefs now use it as if it IGE was always “industry-government engagement.” He also unveiled the Strategic Plan logo which exemplifies the simplicity and effectiveness of the plan. (slide 126)

Discussion

- Can we get any acquisition/contracting folks to represent on the implementation team? Yes.
- The XC churned through much of this (not without friction) – change is not easy. As we work through implementation, a lot of supporting processes are going to force change (Streamers, SAME Engage, etc...) – it will be exciting to watch.
- This was presented to the EAG as well and we welcome their input and support.
- We need a Membership COI representative included on the team.
- We should consider getting legal advice as we look at implementation. Many govt. people are being told that they can’t participate in SAME. We need to be able to provide guidance to our members. Lawyers advise and leaders decide. Mike Darrow has a legal opinion allowing him to be a National Vice President and is willing to share it with anybody who needs it.

- We will tackle recommendations in a prioritized fashion. We won't be posting minutes, just because of the unnecessary administrative burden, but nothing is a secret – board members can always reach out to members of the team.

Consent Agenda (unanimously approved)

- BOD Meeting Minutes 10-31-23
- XC Meeting Minutes 12-13-23
- XC Meeting Minutes 3-25-24
- Foundation Meeting Minutes 1-9-24
- New Post - Cleveland
- 2024-2025 Board of Direction & Executive Committee

The BOD voted to approve the Consent Agenda.

Discussion

- It seems that a lot of XC members are absent from the XC meetings. Are they still providing input and getting the information required for the job? We need 8 voting members for a quorum. All members are provided information in advance of formal meetings and are able to provide feedback and listen to recordings of meetings as well.

President Closing Remarks

Charlie recognized the outgoing BOD and Sharon swore in the incoming board. Charlie reminded the board of his three initiatives. He declared success in hiring a new Executive Director and in the new Strategic Plan. He felt that strengthening Post IGE was successful, but recognized the effort that must continue in that area.

President-Elect Closing Remarks

Sharon revealed her priorities for the year which include focusing on the Strategic Plan implementation, finalizing the National Camps Program, and highlighting the importance of our Communities of Interest to Posts. Mike Huffstetler will lead technical COIs, Ben Matthews will lead HC COIs, Albert Romano will lead RVPs/Membership COI, Patrice Melancon will lead the AOF, and Charlie will lead Strategic Plan Implementation and the R2C.



MG Mike Wehr, P.E., USA (Ret.)
Executive Director

Encl 1: Agenda

Encl 2: Presentation

ENCLOSURE 1: Agenda

TIME	AGENDA	RESPONSIBLE
0830 - 0900	Continental Breakfast	
0900 – 1000	BOD Orientation & Training <ul style="list-style-type: none"> • Look back • Look forward • Board Training • R2C Process 	Charlie Perham Sharon Krock Mike Wehr/Kathy Off Rob Biedermann
1000 – 1130	Breakouts <ul style="list-style-type: none"> • RVPs • COI Chairs • Directors 	National Officers/Staff Liaisons
1130 – 1215	Lunch & Networking	
Formal BOD Meeting		
1215 – 1220	Call to Order, Pledge, Welcome	Charlie Perham
1220 - 1300	Executive Director Report <ul style="list-style-type: none"> • National Office Priorities and Initiatives • Finance – 1st Quarter • Membership Dues Increase – Decision Required • EMS • IGE Update 	Mike Wehr Mike Wehr Taha Seid/ Mario Burgos Ann McLeod Stephen Karl Rob Biedermann
1300 – 1310	Foundation Update	Dave Nash/Tim Byers
1310 - 1410	SAME-year-end National Officer Reports <ul style="list-style-type: none"> • AOF • R2C Report • Technical COIs • Human Capital COIs • Regions/Membership 	Cindy Lincicome Cindy Lincicome Ben Matthews Mike Darrow Mike Huffstetler
1410 – 1500	Strategic Plan Presentation & Approval <ul style="list-style-type: none"> • Proposed Vision, Mission, & Goal Statements - Decision Required • Governance Implementation & Recommendations • Next Steps • Communication Approach 	Sharon Krock/Brian Duffy/Albert Romano
1500 - 1510	Consent Agenda (items without unanimous pre-vote will be moved from the Consent Agenda for BOD discussion) <ul style="list-style-type: none"> • BOD Meeting Minutes 10-31-23 • XC Meeting Minutes 12-13-23 • XC Meeting Minutes 3-27-24 • Foundation Meeting Minutes 1-9-24 • 2024-2025 Board of Direction & Executive Committee • 2024 Election Results • Cleveland Post Charter 	Charlie Perham
1510 - 1525	Outgoing BOD recognition Incoming Swear-in	Charlie Perham

	Short introductions (2 min each)	
1525 – 1535	President’s Closing (Review Actions and Direction)	Charlie Perham
1535 - 1545	President Elect Remarks & Initiatives & Team Photo	Sharon Krock
1545 – 1730	Break	
1730 – 1900	President’s Reception	Charlie Perham



Welcome to Board Day!

- 0830 – 0900: Continental Breakfast
- 0900 – 1130: Board Training
- 1130 – 1215: Lunch
- 1215 – 1545: Formal Board Meeting
- 1730 - 1900: President's Reception

WIFI

Network Name: SAMEJETC

Password: Collaborate!

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1



Looking Back

Find the Value, Be the Value

Charlie Perham, President



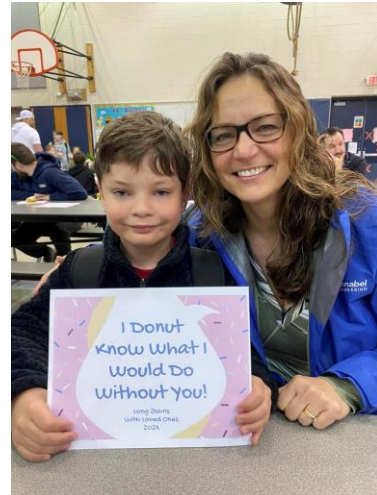
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2

Looking Forward

Share the Value

Sharon Krock, President-Elect



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3

Board Orientation & Training

Empowering Leadership for Effective Governance

National Leadership Team

National Office Staff



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4

- Welcome & Purpose – *Mike Wehr*
- Duty, Responsibility, Risk – *Mike Wehr*
- Minimum Expectations – *Kathy Off*
- Governance Documents – *Kathy Off*
- Governance Roles & Organization – *Mike Wehr*
- National Office Priorities – *Mike Wehr*
- Governance Cycle – *Kathy Off*
- Meeting Frequency – *Kathy Off*
- Succession Planning – *Mike Wehr*
- R2C Process – *Rob Biedermann*
- Q&A

[Passion simply isn't good enough for a fruitful board of directors.](#)



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5

Welcome to the SAME National Board of Direction!

- SAME Board of Direction serves SAME, the Foundation, our Profession, and Stakeholders by developing, implementing, and following a Strategic Plan that aligns with the Society's original purpose.

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

– *The Military Engineer*, January-February 1920

- SAME Board of Direction members have legal, ethical, and fiduciary responsibilities.
- SAME Board of Direction provides governance to the rest of the Society to enable action, direction, and leadership.
- SAME Board of Direction members are held to a higher standard than the average volunteer.

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6

Legal Duties, Responsibilities & Risks

Duties

- **Fiduciary duty**
- Duty of care (exercise of reasonable business judgement)
- Duty of loyalty (to the membership *and staff*)
- Duty of obedience (to governance documents – **membership is current**)
- Held to higher standards

Responsibilities

- Know organization (articles of incorporation and tax-exempt purposes)
- Know governance (constitution and bylaws)
- Know who you represent (the membership)
- Understand your role (boards direct; staffs perform)
- **Prepare for and attend all meetings (a must)**
- Assure adequate facts are available and presented (fully informed)
- Exercise good faith independent judgment (sound business judgment)
- **Vote (a must)**
- Avoid and self-report conflicts (duty of loyalty)
- Confidentiality (duty of loyalty)
- **Protect the brand** (share the correct and approved message)

Risk Exposure Minimization

- Indemnification
- Statutory protection
- Insurance
 - Liability coverage
 - Directors and Officers (D & O) Insurance

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7

Minimum Expectations of BOD

Character

- Adhere to SAME's values; Integrity means doing what is right when nobody is watching
- Set the example for our members; individually and collectively
- **Comply with Conflict of Interest standard**

Participation

- Actively participate in Board activities (prep, meetings, follow up)
- **Come prepared for Board meetings** - review materials prior to the Board or Executive Committee meetings
- Participate in the deliberations but realize that Board meetings are limited duration
- Actively participate in succession planning (recruiting) for the board

Competence

- Translate the Strategic Plan and National Direction for Posts
- Internalize the role of all National Entities: SAME Foundation, Academy of Fellows, National Officer, Board of Direction, Communities of Interest
- Understand the SAME Industry -Government Engagement Plan
- Be able to apply Roberts Rules of Order
- Take seriously the Board's fiduciary responsibility

Teamwork

- **Represent the best interests of SAME as a whole, not your company, particular Post, Region or Community**
- Solicit feedback from Posts and members to enlighten your perspective

Governance

- Understand and comply with Constitution
- Understand and comply with Bylaws
- Understand other governance documents...

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8

Governance Documents: <https://www.same.org/about-same/governance-policies/>

Just to name a few...

- SAME Bylaws
- Strategic Plan
- Code of Conduct
- Governance Cycle
- Conflict of Interest Policy (signed annually)
- Resource Request Policy
- BOD Travel & Lodging Policy
- Nominating Procedures
- IGE Procedures
- Awards & Recognition Policies & Procedures
- RVPs
 - RVP Manual
 - Post Operations Manual
- COIs
 - COI Operations Manual
 - Post Operations Manual
 - Charter
- Directors
 - Streamer Program (*in Post Resource Center*)

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9

Board of Direction (Governs)

- Governs Society
- Establishes, Measures and Leads the delivery of the SAME Strategic Plan
- Actively carries out BOD duties
- Appoints the Chair of the Foundation Board (selected by the Foundation Board)
- Builds trust internally and externally
- Inspires member engagement (recruits volunteer leaders)

Executive Committee (Governs)

- Executes tasks given to it by the BOD or NLT
- Oversees Business Operations
- Vets and prepares actions for BOD decision
- Approves national IGE issues
- Appoints SAME Foundation directors (nominated and selected by the Foundation Board of Directors)
- Builds trust internally and externally
- Inspires member engagement (recruits volunteer leaders)

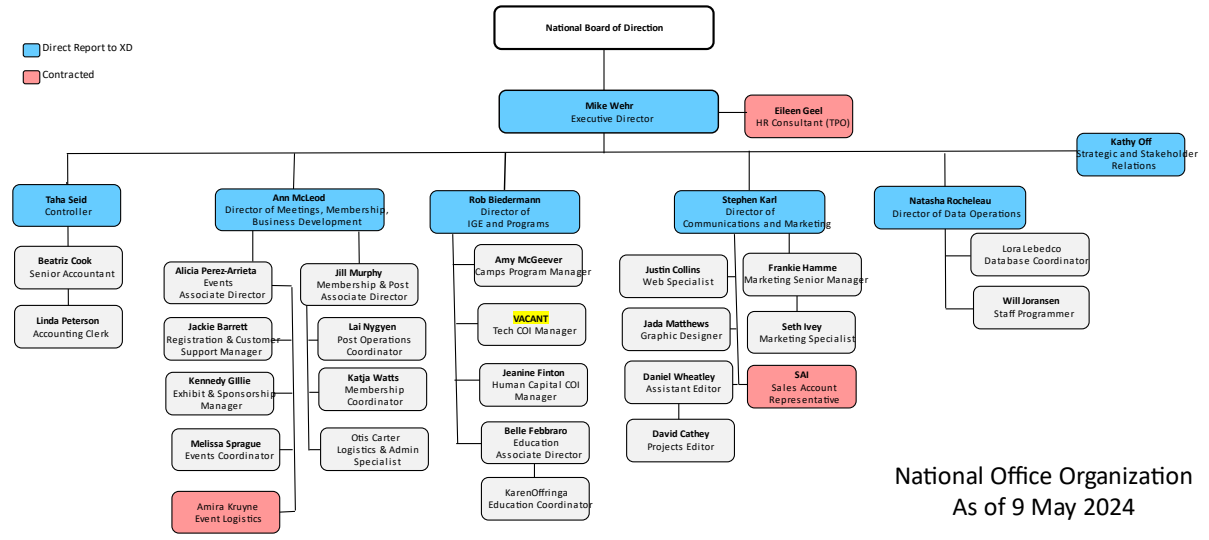
Executive Director (Manages)

