



# SAME Board of Direction Minutes

Tuesday, Nov. 19, 2024

Ernest N. Morial Convention Center, Rivergate Room

## Voting Members

BOD Position	First	Last
RegVicePresident, Rocky Mtn	Wendy	Amann
ElectedDirector (RVP/Mbrshp)	Danielle	Barner
RegVicePresident, Pacific	Josh	Biggers
RegVicePresident, Europe	Adam	Boubede
RegVicePresident, Northeast	Lisa	Brandon
Treasurer	Mario	Burgos
RegVicePresident, Heartland	Robert	Burton
Chair, Engineering & Construction Camp COI	Allison	Cantu
RegVicePresident, California	Jim	Carter
Chair, Small Business COI	Sally	Clark
Chair, Young Member COI	Tim	Dahms
RegVicePresident, Tennessee/Kentucky	Hugh	Darville
ElectedDirector	Roland	DeGuzman
Chair, Environmental COI	Ann	Ewy
ElectedDirector	Tony	Funkhouser
RegVicePresident, Mid Atlantic	Summer	Gladden
Chair, K-12 COI	Josh	Graham
ElectedDirector	Scott	Grainger
ElectedDirector (Bylaws)	Tony	Higdon
RegVicePresident, North Atlantic	Mindy	Hinsley
Chair, Resilience COI	Patrick	Hogeboom
President-Elect (Tech COIs)	Mike	Huffstetler
RegVicePresident, Lakes	David	Johnson
President	Sharon	Krock
ElectedDirector	Erin	Krug
Chair, Membership COI	Bobbi-Jo	Lang
Chair, Construction COI	Angie	Martinez
RegVicePresident, Ohio Valley	Alex	Masters
Vice President	Ben	Matthews
ElectedDirector (HC)	NK	Mbaya
Chair, Energy & Sustainability COI	Matt	McCann
Vice President (AOF)	Patrice	Melançon
RegVicePresident, Carolinas	Frank	Mondo
ElectedDirector (SMTF)	Dave	Newkirk
ElectedDirector (HC)	Arpan	Patel
Chair, Leader Development	Zakary	Payne
ElectedDirector	Shane	Payne
Past President (Strat Plan Implementation)	Charlie	Perham
RegVicePresident, Missouri River	Julia	Pluff
RegVicePresident, Northern Tier	Caroline	Roberts
Vice President (RVPS)	Albert	Romano
RegVicePresident, Southwest	Colleen	Rust
ElectedDirector	Candice	Scale
Chair, Joint Engineer Contingency Operations COI	Rick	Sloop
RegVicePresident, Gulf Coast	Scott	Smith
RegVicePresident, Southeast	Mike	Ulekowski
ElectedDirector	Corey	Weaver
Executive Director/Secretary	Mike	Wehr
Chair, Architectural Practice COI	Laurie	Whitney
RegVicePresident, Texas	Eric	Wilbur
Chair, Enlisted COI	Brad	Wilson
Chair, Facility Management COI	Michael	Zapata
Chair, College Outreach COI	Marilyn	Zenko

## **Call To Order**

Sharon Krock, SAME President, called the meeting to order at approximately 0900 and a quorum was established. She thanked everybody for all that they do for the Society and encouraged board members to network amongst each other. We followed the established agenda (Encl. 1) and associated slides (Encl. 2).

## **National Office Update**

Mike Wehr gave an overview of finance, membership, IGE, and marketing & Communications. The Society and Foundation are having meaningful collaboration on budgets and investments. In 2025, we will be conducting a Membership Campaign; it may be a multi-year endeavor to help us recruit and retain members better. For IGE, he highlighted recent NLT engagements in the Pacific and the upcoming industry forum in coordination with the Indo-Pacific Combatant Command in September of 2025 on Honolulu, HI. Finally, our Marketing & Communications team has a nice summary of activities to share.

### Finance (Slides 6-10)

Mario Burgos began with the bottom line up front; we are financially healthy and within budget. He showed a five-year trend which shows actuals for all except 2024. We are trending in the right direction. Mario introduced the new Treasurer, Jordan Beard, with new assistant Treasurer, Jim Carter, and announced that this change will take place in May as planned. He showed the planned touchpoints for financial reporting and praised the National Office for its progress in financial reporting frequency and on-time filing/audit.

