# Welcome to New Orleans!

- Board Meeting starts PROMPTLY at 9:00 a.m.
- Lunch 11:30 am – 12:30 pm

**WIFI**
Network Name: SAMESBC24
Password: Partnership

# Call to Order

# SAME National Office Update
Mike Wehr, SAME Executive Director

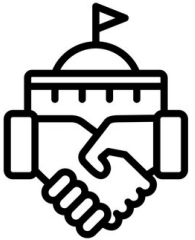# Agenda

Finance

Membership

Industry-Government Engagement

Marketing & Communications

# SAME Finance Update
## Jan 1, 2024 – September 30, 2024 (3rd Qtr.)
## Taha Seid, SAME Controller

# *We are financially healthy.*

# *We are within budget*

## *Serve to Inspire!*

# Revenue Analysis – Budget to Actual

| Account | September 2024 - Actual | September 2024 - Budget | Variance | Remarks |
|---|---|---|---|---|
| **REVENUE** | | | | |
| **Membership** | **1.79M** | **1.89M** | **(100K)** | Timing variance |
| **Communication** | **696K** | **655K** | **41K** | Increase in royalties' income |
| **Meetings & Events** | **3.15M** | **3.11M** | **40K** | Attendance increase (Cap Week, Transition Workshop, Europe Conf. & JETC) |
| **Programs** | **407K** | **418K** | **(11K)** | Partner revenue deferred (10K) |
| **Post Operations** | **12.6K** | **5.6K** | **7K** | |
| **Admin & Operation** | **1.04M** | **130K** | **910K** | Unrealized gain $839K, interest & Dividends $74K |
| **Total Revenue** | **7.09M** | **6.22M** | **870K** | Within budget |

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# Expenses Analysis – Budget to Actual

| Account | September 2024 - Actual | September 2024 - Budget | Variance | Remarks |
|---|---|---|---|---|
| **EXPENSES** | | | | |
| **Membership** | **447K** | **446K** | **1K** | |
| **Communication** | **502K** | **538K** | **(36K)** | Saving from postage & delivery, timing |
| **Meetings & Events** | **3.00M** | **3.07M** | **(70K)** | Saving from sales commission, entertainment, catering |
| **Programs** | **907K** | **912K** | **(5K)** | |
| **Post Operations** | **286K** | **317K** | **(31K)** | Saving from staff travel and travel subsidy |
| **Admin & Operations** | **2.08M** | **2.11M** | **(30K)** | Computer & programming expense, office manager role. |
| **Total Expense** | **7.26M** | **7.40M** | **(171K)** | Within budget |

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# Revenue & Exepnse Trend



— Total Revenue  — Total Expense  — Net
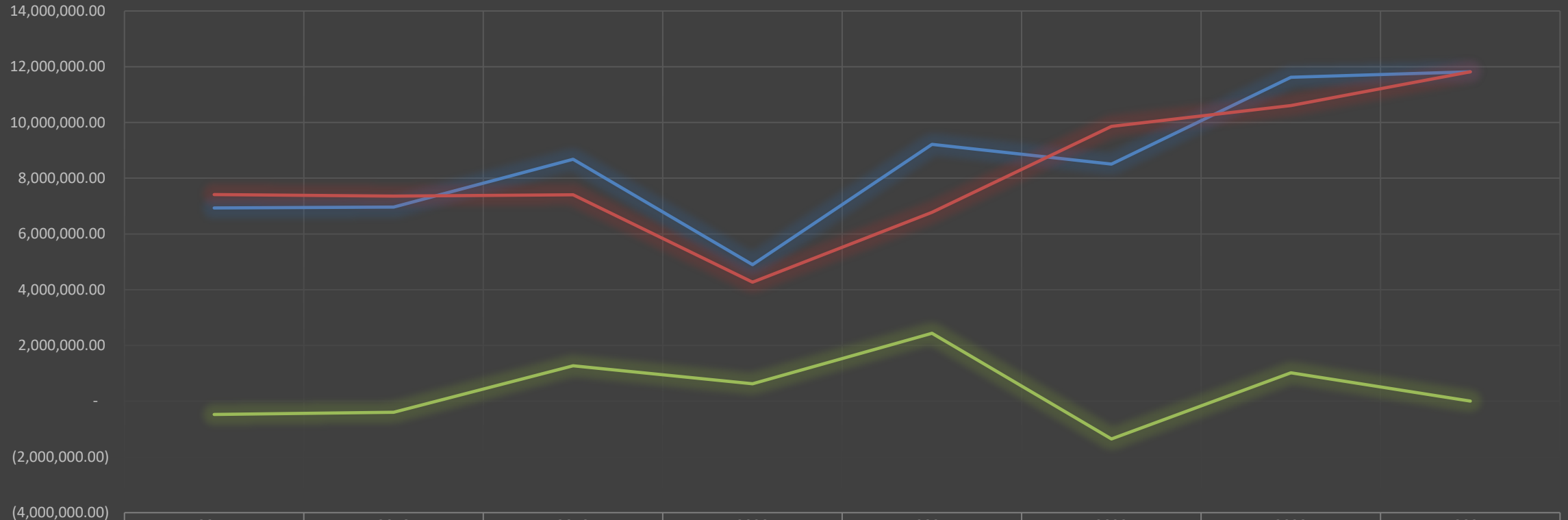
| | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|---|---|---|---|
| Total Revenue | 6,937,131.00 | 6,964,724.00 | 8,677,514.00 | 4,898,151.00 | 9,212,299.00 | 8,507,037.00 | 11,622,597.00 | 11,818,212.00 |
| Total Expense | 7,411,907.00 | 7,360,646.00 | 7,404,904.00 | 4,270,645.00 | 6,775,689.00 | 9,861,387.00 | 10,606,966.00 | 11,818,212.00 |
| Net | (474,776.00) | (395,922.00) | 1,272,610.00 | 627,506.00 | 2,436,610.00 | (1,354,350.00) | 1,015,631.00 | - |