- Held accountable by the BOD – executive leadership; fiduciary, legal compliance
- Provides executive leadership and continuity of leadership for the Society
- Leads and Manages the National Office Staff Team
- Manages the Business – sustaining the financial health and growth of SAME
- Advises National Volunteer Leaders on SAME’s Strategic Direction
- Builds trust internally and externally ... developing and maintaining strategic and executive relationships
- Recruits volunteer national leaders

Boards Direct – Staffs Manage & Execute

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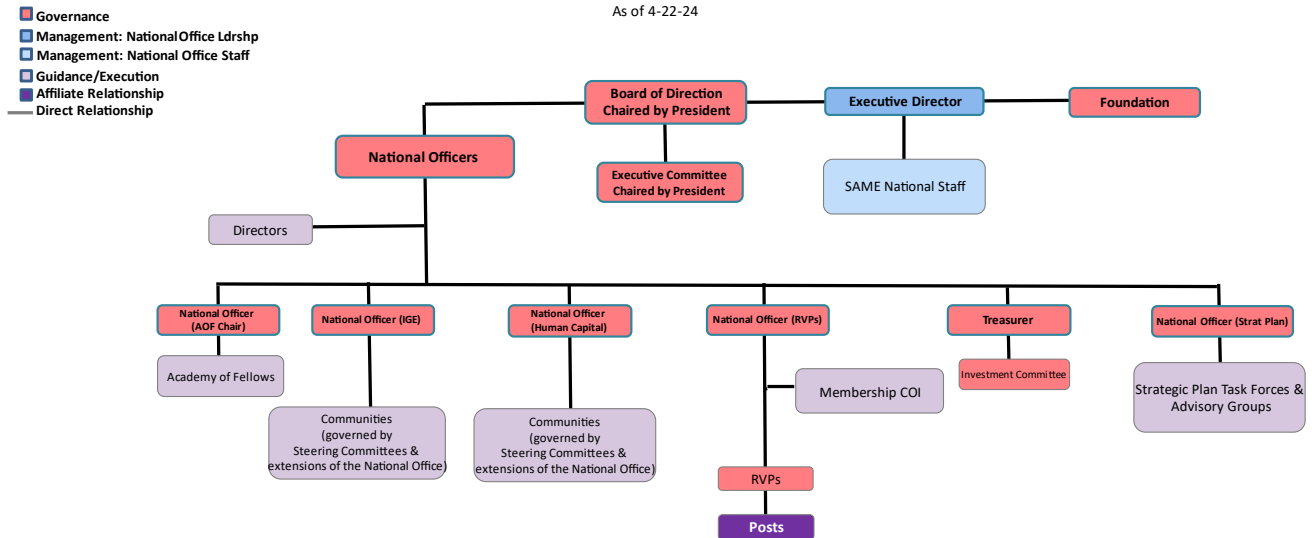
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SAME National Governance & Management - ONE TEAM

As of 4-22-24

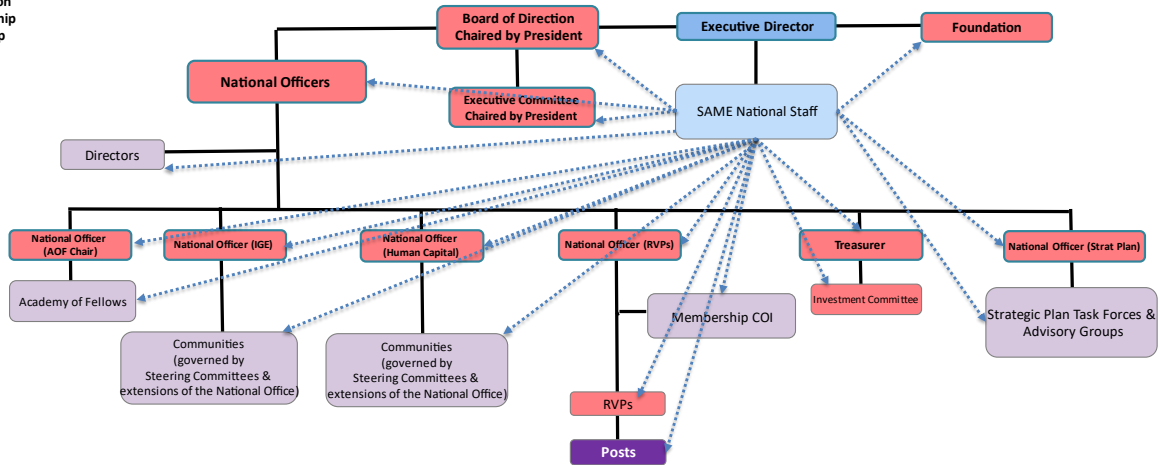


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SAME National Governance & Management - ONE TEAM

As of 4-22-24

- Governance
- Management: National Office Ldrshp
- Management: National Office Staff
- Guidance/Execution
- Affiliate Relationship
- Direct Relationship



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SAME National Standing Priorities

1. Serve our Regions, Posts, Members and Stakeholders



3. Enhance our National Reputation

2. Manage delivery of our Strategic Plan

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2024 SAME National Office Priorities supporting the Strategic Plan

Improve Connectivity Across Departments: To optimize our talent as a team, we need to recommit how we as staff communicate initiatives and efforts across the office and with stakeholders to ensure awareness, take advantage of synergies, better integrate, and amplify work being done.

Evolve Support to Posts, COIs, Other Groups/Programs As we look, strategically, to “operationalize COIs” and grow programs like Camps, Credentialing, and LDP (to name just three), in addition to "support Posts," we need to take a more holistic view of how we resource all activities while also leaning forward technologically (e.g., Higher Logic).

Support the Strategic Plan: Double-down on our IGE and Leader Development mission and what makes SAME unique in the marketplace while looking for more opportunities to highlight impact and success stories that will drive membership growth, participation, and collaboration.

Leverage Engagement of Events to Promote Value Year Round: Take advantage of the strong demand signal for SAME events and build on their success to better extend the value they derive throughout the year—from education and training to market research and networking (and in doing so, generate more return on the investment of time and resources they require from staff/others).

Embrace and Enable the SAME Foundation to Thrive: For the SAME Foundation to continue growing its brand, fundraising, and programming, and for the Society to benefit from further investments in STEM/leader development given the direct linkage between the two entities, we need to bolster how it helps the Society achieve our mission and identify budget-related areas where it can expand outcomes and offset operational requirements.

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“Battle-Rhythm”

Month	NLT	XC	BOD	Foundation	AOF	National Office
May	Conduct exit briefs for old BOD; EAG Meeting		Strategic Plan update; awards & recognition; new BOD member training. Appoint XC and Appointed Directors.	Foundation Board Meeting; report to National BOD; Current LDP Class Graduates, New LDP Class Inaugurated.	AOF Chair provides new Fellow commitments to BOD. Investiture at JETC. AOF XC Change	Warfighter; Annual Report to Membership; NLT/XC/BOD Meetings scheduled for following year.
June	Annual Investment Policy Guidance (IPG) Review. Solicit R2C members.		COIs: Develop program for the calendar year; finalize Annual Work Plans. RVPS: Graduating Post President follow-up. Requests for Resource Support due to RVPS & National Officers.	Foundation Board determines if additional Board members are to be selected. Foundation governance committee provides criteria to Foundation Board for selection.	New AOF Chair reviews/refines AOF Goals & Objectives. Nomination Webinar	Annual Governance & Management Review Prep; Membership Review Prep
July		Staff prepares requirements—prioritized for R2C.	COIs: Annual Work Plans for following year are due 1 July to COI Manager. National Officers submit Requests for Resource Support to the National Office. R2C Convenes.	Foundation and SAME solicit nominations.		Mid-year Financial Forecast
August	President’s Guidance for National Election established and presented to BOD and Post Presidents.	XC Meeting (PLW); Annual Governance Review (including Bylaws review); COI Annual Work Plan Approval (resource requirements); Membership Review; XC provides budgetary guidance to National Office; approve Nov. BOD Meeting Agenda	XC Meeting at PLW to deliberate priorities of requirements as presented by the R2C. RVPS: Begin Post Annual Assessments	Request/Review of Foundation Support requirements is provided to the Foundation. Foundation Board votes on nomination recommendations from Nominating Committee.		Begin budget development for following fiscal year using input from Special Aug. BOD Meeting.
September	Nominating Committees selected. Society Request for Foundation Support sent to Foundation.	Implementing Documents Review	RVPS: 1 st Semester Student Chapter Status Reports due KLDG: Recruitment Webinar in conjunction with Natl. Officer nomination announcement.	SAME XC votes on recommendations from Nominating Committee.	RFPOCs submit list of nominees to National Office.	Member needs survey (every three years 2015, 2018 ___); Nomination announcement to membership
October		R2C reconvenes to review the Foundation’s funding decision against the request; determines	COIs & RVPS: Prepare and submit Semi-Annual Report to National Leader	Foundation notifies the National Office of amount of funding to be made available for execution of upcoming FY. Board selectees are notified.		National Election nominations open.

Board of Direction

Official Meetings

- **May 13, 2024 (JETC)**
- **November 18, 2024 (SBC)**
- **May 12, 2025 (JETC)**
- **Virtual meetings as needed**

Informal Meetings

- RVP Meetings
- COI Meetings
- Director Meetings
- Other Committee/Task Force Meetings
- Meetings with staff liaisons

Executive Committee

Official Meetings

- **August 4, 2024 (PLW)**
- **December 18, 2024 (Budget Approval)**
- **March 24, 2025 (Capital Week)**
- **Virtual meetings as needed**

Informal Meetings

- Calls approximately twice per month.

National Leadership Team

- Informally consists of National Officers (Pres, Pres-Elect, Past Pres, VPs, Treasurer, Counsel, XD, Foundation Pres)
- Informal meetings approximately twice per month.
- Additional meetings by function.
- 1:1 meetings with key board members.
- Regular meetings with staff.

It's everybody's job!

- **RVPs**
 - RVPs are elected by Post Presidents. Always know who you should be training to take your place.
 - RVPs play a role in ensuring they have a strong Deputies and Regional Fellows Point of Contact (RFPOC).
 - Keep tabs on Post succession.
- **COI Chairs**
 - COIs should have a clear succession process to "Chair" that ensures familiarity with the COI, its mission, and work plan.
 - Chairs should also work with their steering committees **and staff** to ensure that committee positions are filled and planned out well in advance of departures.
- **Directors**
 - Elected Directors should encourage others to submit nominations for the position.
 - Appointed Directors are appointed by the President for a specific purpose, but like all board members, can encourage others to take leadership positions!
- **National Officers**
 - National Officers are always actively looking for members to submit nominations for National Officer positions. Active participation, responsiveness, understanding of the strategic direction, and demonstrated impact are factors that lead to a member being encouraged to submit a nomination.