- Revenue: The 92% increase in administrative revenue in September 2024 compared to September 2023 was due to unrealized gains in the first, second, and third Quarters. The 3% decrease in program support income in September 2024 compared to September 2023 was due to differed partner revenue. Revenue is right on target.
- Expenses: We saw lots of savings as outlined. Overall, we are within budget.

### Membership (Slides 17-21)

Jill Murphy presented membership statistics for the last few years and highlighted the ebb and flow of membership as it relates to events. Pretty steady overall with no major changes. Student membership changes with camps. Uniformed members on the chart pertains to those who joined under a sunset member type. We will see that number decline because new uniform members are included in the government row and also retire/move into other categories. Life membership has also been sunsetted which explains the decreasing numbers. Jill also explained the complexities and manual aspect of membership renewal for awareness purposes. She showed demographics which are based on individual reporting. Percentages are based on responses and not the total population. Ann McLeod encouraged all to complete their demographic information. Student retention/conversion to paying members continues to be a challenge. A large number unsubscribe from communications. Planning is underway to hire a consultant to assist with Membership recruitment and retention.

### IGE (Slides 26-28)

Rob Biedermann gave an update on IGE Projects. Cybersecurity project remains very active and continues to make great progress. Future Installations will be briefing the EAG and looking for further guidance. EV Infrastructure project is gaining momentum since the last report. PFAS and EVs seem to be in high demand. AI Project is relatively new, but has great participation across government entities as well as industry. We are starting to see a lot of good interdependence and collaboration across IGE Projects and COIs. Building off of the success of the SOUTHCOM presentation from GEN Richardson, we have focused on INDOPACOM as the next engagement of our COCOM Campaign Plan in 2024-2025. The NLT has had several engagements there over the last few months. They have connected with govt. leadership and industry in those regions. We will hold a 2025 Indo-Pacific Summit in September. The budget has not been created yet; revenue shares will be determined based off of a net zero budget.

Those regions will continue to hold their own forums, but Honolulu will use this summit as their forum. Posts in those areas operate under a high-stress environment; attendance at these forums is greatly appreciated.

#### Marketing & Communications (Slides 29-31)

Stephen Karl gave an overview of priorities that SAME will be communicating soon and into 2025. This includes initiatives and activities related to governance & strategy, programs, national events, and storytelling. He highlighted the 2030 Strategic Plan roll-out, the Engineering Workforce Consortium, the Career Transition Workshop as the first event of the year, and the 30<sup>th</sup> Anniversary of the Academy of Fellows. He touched on SAME Engage; we are at the infancy of what this can be for the Society. In the area of IGE, he mentioned the “From the Field” initiative which engages more junior officers and enlisted to provide perspectives “from the field.” We plan on doing an oral history “event” every year. He encouraged everybody to download the SAME App.

#### **Foundation Update (Slides 32-24)**

Dave Nash gave an update on the Foundation. We have had a good year and have nearly raised \$600K which is the best we have done to date. We are updating the case statement which will be key in attracting outside donors. He highlighted the Silent Auction and the newly selected board members. We will be contributing an additional \$36K above what was granted through the R2C process. There is a prevailing sentiment among Posts that they are competing with the Foundation for resources. The Foundation recognizes that sensitivity and stresses that the intent is not to take resources away from Posts; according to our three-year cycle, 2025 will be focused on outside (not typical SAME members) donors. The Foundation does plan to eventually hire a professional fundraiser when it makes sense in relation to its operational expense budget and revenue ratio (called the Administrative & Fundraising Rate (AFR)). Mike thanked Dave Nash for his service as President of the Foundation and Sharon Krock presented him with a President’s coin.