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# Looking forward

- 3<sup>rd</sup> 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
- 1<sup>st</sup> Quarter financials will be presented in March 2025
- Audit 2024 will start on March 11, 2025
- Tax (990) will be filed on May 15, 2025
- 2025 Budget will be approved on December 18, 2024

# SAME Membership Update
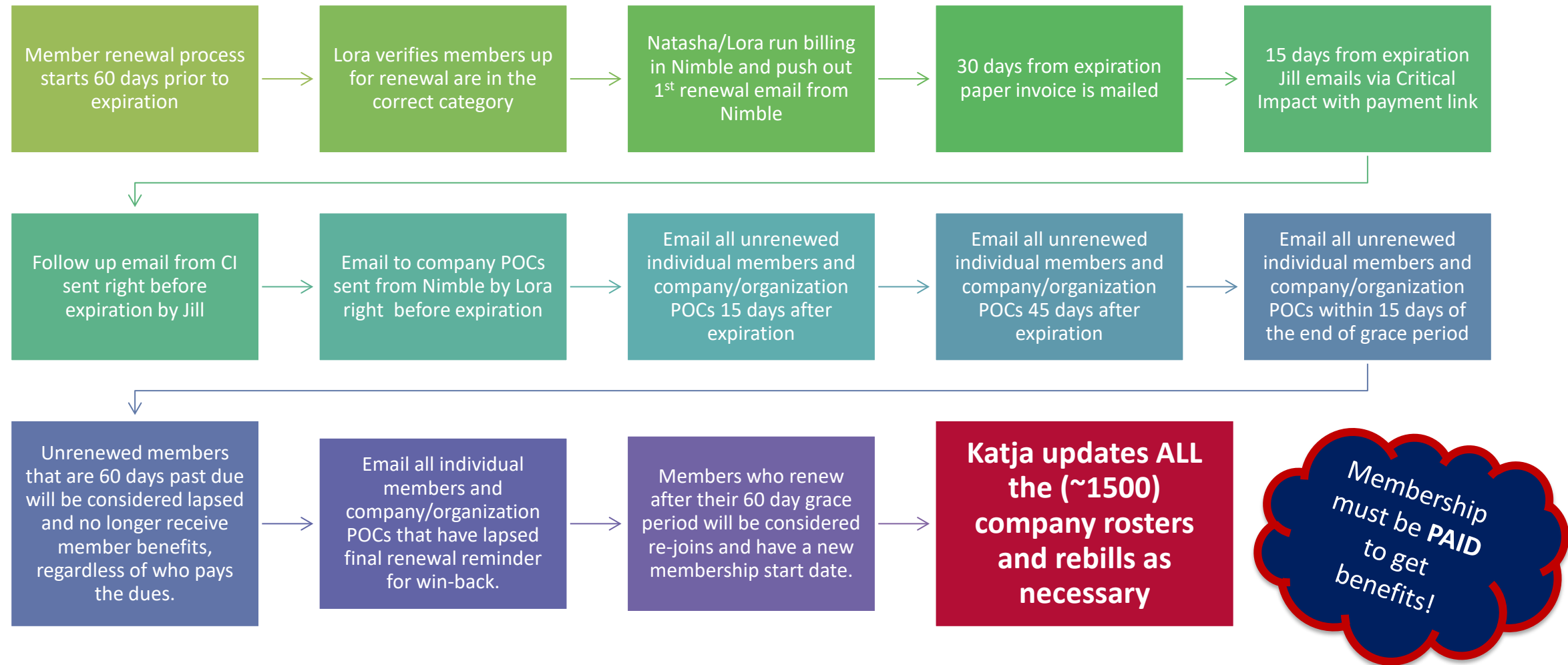Ann McLeod, Director of Meetings, Membership, Business Development