Resource Request and Review & Ranking Committee (R²C) Overview

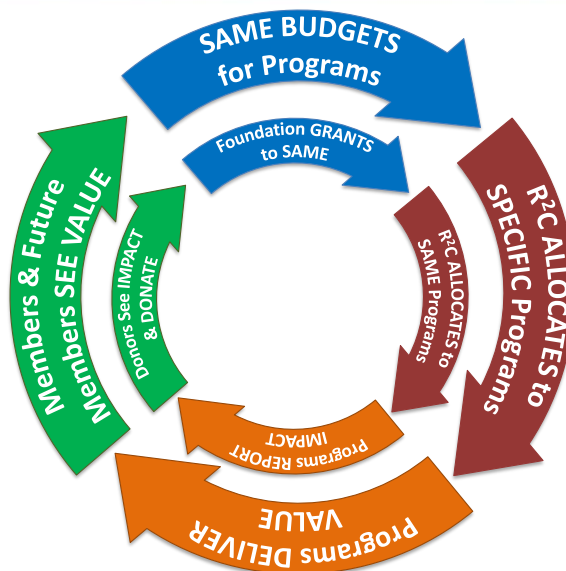
- *Resource Request* Process Background and Policy
- *Ranking & Review Committee (R²C)* Process
- *Ranking & Review Committee (R²C)* Cycle
- *FY'24 Resource Request* Results & Trends

- *SAME Foundation Funding Requests*, July 2022
 - SAME submitted **programs** to the Foundation for their review and approval
 - Foundation returned a list of funded **programs**
- SAME Foundation change
 - Foundation provides an **amount of support** to SAME
 - SAME **allocates** Foundation support IAW the *SAME Resource Request Policy & Procedure* via *Review & Ranking Committee (R²C)*
- *SAME Resource Request Policy & Procedure*, March 11, 2024; r1.7 (pending approval)

- R²C Make-up:
 - Appointed by the President:
 - Immediate Past President / Vice President (Chair)
 - One Regional Vice President
 - One Community of Interest Chair
 - One Elected Director
- Two types of funding – **Foundation** and **Budget**
- Who can submit?: COIs, Programs, Posts
- MUST:
 - Align with the Strategic Plan
 - Programmatic; not one-time expenses

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- Due dates driven by:
 - Governance cycle
 - Budgeting

KEY DATES / EVENTS

Due Date	Action
NLT JETC: FINAL <i>Workplan Progress</i> ; DRAFT <i>Requests for Resource Support, COI Workplan</i> Deadline	COIs prepare and submit FINAL Annual Workplan Progress Reports (reporting on results of the previous year's workplan) to National Officers and National Office Staff Liaison COIs prepare and submit DRAFT Annual Workplans and Requests for Resource Support (for following calendar year's efforts) to National Officers and National Office Staff Liaison
NLT EOM June: <i>COI Workplan, Requests for Resource Support</i> Deadline	COIs submit FINAL Annual Workplans and Requests for Resource Support to National Officers for review and endorsement and copy National Office Staff Liaison Posts submit Requests for Resource Support to RVPs for review and endorsement
NLT July 15: VP, RVP <i>Requests for Resource Support</i> Deadline	National Officers, RVPs submit ENDORSED Requests for Resource Support to National Office; National Officers, RVPs notify requestors of any requests not receiving endorsement
NLT EOM July: R ² C Meeting	R ² C reviews all Requests for Resource Support creates a DRAFT allocation list for XC for review and TENTATIVE approval National Office provides DRAFT ranked list to the Foundation (for information purposes only)
August: XC Meeting	XC reviews and TENTATIVELY approves the DRAFT allocation list National Office informs requestors of priorities highlighting final approval PENDING based on Foundation funding amount and final XC budget approval
NLT 15 October	SAME Foundation notifies the National Office of amount of funding made available for execution during the upcoming FY
NLT EOM October	R ² C reconvenes to consider the Foundation's funding decision; determine final program funding recommendation to the XC
December: XC Budget Meeting	National Office prepares and submits final budget incorporating the final RC funding decisions to the XC for approval
December: Upon budget approval	R ² C issues Funding Memos to requestors of approved requirements, funding source (Society and/or Foundation) restrictions or Board designated restrictions R ² C provides the Foundation with allocation of Foundation funding

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- Total 2024 Investment: \$295,987

Funding Source:

Funding Source	Amount	Portion
Foundation	\$230,892	78.0%
Budget	\$65,095	22.0%

Category Allocation:

Category	Amount	Portion
Leadership	\$173,692	58.7%
STEM	\$70,000	23.6%
Other	\$52,295	17.7%

- Resource Requests must be well thought out and presented – *do not take this for granted !!*
- Funds will be allocated *with restrictions* – delicate balance between too specific, too general.
- R²C considers all requests, not just STEM and leadership.
- Use funds allocated or notify soonest.

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Breakout!

COI Chairs: Stay where you are!
RVPs: Osceola Ballroom 4-6
Directors: Osceola Ballroom 1-3

Lunch: 11:30 am – 12:15 pm
Osceola Ballroom B



Board Meeting



Call to Order



SAME Executive Director Report

Mike Wehr, SAME Executive Director



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Finance Report

SAME Finance Report

(Jan 1 – Mar 31 2024)

Mario Burgos, Treasurer



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Agenda

- 2023 Audit report
- Statement of Financial Position as of March 31, (2024 VS 2023)
- Statement of Income and Expenses Analysis March 2024 VS 2023 actual
- Statement of Income and Expenses Analysis 2024 budget to actual

- 2023 external audit finalized.
- The Europe conference increased the 2024 Meetings & Events revenues and expenses by an average of 70% compared to 2023 (\$23K surplus).
- Grant revenue from the Foundation increased to \$208,000 in 2024 (\$23,000 increase).

- The audit committee met with the auditors on April 29, 2024.
 - Based on the auditor’s briefing:
 - No difficulties encountered during the audit
 - No audit adjustment
 - No material weakness
 - No significant deficiency
 - No disagreement with management
 - No instances of fraud or noncompliance
 - No management oversight of controls
 - No improper revenue recognition
-

- The auditors gave the highest level of assurance to our 2023 financials.
 - Unmodified opinion was issued
 - Financial statements are fairly presented in accordance with Accounting principles generally accepted in the United States (GAAP)
 - The 2024 audit will be On March 2025
-

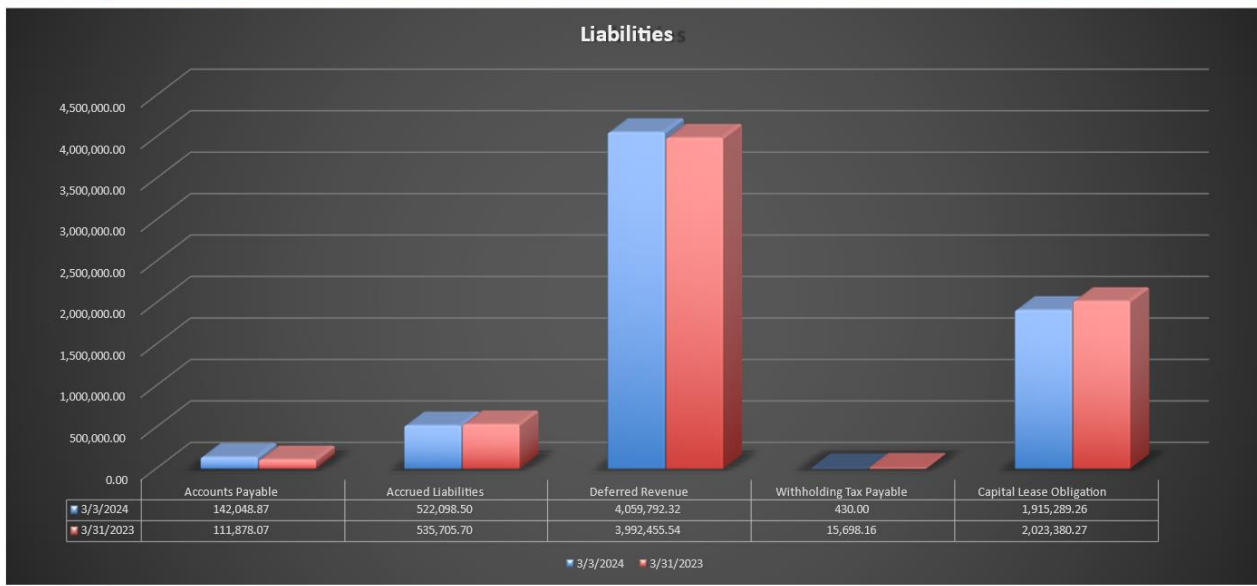
Finance Report - Statement of Financial Position



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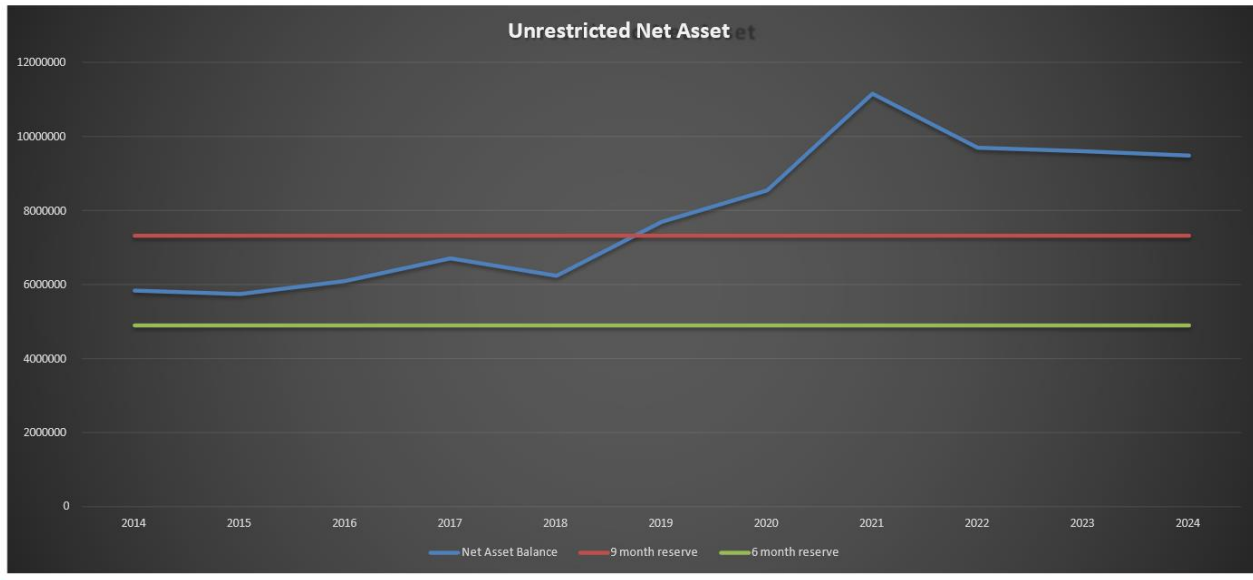
Finance Report - Statement of Financial Position



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Finance Report - Statement of Financial Position



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Finance Report - Income Analysis March 2024 VS 2023 Actual

Revenue Sources	3/31/2024	3/31/2023	\$ Variance	% Variance	Reason
Membership Dues	576,675	524,267	52,408	9%	
Advertising	249,476	166,162	83,314	33%	PAI proven effective
Meetings & Events	607,751	493,829	113,922	19%	Europe 2024 (Bi-Annual)
Admin	345,507	269,933	75,674	22%	Positive market performance in 2024.
Program Support	209,315	185,000	24,315	12%	Increase in Foundation Grant
Total	1,988,823	1,639,191	349,632	18%	

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Finance Report - Expenses Analysis March 2024 VS 2023 Actual

Expense Sources	3/31/2024	3/31/2023	\$ Variance	% Variance	Reason
Membership Dues	136,549	125,735	10,814	8%	
Advertising	167,423	160,603	6,820	4%	
Meetings & Events	562,674	515,732	46,942	8%	Europe 2024 (Bi-Annual)
Admin	665,355	530,907	134,448	20%	Higher Logic, Renew and additional license & change in rent payment recording
Program Support	219,411	195,362	24,049	11%	(Waiting for Grant) indigenous youth
Total	1,751,412	1,528,339	223,072.60	13%	

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Finance Report - Revenue Analysis – Budget to Actual

Income Sources	3/31/2024 Actual	3/31/2024 Budget	Variance	% Variance	Reason
Membership Dues	576,675	627,677	(51,002)	(9%)	
Advertising	249,476	231,148	18,328	7%	
Meetings & Events	607,751	534,000	73,751	12%	Attendance increase in Capital Week and Transition Workshop
Admin	345,607	43,407	302,200	87%	The unrealized gain in the 1 st Quarter
Program Support	209,315	239,100	(29,785)	(14%)	Timing variance. More income expected in the coming months
Total	1,988,823	1,675,332	313,492	16%	

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Finance Report - Expenses Analysis – Budget to Actual

Expense Sources	3/31/2024 Actual	3/31/2024 Budget	Variance	% Variance	Reason
Membership Dues	136,549	152,119	(15,569)	(9%)	
Advertsing	167,423	147,803	19,620	12%	Printing & Production for TME
Meetings & Events	562,674	565,439	(-2,766)	(0.5%)	
Admin	665,355	596,976	68,379	10%	Change in rent payment recording and license renewal budgeted in later months
Program Support	219,411	237,975	(18,565)	(8%)	
Total	1,751,412	1,700,312	51,100	3%	

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Finance Report - Summary

We are financially healthy.