#### **R2C Update (Slides 35-42)**

Rob Biedermann gave an overview of Ranking & Review Committee (R2C) progress. Their primary purposes is to allocate grant and other funds to various SAME programs at all levels. The policy with timelines and process can be found [here](#). He presented the 2024 spending to date by program. Foundation money that was not spent was reallocated to other programs using our published policy. The Foundation initially granted \$250K with the need being approximately \$306K. The Foundation has since voted to grant the additional \$36K. Charlie Perham thanked the R2C team of Tony Higdon, Pat Hogeboom, and Colleen Rust. This is an evolving process, and we are continually identifying gaps and refining funding cycles. A good example of this is UPIC funding and out of cycle requests that can now be considered against the \$10k ‘wedge’ starting in the 2025 budget. This is a big improvement over the previous process of the Foundation deciding where the money is allocated.

#### **AOF Update (Slides 43-47)**

Patrice Melançon gave an overview of Academy of Fellows activities. She outlined the nomination process and the fact that every member of the AOF XC reviews and scores every packet. We awarded 9 Regional Fellows Medals this year. Journey to Fellow has been a successful program with relatively high attendance. Nominations for the Golden Eagle award are currently open and will be awarded at JETC. Look for more information on a new award, the Soaring Eagle, which will be presented by the Foundation. The 30<sup>th</sup> Anniversary of the Academy will be celebrated throughout 2025 in various mediums. We are actively looking for Fellows to provide “Pearls of Wisdom” which can be submitted [here](#). Patrice also touched on the Post Mentoring Program which was covered in greater detail later in the meeting.

#### **Strategic Plan Implementation (Slides 48-78)**

Charlie Perham gave a brief overview of the work that has been done by the 2030 Strategic Plan Implementation Team and thanked Brian Duffy for his work specifically. Brian gave a recap of the journey, the process, and the team

members. He presented some facts, assumptions and comments from the feedback sessions conducted with board members prior to the pre-vote and board meeting. He then proceeded through the agenda:

#### Strategic Partner Policy

The team identified a gap in governance with no policy in place for the addition, evaluation, and discontinuation of external partnerships. They developed a policy outlining the objectives of a partnership, criteria for partnership selection, development process, roles & responsibilities, and evaluation & review. The document will be added to the SAME Bylaws Governance Document List and reviewed by staff annually. This document applies to national partnerships only. Posts and Regions may enter partnerships at the local level without national approval.

**The BOD voted to approve the National Strategic Partner Policy (Encl 3).**

#### Post Mentoring Program

The team addressed the ongoing issue of Posts not submitting information as legally required to maintain 501(c)3 status. SAME National Staff conducts continual review of Posts (financial reports, streamers, post leaders roster update, etc.); some Posts that consistently fail to meet Post guidelines year after year (some more than 5 years). The AOF has identified 5-6 Posts to support in collaboration with RVPs and RFPOCs. They will match the Post with a Fellow mentor within their respective regions to provide training, advice, and other assistance. As pilots are currently being conducted, the AOF and RVPs will refine the program and provide feedback to the board on progress.

#### COI Assessments

Our Bylaws require us to assess viability of COIs, but the team felt that we needed a more formal process for this that is incorporated into governance. NLT should use COI Assessments and Work Plans to drive an engaging evaluation and feedback process. COIs should have a written charter and/or a mission statement that documents how they support the current Strategic Plan. COIs should maintain active relationships with Strategic Partners and have a list of best practices. The National Staff will update the COI Operations Manual to include a written assessment procedure and annual report, synching the timing of Work Plan approvals and COI evaluation. Finally, we will ensure review is deliberately incorporated into the NLT meeting calendar and budget cycle. The NLT will use the COI Assessment tool to measure performance against their Work Plan.

#### Board Re-organization (Encl 4)

The team recommended restructuring its naming conventions and organizational structure to better align with its new Goals & Objectives. The key changes include:

- **Groups:** Unpopulated entities aligned under a National Officer to help organize efforts towards the Strategic Plan 2030.
- **Communities of Interest (COIs):** Specialized entities focused on specific issues, aligned with the "Deliver Solutions" goal.
- **Councils:** Demographic groups reflecting the diverse membership, including a proposed new "Uniformed" Council to replace the current Enlisted COI.
- **Committees:** Entities with specific operational focuses.