# Members Now and as of Jan 1 Yearly

| Individuals | Nov 15, 2024 | Oct 1, 2024 | 1/1/2024 | 1/1/2023 | 1/1/2022 |
|---|---|---|---|---|---|
| Academic / Non-Profit | 428 | 391 | 421 | 271 | 234 |
| Government | 2,550 | 2,501 | 2,609 | 1,956 | 1,658 |
| Life | 1,998 | 2,024 | 2,043 | 2,043 | 2,043 |
| Private Industry | 14,983 | 14,638 | 15,055 | 11,818 | 9,694 |
| Students | 1,535 | 1,599 | 1,306 | 818 | 557 |
| Retired/Unemployed | 228 | 218 | 207 | 177 | 161 |
| Uniformed Member | 823 | 844 | 1,158 | 1,140 | 1,134 |
| TOTAL | 22,545 | 22,214 | 23,016 | 24,592 | 24,466 |

| Orgs | Nov 15, 2024 | Oct 1, 2024 | 1/1/2024 | 1/1/2023 | 1/1/2022 |
|---|---|---|---|---|---|
| Academic Institution | 10 | 10 | 11 | 11 | 10 |
| Non-Profit | 37 | 36 | 36 | 31 | 27 |
| Private Sector Comp. | 1,509 | 1,524 | 1,570 | 1,369 | 1,570 |
| Public Agency | 31 | 30 | 31 | 29 | 28 |
| TOTAL | 1,587 | 1,600 | 1,648 | 1,440 | 1,635 |

# DID YOU KNOW…Membership Renewals: 10 Step Process

Member renewal process starts 60 days prior to expiration → Lora verifies members up for renewal are in the correct category → Natasha/Lora run billing in Nimble and push out 1st renewal email from Nimble → 30 days from expiration paper invoice is mailed → 15 days from expiration Jill emails via Critical Impact with payment link

Follow up email from CI sent right before expiration by Jill → Email to company POCs sent from Nimble by Lora right before expiration → Email all unrenewed individual members and company/organization POCs 15 days after expiration → Email all unrenewed individual members and company/organization POCs 45 days after expiration → Email all unrenewed individual members and company/organization POCs within 15 days of the end of grace period

Unrenewed members that are 60 days past due will be considered lapsed and no longer receive member benefits, regardless of who pays the dues. → Email all individual members and company/organization POCs that have lapsed final renewal reminder for win-back. → Members who renew after their 60 day grace period will be considered re-joins and have a new membership start date. → **Katja updates ALL the (~1500) company rosters and rebills as necessary**

Membership must be **PAID** to get benefits!

# Individual Member Demographics

*% shown is that to the total of respondents, not % to total members*

| Seniority Level | Number | Percent |
|---|---|---|
| Executive | 1,613 | 30% |
| Senior | 1,721 | 32% |
| Mid-Level | 1,163 | 22% |
| Staff | 811 | 15% |
| Did not supply | 16,967 | |

| Age | Number | Percent |
|---|---|---|
| 30 under | 2,268 | 20% |
| 31-40 | 1,777 | 16% |
| 41-50 | 1,913 | 17% |
| 51-60 | 1,513 | 14% |
| 61-70 | 1,396 | 13% |
| 71-80 | 1,626 | 15% |
| Over 80 | 657 | 6% |
| Did not supply | 12,232 | |

| Gender | Number | Percent |
|---|---|---|
| Male | 11,957 | 79% |
| Female | 3,182 | 21% |
| Did not supply | 7,455 | |

| Ethnicity | Number | Percent |
|---|---|---|
| White | 1,194 | 78% |
| Hispanic or Latino | 110 | 7% |
| Asian | 91 | 6% |
| Black or African American | 89 | 5% |
| Two or more races | 24 | 2% |
| Native Hawaiian or Pacific Islander | 11 | 1% |
| Other | 23 | 2% |
| Native American or Alaskan Native | 7 | 1% |
| Did not supply | 21,045 | |

# A Glimpse into Students

| Category | # |
|---|---|
| Student Members | 1,535 |
| ➤ Students Belonging to a Student Chapter | 307 |
| ➤ Students Who Graduated w term date 10/31/2024 | 501* |
| ➤ Students Currently in High School | 141 |
| ➤ Students in Grace Period | 663 |
| ➤ Students over the age of 25 | 18 |
| ➤ Students who have unsubscribed from SAME Email | 126 |

| Join Year | # of Students |
|---|---|
| 2024 | 557 |
| 2023 | 260 |
| 2022 | 241 |
| 2021 | 145 |
| 2020 | 87 |
| 2019 | 129 |
| 2018 and prior | 194 |