The 2023 financial audit is completed. A final audit report was received. The audit committee met with the auditors for an audit-finding presentation.

Tax return filing (990) is in progress by our auditors

Expense and revenue analysis will continue at the department level.

Monthly financial briefing to the XC scheduled for the whole year 2024.

Serve to Inspire!

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- 1st quarter financials will be presented in May 2024 (JETC)
- The 2023 audit report will be presented in May 2024 (JETC)
- April financials will be presented to XC in June 2024
- May financials will be presented to XC in July 2024
- 2nd Quarter financials will be presented in August 2024
- July financials will be presented to XC in September 2024
- August Financial will be presented to XC in October 2024
- 3rd Quarter financials will be presented in November 2024 (SBC)
- October financials will be presented to XC in December 2024
- November financials will be presented to XC in January 2025
- December financials will be presented to XC in March 2025

SAME Annual Membership Dues Review

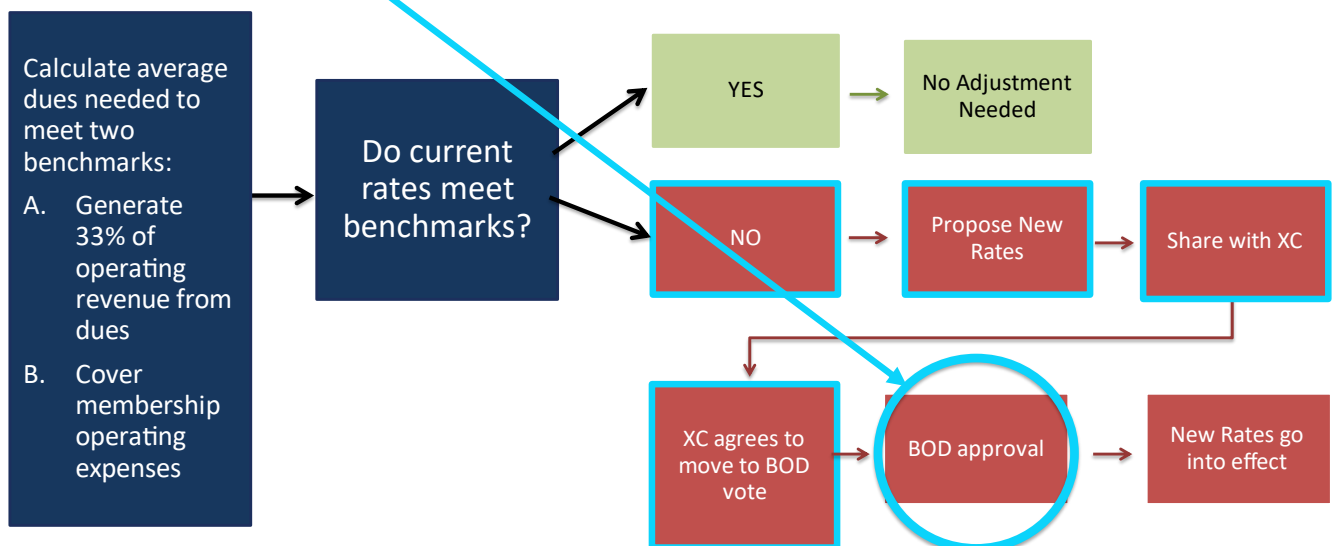
Ann McLeod, Director of Membership, Meetings & Business Development



Compelling Outcomes of Dues Adjustments

1. Better serve and manage our members at Post and Nat'l levels.
2. Improve SAME's financial stability by:
 - aligning dues with the value we provide,
 - substantially covering the cost to serve our members,
 - better balance overall organizational revenue streams, and
 - adjusting rates in accordance with inflation and other external economic factors
3. Provide a more responsive and relevant approach to member management and financial adjustments over time.
4. Future Budgets would reflect more financial stability, less risk, and could fund other initiatives for member benefits, or Foundation support.

We are Here in BOD approved process of July '21

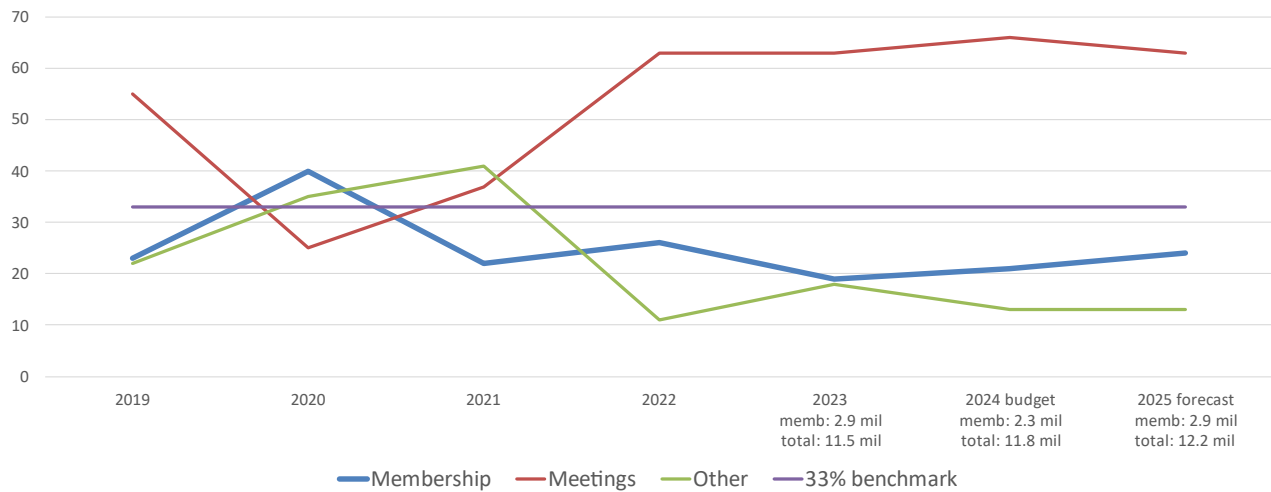


For Discussion + Decision

Propose a dues adjustment that:

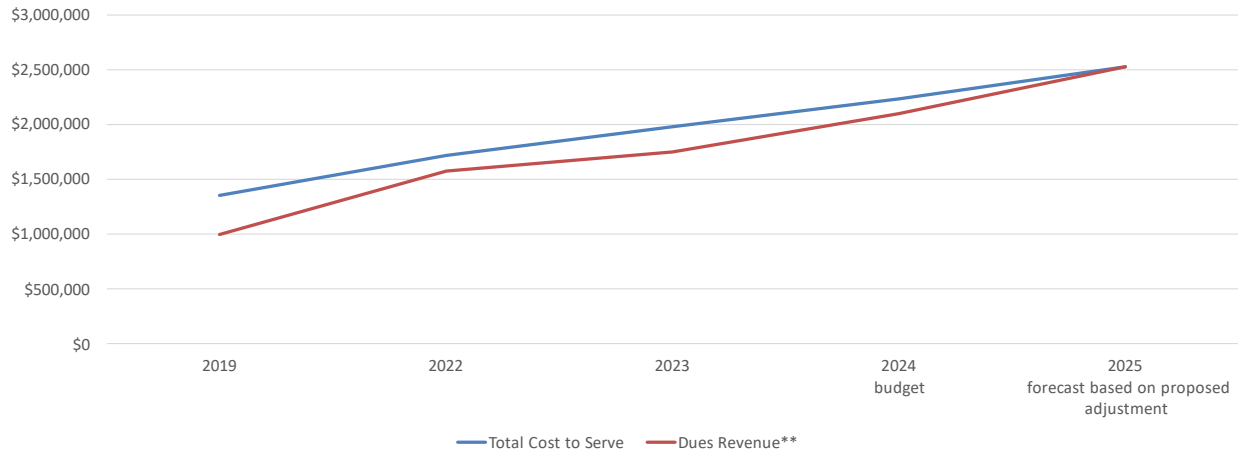
- Would bring 2025 overall revenue from membership from 22% to 24%
 - 33% is the Assn. industry goal standard
- Enables us to cover the cost to serve each member
- Increases individual rates from \$10 - \$25 per person
- Adjusts rates to cover compounded inflation rate of 19.6% since last dues rate calculation
- Maintains individual rates that are lower than those of our competitive set.

Trends in overall revenue



**includes post dues revenue*

Trends in Membership Expenses & Revenue



**does NOT include post dues revenue

Competitive Set Individual Dues Comparison

2023	Student	YP	Govt / Military	Private	Consultant	Corporate Member	Academic Nonprofit	Retired
SAME	\$0	\$40/75	\$55	\$125	N/A	\$95	\$55	\$55
AVERAGE DUES OTHER ORGS*	\$33	\$97	\$157	\$438	\$251	\$252	\$232	\$63

*Compiled from 36 Govt./military focused professional organizations. Average is calculated based on the organizations that have the same categories.

- | | | |
|---|---|---|
| Adjutant General's Corps Regimental Assn. | Ceiling & Interior Systems Construction Assn. | Nat'l Assn. of Govt. Web Profs. |
| AFCEA | CMAA | Nat'l Assn. of Women in Construction |
| Air Force Assn. | Construction Owners Assn. of America | PMI |
| American Public Health Assn. | DBIA | Red Horse & Prime Beef Assn. |
| American Society of Naval Engineers | IFMA | Reserve Officers Assn. |
| Army Engineer Assn. | InterNat'l Assn. of Govt. Officials | SMPS |
| Assn. for Govt. Leasing and Finance | InterNat'l Code Council | Society of American Archivists |
| Assn. of Govt. Accountants | Logistic Officer Assn. | Society of Federal Health Professionals |
| Assn. of Quartermasters | Marine Corps Engineer Assn. | United States Army Ordnance Corps Assn. |
| Assn. of the United States Army | Military Officers of America Assn. | US Army Warrant Officers Assn. |
| Assn. of the US Navy | Nat'l 8(a) Association | US Cavalry Assn. |
| | Nat'l Assn. of Govt. Communicators | |
| | Nat'l Assn. of Govt. Contractors | |



Next Steps

1. Conduct vote and gain BOD approval.
2. Implement adjustments beginning with July 1 renewals.
3. Build 2025 budget based on new rates.
4. Conduct dues review annually following the same process.