The proposed new organizational structure includes:

- **Project Life Cycle Group:** Led by a National Officer, comprising various COIs (e.g., Architectural Practice, Construction, Energy & Sustainability). This group aligns with the "Delivering Solutions" goal.
- **Membership Group:** Led by two National Officers, including the Membership Committee, Academy of Fellows, key demographic Councils (Young Professionals, Uniformed, Small Business), and Regional Vice Presidents. This group focuses on sustaining and growing the Society.
- **Workforce Development Group:** Led by a National Officer, comprising programs like Leader Development, Camps, STEM, and College Outreach. This group aligns with the "Develop People" goal.

The BOD will also be adjusted to include representatives from these new groups, ensuring a balanced and effective governance structure. The BOD will maintain its overall size, with minor adjustments to voting members to accommodate the new structure.

The recommendations include updating the BOD roster and establishing a rotation for new appointed representatives from the Project Life Cycle and Workforce Development entities, serving 1-year terms, with others retaining non-voting roles. A motion was made to make the XC the voting BOD and the NLT the new XC. The current BOD would become an advisory board. An amendment was made to have the BOD vote on the XC composition. That motion was tabled and a new motion was made to continue with the vote as presented which resulted in a 50/50 voting split. **The BOD voted to approve the re-structure and new naming conventions as presented but agreed to table the focused voting recommendation and new motion until JETC.** Sharon Krock will enact a Task Force to present voting structure COAs at JETC.

### *Discussion*

- Need to make sure we keep track of sub-groups such as Enlisted vs Officers or Uniformed vs Govt. Civilian if we are grouping folks together.
- Need to be clear about how groups/entities are established.
- Naming conventions were derived from looking at the mission statements of COIs and from common terminology within the A/E/C industry that is widely used and accepted. The goals of the strategic plan permeate all that the Board does –all three Groups are likely to connect with or impact several Goals of Strategic Plan 2030.
- The NLT acts as XC and the XC acts as the board – those compositions really enhance nimbleness and efficiency, while the BOD is an opportunity to share and exchange information. Let’s actually fix things and make the XC that actual BOD.
- Nothing is written in stone, just need a starting point and things can always be changed if it’s not working.
- If you are worried about losing a vote, remember that you are not losing a seat in the room and still have the ability to provide feedback and direction.
- The board should elect XC members and be more transparent about how they are chosen.
- Having distinction between entities vs all being COIs will be much more clear (even though it seems confusing because it is new) and scalable for communications from the National Office. There is too much overlap and blending right now.
- If the BOD was “advisory” and non-voting, we would have more flexibility to add more COIs, such as the Marketing COI.
- Did the Implementation Team consider the new motion previously? Yes, and it was met with heavy resistance which is why the team scaled back the recommendation to show minimal change.
- Why are we only looking at COIs and not RVPs? COIs represent 11% of membership. RVPs represent 100% of membership. Councils (as presented) represent 80% of membership.
- Only 67% of the BOD pre-voted or provided input. The more people we bring to the table to vote, the harder it is to engage everybody. Only four people disapproved the voting recommendation in pre-voting.
- The grouping function will help focus the board and staff efforts.
- Everybody wants change unless it affects them. It might be worth moving forward without the voting change for now.
- Changing the size of the voting board in the way that has been presented would not have changed any decisions we have made in the past. If we vote to approve this, it doesn’t mean we can’t refine it or continue to discuss it.
- Can we just pull out the voting aspect of the recommendation and move forward with the vote? A motion was made and the board voted to continue with the vote without deciding on the focused voting recommendation.