VOTE #1

BACKUP

Specifics of Dues Adjustment Proposals

Individual Member Dues Adjustment Proposal

The following dues rates are recommended to get closer to membership revenue generation {benchmark A (\$147)} and better cover the costs to serve members {benchmark B (\$95)}

Member Type	Proposed Rate	Current Rate
Private Industry		
Private Industry Regular	\$150	\$125
Private Industry Corporate	\$120	\$95
Private Industry Young Professional	\$100	\$75
Private Industry Corporate YP	\$85	\$60
Government (Uniformed or Civilian)		
Govt. Regular	\$75	\$55
Govt. Young Professional	\$50	\$40
E-6 & below 2-year membership*	\$50	
Academia or Non-Profit		
Academia or Non-Profit Young Prof.	\$50	\$40
Retired	\$75	\$55

*Trial new member type for NEW individuals E6 & below

Recommend: Adjust the individual dues rates.

Corporate Member Dues Adjustment Proposal

6 Individual memberships are included in most corporate memberships;

3 are included for companies with 10 or fewer employees.

The following dues adjustments are recommended to meet revenue targets and cover the costs to serve members.

PRIVATE COMPANY DUES		
Employees (# members)	PROPOSED	Current
1-10 (350 companies)	\$400	\$325
11-50 (450 companies)	\$800	\$650
51-100 (175 companies)	\$1,000	\$800
101-500 (200 companies)	\$1,150	\$950
501-1,000 (50 companies)	\$1,300	\$1,200
1,001-5,000 (75 companies)	\$1,450	\$1,450
5,001 + (30 companies)	\$1,700	\$1,700

Recommend: Adjust the Corporate Membership dues rates so that rate covers cost to serve each included membership.

Agency/Organization Dues Proposal for Decision

Organization dues includes 3 individual memberships.

The following dues adjustments are recommended to cover the costs to serve members.

Type (# members)	PROPOSED DUES		Current Dues	
	Nat'l	Per Post	Nat'l	Per Post
Govt. Agency (30)	\$400/3 years	\$80	\$325/3 years	\$80
Academic Inst. (9)	\$400/year	\$80	\$325/year	\$80
Non-Profit Org. (10)	\$400/year	\$80	\$325/year	\$80

Recommend: Update the Public Agency and Organization dues changes so that rate covers cost to serve each included membership.

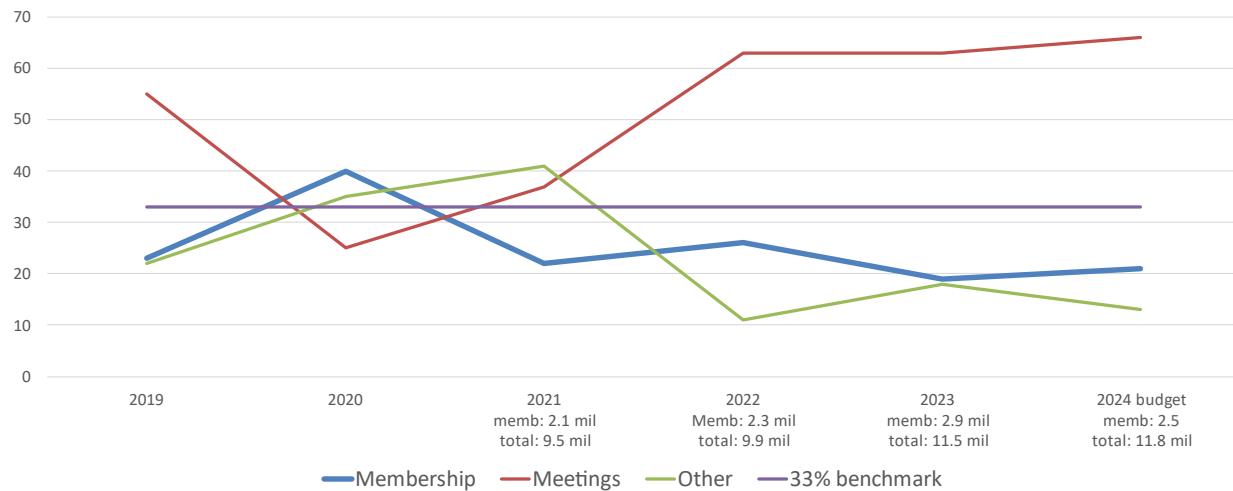
Impact of Dues Adjustment for Full Fiscal Year 2025

Member Type	2025 potential total	2024 budget	Additional Revenue
Individual Members	1,245,975	986,335	259,640
Corporate Members	1,311,250	1,110,750	200,500
Organization Members	18,000	14,625	3,375
TOTAL	\$2,575,225	\$2,111,710	\$463,515

If a dues adjustment is approved and new rates go into effect July 1, 2024, SAME has the potential to generate an additional \$130,000 in revenue this fiscal year. While the 2024 budget is balanced and does not depend upon this additional revenue, this unbudgeted revenue increases our financial stability, reduces risk, and decreases reliance on event performance. (Note that the 2024 budget was balanced mostly by increasing event-related fees by a total of about \$400,000.)

Reference

Historic % of overall revenue



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Where We Were

In July 2021, the BOD agreed that:

- Membership dues reviews would be performed annually.
- The end of the fiscal year budget (i.e. year-end financial close) will be used to calculate dues benchmarks.
- Two benchmarks would be used to evaluate whether dues adjustments are necessary. Using two benchmarks allows us the option to offer a limited segment of membership more competitive rates.
 - A. Generate 33% of total operating revenue from membership dues.
 - B. Cover costs related to providing services to members.
- If benchmarks were not met, new dues rates would be proposed at the Spring Board of Direction Meeting.
- Approved rates will go into effect July 1.

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Compare Current Individual Member Rates to Benchmarks

Member Type	Current Dues	Meets Benchmark A (\$147)?	Meets Benchmark B (\$95)?
Industry Regular	\$125	N	Y
Industry Corporate	\$95	N	Y
Industry Young Professional	\$75	N	N
Industry YP Corporate	\$60	N	N
Uniformed / Govt.	\$55	N	N
Uniformed / Govt. YP	\$40	N	N
Academia / Non-Profit	\$55	N	N
Retired	\$55	N	N
Student	\$0	N	N

Benchmark A Calculation - Generate 33% of SAME's total revenue from membership dues

- Determine SAME's average operating revenue in a typical year:
 - 2023: \$11,515,157
 - 2022: \$8,445,036
 - 2019: \$7,400,000
 - 2020 and 2021 were not typical years, do not include in calculation
 - **AVERAGE: \$9,120,064**
- Calculate target average revenue from membership using 33% standard: **\$3,040,021**
 - *Actual revenue from regular membership dues in 2023: \$2,289,595 (includes \$ for additional posts)*
 - *Actual average revenue per individual, using number of all individual members: \$99*
- Calculate rate needed per individual/year to generate 1/3 of operational revenue from membership dues (*divide target revenue by # of members*):
 - Using number of all individual members (23,016): \$132.08 | *2023 actual: \$99*
 - Using number of all professional members (no students) (21,493): \$141.44 | *2023 actual: \$106.53*
 - Using number of paying members (18,292): \$166.19 | *2023 actual: \$125*
 - **AVERAGE of ABOVE: \$146.57 | 2023 average: \$110.17**

Benchmark B – Cover Membership Expenses

Cover the total costs related to providing services to members in a typical year (i.e. webinars, IGE, database, websites, PLW, personnel & overhead, travel subsidies, awards, etc.)

- Direct and indirect costs to serve members, use 2023 figures: **\$1,980,157**
 - *Actual revenue from regular membership dues in 2023: \$1,758,767 (not including \$ for add'l posts)*

- Calculate rate needed per individual/year to cover expenses:
 - Using number of all individual members (23,016): \$86.03 | **2023 actual: \$76**
 - Using number of all professional members (no students) (21,493): \$92.13 | **2023 actual: \$82**
 - Using number of paying members (18,392): \$107.66 | **2023 actual: \$95**
 - AVERAGE of ABOVE: **\$95.27**

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61



SAME Communications & Engagement

Stephen Karl, Director of Communications & Marketing



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62

Integrating New Capabilities

Past: EMS

Now: Integrating New Capabilities

Higher Logic Platform: *SAME Engage*

- Collaboration portal that includes Discussion Forums, Shared Library, messaging capabilities
- Integrated with our AMS; association industry standard
- Site is up and running and available for demo; First pilot groups (three COI's and two Posts) will be fully operational in June
- Potential for use by COI's, Posts, BOD, Academy of Fellows, and internal groups such as Camp Directors

Give Smart: Advanced Donation Software

- Donation software, SAME Foundation
- Fully integrated with our AMS (owned by parent company)
- Provides donation ease for both members and non-members

SAME "365" mobile app: *SAME Mobile* (not SAME Events app!)

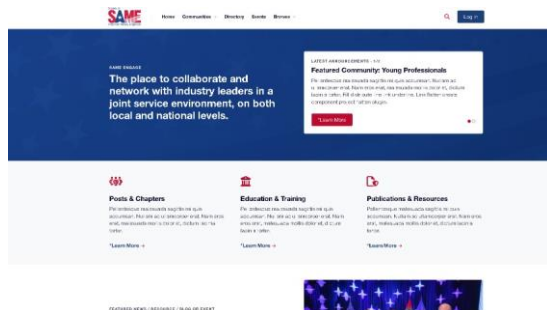
- Fully integrated with our AMS; ability for members -only content
- New user interface
- Promotional opportunities (internal and advertising/sponsorship)
- Organic content and access to SAME website
- Potential for integration down the road with SAME Engage (Higher Logic)
- Push notifications and alerts – very high potential for member engagement

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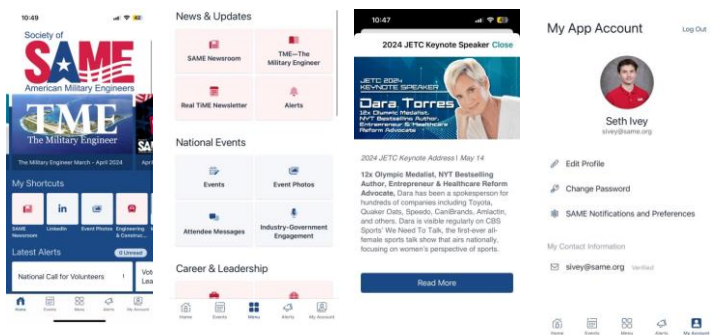
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Integrating New Capabilities

Higher Logic Platform: *SAME Engage*: Pilot Groups Launching in June



SAME "365" mobile app: *SAME Mobile* Rollout to members during Member Appreciation Week, mid-July; (it is live now)



Give Smart: Advanced Donation Software *Currently planning integration timeline*

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SAME IGE Update


Rob Biedermann, Director of IGE & Programs



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IGE Report

ACTIVE PROJECTS	STATUS	NOTES
Task Order Requirement Notice (TORN)	5/2/24	5/2/24: Project on HOLD (monitoring rule implementation)
Project Partnering (Pre-Award)	5/2/24	5/2/24: Project on hole (pending pilot results)
Alternative Project Delivery (ADM)	5/2/24	5/2/24: Project on hold (pending pilot results)
 Small Business Size Standards: Challenges Facing Transitioning Federal Small Businesses: A Proposed Framework & Solution	5/2/24	5/2/24: CHANGE of PM: Mike Ramos; continues legislative efforts, deadline for results set ~2 yrs
Avoiding PFAS Information Overload: Targeted Training for Operational Entities	5/2/24	5/2/24: CHANGE of PM: Lisa Kammer, continues Fact Sheet development & deployment - assessing project continuation
Cybersecurity: Raising Awareness of Current & Emerging Cyber Threats to Smart Operational Technologies (OT) & Development of Effective Policy & Standards Enhancing Cybersecurity Resiliency for Federal Facilities & Infrastructure	5/2/24	5/2/24: VERY ACTIVE project team, involved w/ IoF IGE and multiple COIs
Climate Change: Sea Level Rise in Coastal Regions and its Effect on Military and other Public Infrastructure	5/2/24	5/2/24: Project ongoing, assessing project continuation, modification
Warfighting - the Future Challenge and Installations' Requirements	5/2/24	5/2/24: VERY ACTIVE project team, presented at IGE Summit'24. Engaged with multiple COIs and IGE projects
Addressing the Electric Vehicle Infrastructure Challenge (EVIC)	5/2/24	5/2/24: Project team in development