### Post Dues tied to Program Report

We would like to consider Post Program Reporting to be a pre-requisite to receiving Post dues. Streamer competition as incentive to encourage Posts to submit activities is no longer effective. Streamer program was reorganized in 2020 to lessen the burden on Posts: no more sending massive files, filling out forms and submitting via email. It was also to eliminate the more programmatic information from the Financial annual report, making that easier and shorter to submit. Currently, Post dues are only attached to financial reporting. Competing for streamers is not necessary, but reporting on activities is necessary to demonstrate a reason for existence, support the strategic plan, and to support 501(c)3 status. An organization must pursue the exempt activities it promised in its IRS application for exemption. Not all Posts submit their activities (currently through the streamer program) because they don't want to compete or don't know they are required as part of their annual reporting. We need to disassociate competition from reporting; there are four aspects of Post reporting that include Post financials, programmatic activity (streamers), PLW attendance, and RVP assessments. The team recommends that we change messaging on reporting vs streamer competition, continue monthly staff checks, and tie Post dues to program reporting by January 2026. **The Board voted to approve Post Dues tied to Program Reporting.**

### *Discussion*

- Some Posts can't send somebody to PLW. But we can still include that point of reference because there may be a valid reason which is excusable.
- Continue to make sure reporting is not a burden. Currently it is relatively easy, but just want to ensure that continues and anything that makes it more efficient is appreciated.
- Annual report is mandatory – whether or not it is tied to streamers is irrelevant. We have not really enforced that up to this point. It is open all year and information can be entered as things happen.
- There may be different levels of delinquency – at what point do we withhold dues? If you are late, you get your dues retroactively.
- Some Posts don't need the dues or see it as a driving factor.
- Accountability is important – somebody (RVPs and others) should be calling out Posts that do not submit reports for 2-3 years.
- We should use the carrot vs stick approach with Posts. These requirements are nothing new. However, if Posts want to be associated with SAME and receive support from the SAME staff, they need to adhere to basic reporting requirements.
- This is a requirement – not an “ask.” We need this information for compliance purposes.
- There are two hard IRS requirements and two “indicator” requirements. Dues are only tied to the two hard requirements.
- The AOF will look to RVPs to present Posts that need assistance as part of the Post Mentoring Program.

### 2030 Streamer Program

We did a major overhaul of streamers for the 2025 Strategic Plan to make it more flexible for Posts, so only minor adjustments were made to align the existing streamers for the 2030 Strategic Plan. These minor adjustments were vetted by veteran Post streamer submitters.

**The BOD voted to approve the 2030 Streamer Program (Encl 5).**

### **Consent Agenda (unanimously approved)**

- BOD Meeting Minutes May 2024
- Foundation Meeting Minutes July 2024
- XC Meeting Minutes Aug 2024

- XC Call Minutes Oct 2024

## **The BOD voted to approve the Consent Agenda.**

### **Strategic Plan Update & Assessments**

#### Technical COIs (Slides 85-86)

Patrick Hogeboom filled in for Mike Huffstetler with an update on technical COIs. Each of the technical COIs submitted information to Mike on what they have been doing over the year – specifically under “driving partnerships” and “delivering solutions.” Mike does review annual workplans and this is a good drill to assess progress. They are in the process of crossing over from 2025 to 2030 planning. They are focused on translating member needs into program deliverables. Keep making the ask to find the next leaders and opportunities for growth.

#### Human Capital COIs (Slides 95-97)

Ben Matthews gave an overview about human capital COIs through key messaging of “identify, inspire, connect, and retain.” We are primarily responsible for developing people and developing the engineering workforce. It starts at the Post level – with connection being the key to retain them through various transitions; need to track those students at all levels. Ben also touched on the work of the Engineering Workforce Consortium which is trying to bring the community together to connect and retain. Allison Cantu covered updates to the National Camps Program. New policies and standards will be put into place including a sexual abuse policy and a camper conduct policy. USAFA camp will go through review of the American Camp Association’s (ACA) Accreditation process. The hope is for all camps to be accredited through ACA in the next coming years. The goal is no more than two weeks between close of application and acceptance emails to be sent out. Re-branding of the scholarship program is an active point of discussion; looking to make it a staple of the camp program. We are setting a foundation for an active alumni network. Social media initiatives targeting high school students, particularly through Instagram and TikTok.