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- Successful *IGE Summit 2024*
 - Sold out one topic, nearly another topic, strong attendance final topic
 - Permanent part of CAP Week
- Developing *COCOM Campaign Plan*
 - More deliberate, ongoing COCOM relationships
- Interdependence of driving partnerships, delivering solutions they need, and developing the people to get it done.
 - *Cyber and Installations of the Future IGEs*
 - Camps

SAME Foundation Report

Dave Nash, President





Foundation Report

2023-2024 Accomplishments

- Established a monthly financial committee meeting, producing regular reports to SAMEF leadership
- Grew Post participation in SAMEF investment fund: 11 to 15 Posts participating...
- Passed Financial Audit
- Began quarterly investment fund reporting to Posts
- Continued support to SAME leadership programs...approved \$208K for 2024
- Reestablished support to SAME Camp Alumni Scholarships (\$25K)
- Reestablished SAMEF support to Camp GSA Scholarships (\$2,800)
- Established a procedure to properly document movement of funds from the Foundation to the Society to support authorized programs
- Established TF to develop a multi-year funding plan aimed at becoming self-sufficient while maintaining support/minimizing overhead

Sustain: Partnership w/Society
 Improve: Support to Fundraising Cmte

Financial Bottom Line :

Account	March 2023	March 2024	remarks
Cash Minimum	\$200K	250K	XC voted to raise the amount from previous year
EOY Balance	389K	588K	The \$208K payable balance is included in the 2024 cash. The net will be 380K. There will be \$133K above the limit to be transferred to the Money Market Account.
Investment Account	3.3M	4.1M	15 Posts participates in the investment

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Foundation Report

Three-Year \$1M Goal Rotating Campaigns

- 1) **FY24: SAME Regions/Posts/Corporations @ \$5K Pledges plus Capital Week Silent Auction**
Marketing to our SAME Family: This is YOUR Foundation
- 2) **FY25: SAME Member Corporations recognition specific to our SAME Leadership Development and Camp programs**
Goal: Working currently on the "ask" for these donations
- 3) **FY26: External Companies**
- 4) **Rotate these campaigns every three years**
- 5) **Annual Member Appeal (annual mailing)**

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SAME Year-end National Officer Reports

Cindy Lincicome, AOF & R2C Chair

Ben Matthews, Technical COIs

Mike Darrow, Human Capital COIs

Mike Huffstetler, RVPs/Membership



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71

AOF Report

Cindy Lincicome, AOF Chair & Immediate Past President

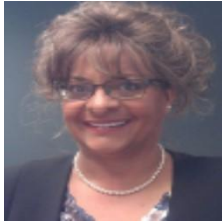


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Thank YOUR Academy of Fellow Executive Committee !!

Set Expectations . . . Result in Impactful Actions, Increase Fellow Engagement and Promote and Excite Future Fellows



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2023-2024 Impactful Actions

Proud to Serve.

Accomplishments setting the stage for a Society that continues to serve the profession, our military, and our country.

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- ❖ Nomination Preparation Webinar (June)
- ❖ Installing the 2024 Class
- ❖ Changes to criteria -Patriot Credit
 - Recognizing our military services
- ❖ One-on-one coaching opportunities @ 2024 JETC
 - Engaged Fellow Volunteers
- ❖ Journey to Fellow
 - 3 Fellow webinars (~up to 162 registrants)
 - What are Benefits of Fellowship (January)
 - Detours and Alternate Paths (February)
 - It's Your Journey (April)

Creating awareness and cultivate members for the Academy of Fellows, thus fortifying the Society for a sustainable future.

- Linked In Site
- Town Hall Meetings
 - Upcoming: June 6; September 5; December 5
- Regional Fellow Initiative
 - Elevating the role and influence of the RFPOCs
 - Assisting RVPs who request assistance in identifying / selecting an RFPOC
 - Frequent and regular meetings
 - Greater Engagement with Fellows in the Posts



Providing increased visibility to SAME Fellows

- Golden Eagle:
Jane Penny, P.E., F.SAME (Dist.)
- Walter O. Bachus Gold Medal:
Col. Robert Keyser, P.E., F.SAME,
USA (Ret.)
- Gerald C. Brown Mentoring Award:
Col. Sal Nodjoman, P.E., F.SAME
(Dist.), USAF (Ret.)
- Newest Distinguished Fellow:
Maj. Gen. Timothy Byers, P.E.,
F.SAME (Dist.), USAF (Ret.)

Exceptional Fellows – Post Engagement

- Lt. Col. David Brewer, F.SAME. USA (Ret.) – Portland Post
- Lee. C. Lennard, F. SAME - Houston-Galveston Post
- Col. Patrick M. Coullahan, PE, F.SAME, PMP, USAF (Ret.) - Anchorage Post
- Alan Quesnel, PE, F.SAME - Anchorage Post
- Kathleen L. Gardner, F. SAME - Anchorage Post
- Lt. Col. Robert P. Morris, Jr., USA(Ret., F. SAME - Fort Worth Post
- Phil Rosenberg, F. SAME - San Diego Post
- Ms. Charysse Knots, F. SAME - Rhein-Main Post

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- Leadership Development COI's Mentor Advisory Group Collaboration
 - Mentor & Mentee Database Connectivity/Matching
 - Development of Mentor Training Sessions, Tools & Resources
- Fellow/Young Professional Events with Increased engagement/mentoring discussions



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- **Silent Auction**
 - Raised Over \$36,000 ~ donated to SAME Foundation
- **Golden Task Force**
 - Sunsetting External Golden Eagle ~ introducing SOARING EAGLE in 2026
 - Collaboration with SAME Foundation
 - Financial Stability /Sustainable
- **Fellow Recognition**
 - Regional Fellow Medal - Increased visibility to Fellows



Did you Know that the Academy of Fellows became official on January 1, 1995? Mark your calendars to attend SAME's 30th Year Celebration Dinner of the Academy of Fellows at Capital Week 2025!

Celebrating the Academy of Fellows

- Impactful decisions and initiatives
- Momentum
- More to be done

Embracing the Future

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Review & Ranking Committee (R²C) Board of Direction Report

Cindy Lincicome, Immediate Past President

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FY'23 Resource Request Trends

- Total 2023 Investment: \$208,000

Funding Source:

Funding Source	Amount	Portion
Foundation	\$208,000	100.0%
Budget	\$0	0.0%

Category Allocation:

Category	Amount	Portion
Leadership	\$125,000	60.1%
STEM	\$83,000	39.9%
Other	\$0	0.0%

- Previously budgeted items not reviewed as part of the *Resource Request* process until the 2023 R²C (FY'24)

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2024 Resource Request Trends

- Total 2024 Investment: \$295,987

Funding Source:

Funding Source	Amount	Portion
Foundation	\$230,892	78.0%
Budget	\$65,095	22.0%

Category Allocation:

Category	Amount	Portion
Leadership	\$173,692	58.7%
STEM	\$70,000	23.6%
Other	\$52,295	17.7%

- First year Budget items reviewed as part of the Resource Request process
- First year all grant directed to flow to the Foundation, then allocated to the Society

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- Allow Reallocations
 - Approved at various levels

REALLOCATION REQUESTED	ENDORSEMENT(S)	APPROVAL
<= \$10,000	N/A	Overseeing National Officer
>\$10,000, <= \$50,000	Overseeing National Officer	R ² C
>\$50,000	1. Overseeing National Officer 2. R ² C	Executive Committee

- One reallocation requested, approved, and implemented

- Added DRAFT Resource Requests in conjunction with DRAFT COI Annual Workplan submission; S: April 30 annually
- Issuance of *Funding Memos* for successful requests:
 - Funding amount, source
 - Restrictions
 - Reporting requirements

Tech COI Report

Ben Matthews, Vice President (Tech COIs)

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Technical Communities of Interest (Ben's Top 10)

Architectural Practice, Construction, Energy and Sustainability, Environmental, Facility Asset Management (Geospatial), Joint Engineering Contingency Operations, Resilience, Small Business (Business Development), Health Engineering TF

- 1) Devoted chairs and steering teams; Succession planning must remain deliberate
- 2) Work Plans are driving force and should focus on realistic annual outcomes
- 3) IGE is #1 value to SAME membership. Tech COIs run the national initiatives and link to Posts
- 4) Technical COIs are the linchpin to connect Regions and Posts. Keep pushing here!
- 5) Webinar Wednesdays are thriving, but communications/flexibility can improve
- 6) 30+ strategic partnerships are a key opportunity. More academia? Solution laboratories
- 7) Governance: Pressing Issues to working group/task forces to full COIs e.g. AI
- 8) More collaboration calls on best practices/issues. Quarterly with HQ is a great start
- 9) Use self assessment for benchmarking/sharing ideas
- 10) Tech COIs cover full 2030 Plan. *“Drive Partnerships, Deliver Solutions, AND Develop People”*

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Human Capital COI Report

Mike Darrow, Vice President (HC COIs)

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Leader Development:

- COI Lead this coming year – Zak Payne - LDP Graduate
- National LD Program will be led by Brandi Smith this coming year – a graduate of the program and most of the sub-committees are all former LDP grad led
- Achieved our goal put in place when we began 7+ years ago – graduates play key role in COI and LDP program
- Graduating 5th Class this year (19 students)
- Starting 6th Class (20 students).
- Making some changes to the program as a result of a curriculum review.
 - Book program from 3 books to 12 books. Students are still only required to read 3 books but they have opportunity to learn from 12 books
- Updating speakers to keep the ones with greatest impact and adding some new speakers to keep the program fresh .
- Transitioning from Google Classroom becoming a beta test group for *SAME Engage*.
- Continue to see great impact across the Society through UPICs
- LDP Mentoring program one of the best.
- Texas Region LDP graduated it's first class and is starting its second class (15 students) in May
- Newest Post-Level program at SAME Mid-Maryland graduated their first class to cap off its first year.
 - Most recent adds are the Tulsa Post, Greater KC Post, and Minneapolis Posts
- **LDP COI Webinar Wednesday presentations**
 - July – Post level Leadership programs
 - January – Leader Confidence: Getting Beyond Your Comfort Zone. Don Young presented.
 - April – Creating Opportunities – Where you are and Where you Will be. Kevin Lovell presented.

90



Leader Development:

- Challenges
 - Communications: Do a good job but we can always do better. Bolstering the LD COI Communication team.
 - Attendance: Would like to increase attendance at our **new monthly LD COI** meetings.

- Thoughts for the coming year –
 - Funding lag: UPICs develop faster than the annual funding request process can accommodate. UPICs are conceptualized after the year's funding request is complete.
 - Paid webinar speakers: We submitted a request last year for funding to support having professional speakers do webinars for us. We view this as a programmatic deliverable that provides value to the entire Society.

Camps:

Key Accomplishments:

- Successful 2023 camp season with 5 camps and 270 campers
- Creation of new Navy- JAX camp for the 2024 camp season
- **All 2024 campers are sponsored!**
- Marketing effort success for 2024 camp's season
- Camp Affiliation Agreements and Camp Accounting Guidelines established
- Foundation funding to pay mentor travel to support camps
- Full time National Staff Camp support!

Challenges:

- AFA and Navy-Port Hueneme have new camp directors in addition to new Navy/JAX camp
- Finalize Camp Handbook
- Scott AFB Camp - lost the camp this year due to inability to find a camp director

Thoughts for this year:

- Look at potential new camps or opportunities to assist local camps
- Continue to increase number of campers and marketing opportunities
- Expand Foundation resources to fund other key requirements including camp insurance and overseas camper travel on top of marketing and mentor travel
- Continue to look for grant opportunities to offset camp costs
- Get SAME Camps Program Manager fully integrated into the process and take over for 2025 camp season

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YP COI

- ~25 people in attendance in most meetings
- Lots of **first-timers** and people who have not yet attended a local event
- Great amount of success in plugging in **new** people this past year:
 - New to Programs – Sal
 - New to Communications – Cristen and Christine
 - Many New Liaisons! (see slide 3)
 - Environmental
 - Architecture
 - Resiliency
 - STEM Outreach
 - Small Business
 - Construction
 - Environmental
 - LDP
 - Facility Asset Management
 - Energy & Sustainability

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YP Work plan success in '23-'24

- **Networking events at SBC & JETC**
 - SBC: networking event **sold out in '23** (vs. sold out in '22), Pre-SBC virtual sessions: (98 in '23 vs 116 in '22)
 - JETC: networking event in **sold out in '23** (sold out in '22), Pre-JETC virtual sessions: (93 in '23 vs 102 in '22)
 - 2024: JETC networking event and pre-event connection in the works
- **Credentialing**
 - 2022: 2 CAP applicants, 14 LinkedIn followers
 - 2023: 2 CAP applicants, 31 LinkedIn followers
- **Webinars**
 - 2022: 7 webinars, 354 pre-registrations, 242 actual attendees
 - 2023: **coming**
- **JETC Stipends**
 - 4 applicants in 2023, 3 awards made (1 had a schedule conflict)
 - 12-13 applicants in 2024, awards not yet made
- **Communications to YPs**
 - 2022: 200 new LinkedIn followers, 700 reactions, 41 re -posts
 - 2023: 171 new LinkedIn followers, 515 reactions, 42 re -posts
- **Resource Requests**
 - SBC/JETC Networking Events
 - Stipends (up to 10, registration, flight, hotel with estimated \$17,000 total requested) >>Could increase due to activity/actual needs
 - Credentialing (\$5,600 for (8) gov and (8) non -gov applicants at \$200 and \$500 respectively) >>\$8K for (16) at \$500/ea
 - ****NEW**Credentialing Review Course Pilot Program: \$10,000 requested - to directly pay for credentialing review courses within a corporate account for qualifying SAME members.**


YOUNG PROFESSIONALS COI 2023-2024 WORK PLAN









YP COI 24-25 Steering Committee



Chair
LCDR Tim Dahms,
PE, CEC, US Navy



Immediate Past Chair
Suzanne Grix, MBA
Forgen

Conferences		
	Vice Chair Nick Tomkins, Severson Environmental	
		Asst. Vice Chair Jaimie Wright, KOMAN Holdings, LLC
Programs		
	Vice Chair Sal Forgione, Associate AIA, PMP, HDR	
		Asst. Vice Chair LTJG William Park, US Navy
Communications		
	Vice Chair Cristen Sheppard, AICP, PP, mcfa	
		Asst. Vice Chair Christine Fernandez, Mead & Hunt
Credentialing		
	Vice Chair Willie Parks, RA, LEED, AP BD+C, RRMM Architects	
		Asst. Vice Chair Elena Soto, EIT, Jacobs



K-12:

- Hosted all of our planned COI Wide calls and Webinar Wednesdays.
 - Only average about 10-15 on the COI wide calls so this is something I want to work on increasing for next year.
- Challenges – Keeping steady STEM XC support. Been hard to fill all the XC positions and been challenging to maintain commitment from all the XC members.
- We continue to request foundation support for the STEM Pathways for Indigenous Youth.

➤ **Stem Pathways for Indigenous Youth**

- Started as a UPIC project
- Received grants from United Engineering Foundation:
 - 2022: \$35k
 - 2023: \$135k
- 4 Four Posts were involved in 2023 – Albuquerque, Anchorage, Tulsa, Panama City
- 5 nations/tribes were involved: , including the Navajo, Santa Ana Pueblo, Pueblo of San Felipe, Chickasaw, and Cherokee.
- 2022 there were approximately 220 students involved.
- 2023: approximately 353 students and chaperones



Enlisted:

➤ Key Accomplishments:

- Membership drive at the Kaiserslautern Post, resulting in 31 new members and increasing Post membership #s by 17%
- ECOI Leadership team is fully assigned and engaged, including an emerging Social Media team led by junior enlisted and NCOs
- LNOs assigned to the K-12 STEM, Camps, Construction, and Leader Development COIs
- Fully engaged with Senior Engineer Enlisted Leaders for ALL Branches and Components! (led by Brad Wilson and Adam Brady)
- Facilitator on local NOVA/DC Leadership and Mentoring Program (led by Brad Wilson)
- Hosted a Webinar Wednesday session in August 2023
- **15 x JETC stipend applications, with 6 enlisted applicants**
- Mentored three LDP members on their UPIC projects (Brad Wilson—Alyson White and Teammate, Larry Mullaly)
- AI/AN engagement at Camp Cherokee (led by Mitch Sisco and Jeannine Finton)
- Key member of the Credentialing Task Force with LCDR Dahms (led by Adam Brady)
- Co-hosted a SAME Dinner at the Joint Engineer Operations Course (JEOC) in Fort Leonard Wood, MO (Brad Wilson and Rick Sloop)

➤ Challenges:

- Getting 1-2 reps from the ECOI to the Post Leaders Workshop to ensure that we can share best practices and encourage Posts to bring more NCOs into the mix
- Remaining engaged with Service SELs and ensuring we have engaged Liaisons to other COIs

Key Challenges/The Year Ahead

Strategic Plan Implementation

- **Organization of the HC COIs to best support the plan**

Refinement of Resource Requests

- **Several emerging requests through out the year**
- **Timing of the requests with potential LDP UPIC projects**

Camps

- **Reenergize the Scott Post Camp**
- **Potential expansion at Virginia Tech**

RVP/Membership COI Report

Mike Huffstetler, Vice President (RVPs)

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102

RVP Update

- RVPs continued their focus on post engagement this year in support of the President's priority
- Monthly RVP Calls:
 - Lessons-learned block for sharing best practices amongst RVPs
 - Guest COI presentations for most of the year including recent STRATPLAN update by Sharon
- Next up: Post Assessments occur this summer
 - Questionnaire moved to a fillable pdf and updated
 - Expected Surveys to begin in July- RVP/Post President Dialogue

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Current and New RVPs

Region— Current RVP	First	Last	Term	Deputy RVP	Secretary
California	Jim	Carter	2023-2025	Phil Welker	Arvind Acharya
Carolinas	Frank	Mondo	2023-2025	Scott Hartung/Chris Carter	
Europe	Adam	Boubede	2024-2026	Charysse Knotts	
Gulf Coast	Scott	Smith	2024-2026	Tiffany Castricone	
Heartland	Robert	Burton	2023-2025	Craig Bryant	Audrey Seaman
Lakes	David	Johnson	2023-2025	tbd	
Mid Atlantic	Summer	Gladden	2023-2025	Ed Chamberlayne/Rob Flowers	Bree Beal
Missouri River	Julia	Pluff	2023-2025	Scott Nall/Dave Packard	Bobbi-Jo Lang
North Atlantic	Mindy	Hinsley	2024-2026	Vincent Mangiere	
Northeast	Lisa	Brandon	2023-2025	Jeff Dulgarian	
Northern Tier	Caroline	Roberts	2023-2025	Scott Grainger/Tony Roos	
Ohio Valley	Alex	Masters	2023-2025	William Lorenz	
Pacific	Joshua	Biggers	2023-2025	tbd	
Rocky Mountain	Wendy	Amann	2024-2026	tbd	
Southeast	Mike	Ulekowski	2024-2026	tbd	
Southwest	Colleen	Rust	2024-2026	tbd	
Tennessee/Kentucky	Hugh	Darville	2024-2026	Brandi Smith	
Texas	Eric	Wilbur	2023-2025	Liz Parent	

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104

RVPs - Streamers/Awards

*Distinguished Posts and Streamer:

- **69** Complete submissions – **66** Streamers awarded
- **56** Posts with Distinction

Highlights of Streamer submissions:

- ↓ 530 IGE events & activities
- ↑ 286 Resilience events & activities
- ↓ 579 Develop Leaders & related activities
- ↑ 697 STEM activities
- ↑ 325 Veterans Transition & support activities

*Fewer Posts submitted this year, but higher % earned the Streamer w/ distinction(completed something in all 5 goals and exceeded their required point total)

- Coming in 2024: reinstating Membership Streamer now that all members are in the new structure; will be based on growth – no thresholds, just grow 1 person or 100 people. Stats are posted monthly in the Post Resource Center.

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National Level Post Awards:

- IGE Post Award – Houston Post
- Post STEM Award – Blue Ridge Post
- **New Award for 2024** – Leader Development Award
- Consolidation of Tudor & Sverdrup Medal

2024 Streamer Reminders:

NOT optional for Posts
(programmatic info is needed from every post)

Portal is open on Post Resource Center

Enter information regularly throughout the year!

Organization Structure

Chair: **Bobbi Jo Lang**

Chair-elect: TBD

Vice Chair, **Tools & Resources**: **Dick Kochanek**

Vice Chair, **Strategic Direction**: TBD

Vice Chair, **Military & Government Engagement**: **Lee Ann Zelesnikar**

Vice Chairs, **Diversity, Equity & Inclusion**: **Shante Fields, Lalitha Benjaram**
(newly identified)

Immediate Past Chair, **Dana Otto**

Staff Liaison: **Jill Murphy**

Highlights:

1. Revising Work Plan for 2024/2025 to reflect the new strategic plan goals and structure
2. Identified vice chairs for Diversity, Equity & Inclusion Subcommittee!
3. Instituted monthly calls with membership POCs, reflecting the Membership COI charter and our commitment to support the posts nationwide

- Tools & Resources
 - Completed marketing tools for:
 - Military Members in 2021; and
 - Small Business (at the request of the Small Business COI) in 2023
 - Assessing ways to measure diversity for the DEI Plan and for the Post Task related to 2025 Strategic Plan, Goal 1 (Strengthen IGE), Objective 5 (Promote inclusion of stakeholder interests at the Post, Regional and National levels through meetings, workshops, symposiums and conferences), Post Task 3 (Ensure Post Leadership reflects the diverse demographics, professions and practices that match the Post membership).
- Strategic Direction
 - Developed communications plan for strengthening the Membership POC Community

- Military & Government Engagement
 - In progress - working with leaders of the Enlisted COI and Military/Government subcommittee members to develop a list of perceived barriers and their solutions to encourage government membership
- Diversity, Equity & Inclusion
 - Appointed to new vice chairs: Shante Fields and Lalitha Benjaram have agreed to take over as DEISC Co-Chairs. They have been a part of the DEISC for over a year and participated in the panel discussion, “*DEI Strategy on a Small Business Scale*” at the SAME SBC in 2022

Strategic Plan Presentation & Approval

Sharon Krock, President-Elect

Brian Duffy, Incoming Appointed Director

Albert Romano, Incoming Vice President



2030 STRATEGIC PLAN DECISION BRIEF

Strategic Plan Working Group

13 May 2024



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2030 Strategic Plan Report

Today's Agenda

- Proposed Vision, Mission, & Goal Statements - VOTE
- Governance Implementation & Recommendations
- Next Steps
- Communication Approach

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113

Opening Remarks

➤ **Our Journey Since March 2023:**

- *Strategic Plan 2030 Development Charter Approved by Executive Committee*
- *Strategic Plan 2030 Development Team Named (CoChairs)*
- *Intro Discussion with Strategic Plan 2025 CoChairs*
- *Strategic Plan 2030 Development Team Expanded (SPWG, SAG)*
- *Strategic Plan 2030 Intro/Update Discussion With Post Leaders Workshop Attendees*
- *Strategic Plan Working Group & Strategic Advisor Group Sessions Throughout Fall 2023*
 - *Focus on Vision, Mission, Goals, Objectives*
- *Board of Direction Vector Check @ Small Business Conference*
- *Further Refinements with SPWG & SAG Inputs*
- *Executive Committee Vector Check @ Capital Week; Including Thoughts on Governance Updates*
- *Final Updates & Rollout Planning*
- *Board of Direction Decision Brief @ Joint Engineer Training Conference* ← **We Are Here!**

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Proposed Vision, Mission, & Goal Statements

➤ **Vision Statement:**

Serve as the trusted integrator across the A/E/C and related professions in addressing our nation's economic and security interests at home and abroad.