#### Regions/Posts (Slides 98-102)

Albert Romano gave an overview of Post assessments. He showed information by Region for succession planning and utilization of COIs. COIs should not hesitate to “share the value” of their programs for Post utilization. COIs would also like to know what issues Posts want to hear about. This information should be viewed in the context of discussions thus far. A key strength is the strong leadership teams of RVPs and Post Presidents throughout the regions. A key weakness is that membership is mostly flat in many of the Posts. Opportunities listed touched on some of the discussions that occurred earlier in the meeting. Threats include inconsistent participation and engagement by uniformed/govt. members and the pipeline of volunteers needed for sustained growth. The JER has presented some inconsistencies that we are working through with uniformed leadership.

#### Membership (Slide 103)

The Membership COI is focusing on greater communication and collaboration with Post Membership POCs. Bobbi-Jo Lange described the success of the calls. DEI Committee is getting external organization best practices to share as well. Demographic tracking started with the new membership platform; Bobbi-Jo encouraged the board to share the importance of filling that information out with their constituents. A key challenge is to address database issues that exist with Post membership rosters.

### **Closing Remarks**

Sharon encouraged board members to “share the value” at SBC and beyond; everybody is an ambassador for SAME. Sharon thanked the National Staff, her fellow board members, and our Service Liaison Officers for the work they are

doing. She also stressed the importance of success planning for the board and other leadership positions in the Society; even if it isn't for this year, you can plant a seed.



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

- Encl 1: Agenda
- Encl 2: Presentation (Attachment)
- Encl 3: National Strategic Partner Policy
- Encl 4: 2030 Streamer Program (Attachment)
- Encl 5: COI Cheat Sheet



**ENCLOSURE 1: Agenda**

<b>TIME</b>	<b>AGENDA</b>	<b>RESPONSIBLE</b>
0830 - 0900	Continental Breakfast	
0900 – 0910	Call to Order, Pledge	Sharon Krock
0910 – 1000	National Office Update <ul style="list-style-type: none"> <li>• Finance</li> <li>• Membership</li> <li>• Higher Logic</li> <li>• IGE Update</li> </ul>	Mike Wehr Taha Seid/Mario Burgos Ann McLeod Natasha Rocheleau Rob Biedermann
1000 - 1010	Foundation Update	Dave Nash
1010 – 1020	R2C Update	Charlie Perham
1020 – 1030	AOF Update	Patrice Melancon
1030 – 1120	Strategic Plan Implementation – <b>Decisions</b>	Brian Duffy/Charlie Perham
1120 – 1130	<b>Consent Agenda*</b> <ul style="list-style-type: none"> <li>• BOD Meeting Minutes May 2024</li> <li>• Foundation Meeting Minutes July 2024</li> <li>• XC Meeting Minutes Aug 2024</li> <li>• XC Call Minutes Oct 2024</li> </ul>	Charlie Perham
1130 – 1230	<b>Lunch &amp; Networking</b>	
1230 – 1245	Technical COIs <ul style="list-style-type: none"> <li>• Assessments</li> <li>• Strategic Review</li> </ul>	Patrick Hogeboom
1245 – 1315	Human Capital COIs <ul style="list-style-type: none"> <li>• Assessments</li> <li>• National Camps Program Update</li> <li>• Strategic Review</li> </ul>	Ben Matthews
1315 – 1330	Regions/Posts <ul style="list-style-type: none"> <li>• Assessments</li> <li>• Membership COI</li> </ul>	Albert Romano
1330 – 1340	President’s Closing (Review Actions and Direction)	Sharon Krock
1340 - 1400	<b>Break</b>	
1400 – 1530	Breakout Meetings (RVPs, COIs, Directors, SLOs)	
1730 – 1900	President’s Reception	Sharon Krock

## ENCLOSURE 3: National Strategic Partner Policy

### 1. Purpose

The purpose of this Strategic Partnership Policy is to establish guidelines for the development, management, and evaluation of national partnerships with external organizations. These partnerships are intended to further the mission, vision, and strategic direction of SAME by leveraging shared resources, expertise, and networks.

### 2. Scope

This policy applies to all strategic partnerships entered into by SAME, including but not limited to collaborations with other non-profit organizations, businesses, government agencies, educational institutions, and community groups. Posts and Regions may enter into partnerships at the local level outside of this policy.

### 3. Definition of Strategic Partnership

A strategic partnership is defined as a formal collaboration between SAME and one or more external organizations. These partnerships are characterized by shared goals, mutual benefit, and a commitment to achieving a common objective that aligns with the strategic plan of SAME.

### 4. Objectives of Strategic Partnerships

Strategic partnerships should aim to:

- Advance the strategic plan of SAME.
- Increase the impact of programs and services offered by SAME.
- Expand the reach and visibility of SAME.
- Enhance the capacity of SAME to achieve its goals.
- Benefit SAME Members and/or recruit new members.

### 5. Criteria for Partnership Selection

When considering potential partnerships, SAME will evaluate:

- **Strategic Alignment:** The partner organization's mission and values should align with those of SAME.
- **Mutual Benefit:** The partnership should offer clear benefits to both parties.
- **Reputation:** The partner organization should have a positive reputation and a track record of success.
- **Resources and Expertise:** The partner should bring resources, expertise, or networks that complement those of SAME with no money exchanged.
- **Sustainability:** The partnership should have the potential for long-term collaboration.
- **Risk Management:** Any potential risks associated with the partnership should be identified and mitigated.

### 6. Partnership Development Process

The process for developing a strategic partnership will include the following steps:

- **Identification:** Board members will identify potential partners that align with the strategic goals of SAME and notify SAME Strategic & Stakeholder Relations. While there are exceptions, most partnerships should align and reside with a Community of Interest (COI) which is where collaboration will occur.
- **Initial Contact:** Engage in preliminary discussions to explore mutual interests and potential collaboration opportunities with appropriate stakeholders/COI, staff, and SAME Strategic & Stakeholder Relations. A “stakeholder champion” must be identified to cultivate the relationship, report status updates, and recommend changes.
- **Due Diligence:** SAME and the stakeholder champion will conduct due diligence to assess the partner's reputation, financial stability, and alignment with the COI and SAME's strategic goals.
- **Proposal Development:** Work collaboratively to develop a partnership proposal (Memorandum of Agreement or Understanding, MOA/MOU) outlining the goals, roles, responsibilities, and potential resource exchanges of each party. Strategic Partner information will be stored in the SAME member database.
- **Approval:** Obtain approval from the National Leadership Team before formalizing the partnership. It will be added to the Consent Agenda for the next Society Board Meeting before being executed.
- **Agreement:** Formalize the partnership through a written agreement that details the terms and conditions of the collaboration.

## 7. Roles and Responsibilities

- **Executive Director:** Responsible for the overall management and oversight of strategic partnerships.
- **National Leadership Team:** Provides approval for high-impact or long-term partnerships. Engage peer-leaders as appropriate for strategically impactful partners.
- **COI Chairs & Stakeholder Champions:** Oversee the implementation and evaluation of partnership activities within their respective areas.
- **Strategic & Stakeholder Relations:** A designated staff member who serves as the primary point of contact for the partner organization.

## 8. Partnership Evaluation and Review

All strategic partnerships will be regularly evaluated against the MOA/MOU to ensure they continue to meet the objectives and criteria outlined in this policy. The evaluation process will include:

- **Performance Metrics:** Assessing the outcomes and impact of the partnership.
- **Regular Communication:** Maintaining ongoing communication with the partner to address any issues or opportunities.
- **Annual Review:** Conducting an annual review of the partnership to determine its effectiveness and the potential for renewal, modification, or termination.

**9. Termination of Partnership**

Either party may terminate the partnership with due notice if the collaboration is no longer mutually beneficial, if objectives are not being met, or if there are concerns about alignment with SAME's strategic goals. The termination process should be conducted in a manner that minimizes disruption to ongoing activities and respects the contributions of both parties.

**10. Policy Review**

This Strategic Partnership Policy will be reviewed annually by Strategic & Stakeholder Relations and updated as needed to reflect changes in the organization's goals, strategy, and external environment.