➤ **Mission Statement:**

Lead collaboration in support of our national security priorities.

➤ **Goals:**

- *Drive Partnerships through focused industry government engagement.*
- *Deliver Solutions for critical infrastructure and mission readiness challenges.*
- *Develop People to strengthen America's STEM pipeline and technical workforce.*

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➤ **Goal:** Drive Partnerships through focused industry-government engagement

- Objectives:
 - Support engagement with our nation's military and agency partners in their role of addressing complex challenges globally.
 - Promote multi-disciplined collaboration among public, private, and academic sectors, at all levels, to address critical needs impacting national security.
 - Provide expertise, knowledge, and resources on current and emerging practices that affect the nation's built and natural environments.
 - Create and leverage strategic partnerships with similarly aligned organizations and stakeholders to optimize the use of SAME's resources, expertise, and capabilities.
- Desired Outcome: SAME serves as the society of choice for our partners to assist them in addressing current and future complex challenges, through focused and deliberate engagement, collaboration, and partnering actions by SAME's entire governance structure with various internal and external stakeholders.

➤ **Goal:** Deliver Solutions for critical infrastructure and mission readiness challenges.

- Objectives:
 - Operationalize SAME Communities of Interest, placing focus on national security topics.
 - Encourage Posts and Regions to prioritize issues centered in their respective areas.
 - Leverage expertise from SAME members, government agencies, academia, and other key stakeholders to identify matters affecting national security, gather facts, and recommend solutions.
 - Communicate issues, contributing factors, and findings through multi-media means & venues.
 - Pursue policy and programmatic efforts that strengthen acquisition practices that support the industrial base.
- Desired Outcome: SAME's Communities of Interests are elevated and highlighted as "Solution Laboratories" on topics of great interest and impact to our nation. Posts and Regions remain attuned and responsive to issues in their environments. Enhance traditional communication methods (TME) by distributing electronic content via SAME website(s), emails, and the SAME App -- pushing "value" to our membership.

➤ **Goal:** Develop People to Strengthen America's STEM Pipeline and Technical Workforce.

- Objectives:
 - Provide avenues to support inclusive involvement in STEM and trade related careers, professional & technical development, leader development, and transition assistance.
 - Promote a structured mentoring continuum, highlighting professional growth and leadership opportunities for members at all ages and experience levels.
 - Cultivate leaders who embrace diversity, equal opportunity, inclusion, and lead with courage, character, respect, and tolerance.
 - Improve student chapter/higher education involvement in nurturing future Architecture/Engineer/Construction (A/E/C) professionals and military engineers.
 - Align with the SAME Foundation and other organizations focused on people and personal/professional development.
- Desired Outcome: Optimize SAME's human capital programs, Posts, and Regions to maintain and enrich the STEM pipeline by introducing youth to the industry and enhancing personal and professional growth of those already in the profession.

VOTE #2

Organizational

- Evaluate & realign the Board of Direction structure as applicable to further enhance its effectiveness and efficiency for providing strategic direction for the Society.
- Evaluate & realign the Executive Committee to further enhance its role and focus on providing guidance and making operational/business decisions for the Society.
- Evaluate all current COIs (structure, mission, goals, IGEs,, leadership, etc.) to determine their effectiveness and efficiency as well as alignment to the SAME Strategic Plan.
 - Consider using Working Groups or Sub-Committees under COIs to focus on specialized areas in lieu of creating new COIs.
 - Consider merging COIs that have similar mission and focus to maximize impacts and reduce duplicative efforts.
 - Consider using Cohorts in lieu of COIs to foster collaboration amongst members that wish to focus on a particular topic that is shorter term and that does not require governance oversight or ongoing national staff support.
- Establish or Charter an “SP2030 Implementation Task Force” to help implement the SP2030 plan goals, objectives, recommendations, and governance requirements.
- Evaluate & realign the current structure and relationships for SAME’s external Strategic Partners and Organizational Stakeholders.

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Operational

- With the support of the AOF, establish a “Posts Mentoring Program” to provide guidance and support to Posts that are having challenges in developing their local work plans, and reporting progress through the annual streamer submissions
- Request that all COIs identify an External Strategic Partner in their Annual Work Plans and provide updates on any related activities in their Annual Work Plan updates.
- The Executive Committee should conduct a comprehensive review of existing External Strategic Partnerships to assess and leverage potential synergies, collaboration opportunities, risks, and impacts in support of SAME’s SP2030.
- Consider designating a select group of COIs as “Super COIs” based on them having clearly defined and shared actionable activities that directly support the SP2030 Goals & Objectives.
- The National Leadership Team needs to increase its enforcement of the existing SAME Bylaws in reviewing the performance of current COIs.
 - Per the existing Bylaws “...Reviews should assess the viability of each COI and result in a recommendation to the Board of Direction on which COIs should continue into the new term along with the designation of the incoming COI Chairs.”

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Administrative

- A greater focus must be made to reach 100 percent of Streamer submissions by all Post. Currently only 73% of the Posts submit information for Streamers. As part of SAME’s governance requirements and for SAME to be compliant with its non-profit status, all Posts must submit annual Streamers/reports that summarize activities and actions completed.
- As an incentive, consider having all Post Streamer submissions (in addition to the Post Financial Annual Reports) be a prerequisite submission prior to receiving the “Dues” collected for each Post by the National Office.
- Each COI must submit Annual Reports (similar to Posts submitting Streamers) that demonstrate alignment of their planned actions to the SP2030 Goals and Objectives. These Annual Reports can be part of the COIs’ submission of the Annual Work Plans.
- Enhance collaboration and communication between RVPs and COI leaders.

Short Term-Assignments With Recommendations Finalized by SBC 2024

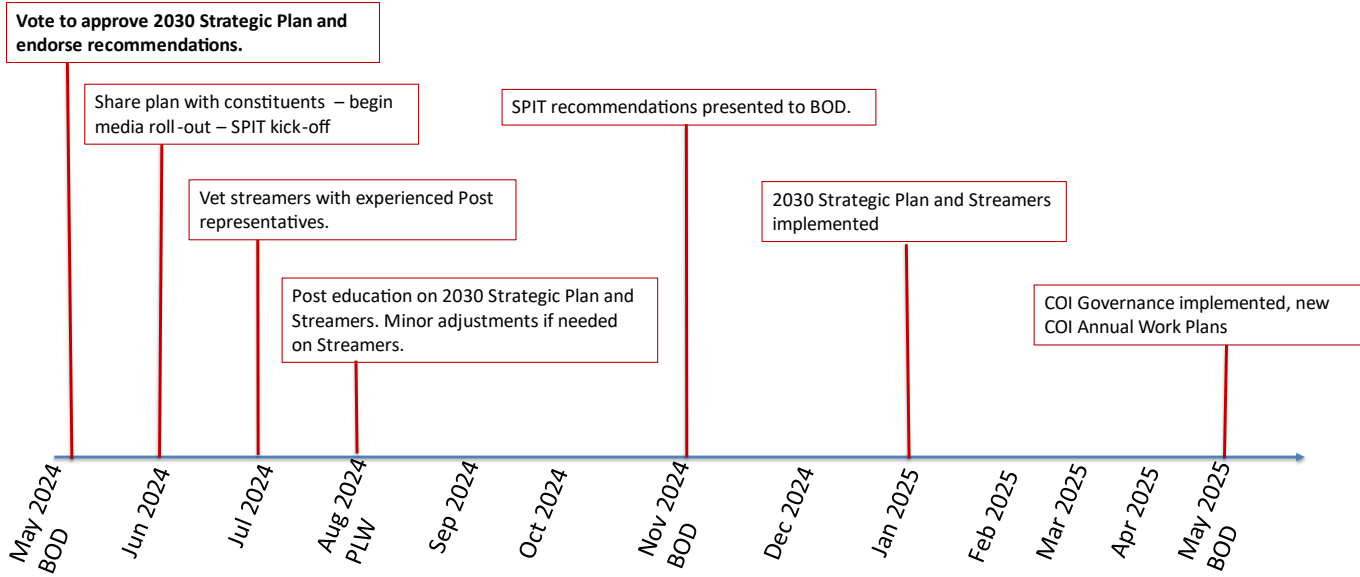
Strategic Advisor Group (SAG):

Mike Wehr (XD)
Cindy Lincicome (Past Pres)
Mark Handley (Past Pres)
John Mogge (Past Pres)

Strategic Plan Implementation Team (SPIT):

Charlie Perham (Nat'l Ofcr)	Bill Haight (FDN/IGE/JECO)
Brian Duffy (Chair)	Charysse Knotts (OCONUS/IGE)
Kathy Off (Nat'l Ofc Staff)	Kevin Remley (SLO/STEM Outrch)
Craig Bryant (IGE/Post/Past ED)	Kellie Sak (Post Rep)
Mike Darrow (HC COI/AD/Past VP)	Candice Scale (YP/ED)
Roland DeGuzman (ED, Past COI)	Corey Weaver (YP/COI/ED)
Rad Delaney (AD)	Rick Wice (Past COI/IGE)
Summer Gladden (YP/RVP)	Melvin Williams (Ext Stakeholders)

2030 Strategic Plan- Next Steps



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2030 Strategic Plan Update

Communications Approach to Membership

- **May 2024:**
 - Announcement in Real TIME newsletter announcing BOD approval (pending), and timeline of implementation.
 - 2030 Strategic Plan logo finalized, and available for use
- **July-August 2024:**
 - Announcement and additional background on BOD approval of new plan.
- **August 2024:**
 - Share new strategic plan details with Post Leaders at PLW
- **September through December 2024:**
 - Development of rollout package for new plan, to include TME feature, webpage, and promotional video
- **November 2024:**
 - At SBC, SAME President’s remarks will address new strategic plan to audience at general session, and January 2025 rollout.
- **January-February 2025 TME:**
 - New 2030 Strategic Plan formally unveiled in TME; corresponding webpage goes live, promotional video(s) available for Post use

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125

Communications Approach to Membership



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126

Consent Agenda

- BOD Meeting Minutes 10-31-23
- XC Meeting Minutes 12-13-23
- XC Meeting Minutes 3-25-24
- Foundation Meeting Minutes 1-9-24
- New Post
- 2024-2025 Board of Direction & Executive Committee

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127

THANK YOU & KEEP UP THE GOOD WORK!

- Craig Bryant
- Norm Campbell
- Tiffany Castricone
- Mike Darrow*
- Roland DeGuzman*
- Nick Desport
- Ryan Elliott
- Ted Foster
- Suzanne Grix
- Mike Huffstetler*
- Chris Knutson
- Sharon Krock*
- Cindy Lincicome
- Pam Little
- Cindy Miller
- Aaron Murray
- Cathy Otis
- Dana Otto
- Charlie Perham*
- Bruce Preston
- Christina Przygoda
- Carlos Sanchez
- Blair Schantz
- Rick Wice
- Lee Ann Zelesnikar
- Marilyn Zenko



*moving to different board position

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128

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 Charlie Perham

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130

President Elect Remarks Sharon Krock



Get your hands dirty like a wetland scientist!

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131