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ENCLOSURE 5: COI Cheat Sheet  
**2030 Strategic Plan Implementation Cheat Sheet**



Current	Becomes
Enlisted COI	Uniformed Council
Small Business COI	Small Business Council
Young Professional COI	Young Professional Council
Membership COI	Membership Committee

*All other entities remain the same.*

Current	Becomes
Enlisted COI	Uniformed Council
Small Business COI	Small Business Council
Young Professional COI	Young Professional Council
Membership COI	Membership Committee

**Definitions**

**COI:** Community of Interest - Specialized entities focused on defined issues

**Committees:** Specific operational focus

**Councils:** Demographic groups reflective of Membership

**Groups:** Elements of the Society aligned under a National Officer collaborating toward goals of the 2030 Strategic Plan

*More to follow in updated Operations Manual*

## Workforce Development Group

- Chair: National Officer
- Member Chairs
  - Camps COI
  - College Outreach COI
  - K-12 STEM COI
  - Leader Development COI
- Program Chairs
  - Leader Development Program
  - National Camps Program
  - STEM Pathways Program



## Membership Group

- Chair: National Officer (x2)
- Membership Committee
- Councils (YP, SB, Uniformed)
- RVPs
- AOF



## Project Life Cycle Group

- Chair: National Officer
- Member Chairs
  - Architectural Practice COI
  - Construction COI
  - Energy & Sustainability COI
  - Environmental COI
  - FAM COI
  - Resilience COI
  - Warfighter COI (formerly JECO)
- IGE Project Leads

## FAQs

What are these new Groups and what are they comprised of? *The new groups are just organizational buckets that bring together several entities to allow for unity of effort.*

Where did the naming conventions come from? *Naming conventions were derived from looking at the mission statements of COIs and from common terminology within the A/E/C industry that is widely used and accepted. The goals of the strategic plan permeate all that the Board does –all three Groups are likely to connect with or impact several Goals of Strategic Plan 2030.*

How do our SAME Programs integrate into this new Group structure? *Programs remain in the current COI structure, however, they should be included in any group deliberations to ensure unity of effort. The new organization of the Groups, which fosters ‘Group refining dialog’ will allow for more focused National Staff support.*

Why are COI Annual Workplan reviews done annually and how will COIs be assessed? *Annual review is necessary to ensure that we are staying on target toward achieving goals – this was supported by COI Chairs in feedback sessions. The COI Operations Manual will be updated to include an assessment tool, updated definitions, and governance review expectations by May 2025.*

What steps are we taking to make Post reporting requirements easier to accomplish? *For the 2025 Strategic Plan, the Streamer Program underwent a major overhaul to include a platform that allows for constant and gradual reporting of Post activities in an attempt to alleviate the burden of reporting for Posts. The initiatives within the Post Program Reporting reflect a shared commitment to facilitate active communication through streamlined input by Posts (through Open Water?), timely assessment by the National Staff, and responsive support with resources from the local, regional, and/or National level, as appropriate.*

Why a “Uniformed Council” versus remaining an “Enlisted Council?” *While, there’s been great work going on in our current Enlisted COI; unfortunately, the trend over the last few years is our Uniformed Membership continues to track downward. Rather than consider an Officer-focused entity, it seemed to make sense to broaden our approach. We have a similar approach to Small Business and Young Professionals where we have a broader focus without further caveats...meaning, for example, we don’t have individual entities for the various types of Small Business designations or more discrete age groups within our Young Professionals.*

## **Acronyms**

**AOF:** Academy of Fellows

**FAM:** Facility Asset Management

**HC:** Human Capital

**JETC:** Joint Engineer Training Conference

**LDP:** Leader Development Program

**MOA:** Memorandum of Agreement

**NLT:** National Leadership Team

**PLC:** Project Life Cycle

**RFPOC:** Regional Fellows Point of Contact

**RVP:** Regional Vice President

**SAG:** Senior Advisory Group (to the 2030 Strategic Plan teams (both development and implementation))

**SBC:** Small Business Conference

**SP30IT:** Strategic Plan 2030 Implementation Team

**SPWG:** Strategic Plan Working Group

**STEM:** Science, Technology, Engineering, Math

**WD:** Workforce Development

**XD:** Executive Director

**YP:** Young Professionals