**\*2024 Students:**
Graduating students - Membership is extended for 6 months after graduation to 10/31
Multiple attempts to convert to YP were unsuccessful – all are now in Grace Period

# SAME IGE Update
## Rob Biedermann, Director of IGE & Programs

# IGE Report

| ACTIVE PROJECTS | STATUS | NOTES |
|---|---|---|
| Task Order Requirement Notice (TORN) | 11/5/24 | **11/5/24: No change;** 5/2/24: Project on HOLD (monitiring rule implementation) |
| Project Partnering (Pre-Award) | 11/5/24 | **11/5/24: No change;** 5/2/24: Project on HOLD (pending pilot results); |
| Alternative Project Delivery (ADM) | 11/5/24 | **11/5/24: No change;** 5/2/24: Project on HOLD (pending pilot results); |
| SUCCESS Small Business Size  Standards: Challenges Facing Transitioning Federal Small Businesses: A Proposed Framework & Solution | 11/5/24 | **11/5/24: No change;** 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 | 11/5/24 | **11/5/24: 3 webinars since last report;** 5/2/24: CHANGE of PM: Lisa Kammer, continues Fact Sheet development & deployment - additional issues FEB'24; |
| 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 | 11/5/24 | **11/5/24: Team remains very active;** 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 | 11/5/24 | **11/5/24: No change;** Continued engagement and support to POSTs. In collaboration with representatives from the USACE, NAVY and USAF, an educational webinar entitled Sea Level Rise: Military Services Response and Action, scheduled for |
| Warfighting - the Future Challenge and Installations' Requirements | 11/5/24 | **11/5/24: Team remains very active, produced two white papers and presenting for action to the EAG;** 5/2/24: VERY ACTIVE project team, presented at IGE Summit'24.  Engaged with multiple COIs and IGE projects; REVIEWED and accepted, XC, 8/6/23 |
| Addressing the Electric Vehicle Infrastructure Challenge (EVIC) | 11/5/24 | **11/5/24: Team still forming, executed first webinar since last report;** 5/2/24: Project team in development; REVIEWED and accepted, XC, 8/6/23 |
| Artificial Intelligence:  Knowledge Sharing, Security Concerns, Implementation Guidelines and Best Practices | 11/5/24 | **11/5/24: Team formed, very active, meeting regularly;** 7/10/24: Approved by XC |

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- Deploying *COCOM Campaign Plan*
  - Very successful SOUTHCOM engagement (SBC'23)
  - INDOPACOM focus in 2024, 2025:
    - Multiple NLT engagements the past 2 months
    - 2025 Anchorage Post Arctic Industry Forum: February 2025
    - 2025 Indo-Pacific Regional Summit: September 2025

- Interdependence of driving partnerships, delivering solutions they need, and developing the people to get it done.
  - *Cyber* and *Installations of the Future* IGEs

- *IGE Summit 2025:* now a permanent part of CAP Week

# SAME Communications & Marketing Update
## Stephen Karl, Director Communications, Marketing, TME

# Beyond SBC… What Members will be Hearing About Nationally Heading into 2025

## Governance/Strategy

- *2030 SAME Strategic Plan*: People, Partnerships & Solutions

- Indo-Pacific (several SAME events in the region from fall 2024 to fall 2025)

- SAME Foundation 2025 Campaign: *Can We Count on You!*

- Engineering Workforce Consortium (SAME is a partner of the group, launched 10/2024)

- Focus on SAME Membership, much more to come…

## Programs

- 2025 Camps: Start *Your* STEM Journey!

- SAME Engage
  - 64 active networks
  - 671 logged-in users; 6,414 members
  - Possible integration with SAME Mobile app in 2025

- Student Innovation Challenge

- Credentialing Resources

- Webinar Wednesdays

- Industry-Government Engagement…
  - Focus on Indo-Pacific opportunities
  - Warfighter "Junior"
  - From the Field content (programming for servicemembers: webinars, articles, sessions)
  - Latest IGE Projects: PFAS; "AI" in Federal Construction; Installations of the Future; EV Charging; Cyber Security for Federal Facilities

## National Events

- Transition Workshop (online training starts Jan. 14; in-person, Feb. 12-14)

- SAME Capital Week

- 2025 JETC: *Igniting Ideas!* (CFP is open)

- State Department Event (TBD)

## Story-Telling

- AOF 30th Anniversary, Pearls of Wisdom from Fellows

- Oral History: The Event that Never Was (2020 JETC)

**Download SAME Mobile!**

# SAME Foundation Update
## Dave Nash, Foundation President

Donate an item to the Silent Auction!

Donate to the Foundation!

# SAME Foundation Fundraising

- Tremendous support continues – nearly $600K raised by SBC…most ever

  - "Individual Giving" campaign through end of the year

  - Goal of $750K is in reach

- "Cradle to STEM" project at SBC was a tremendous success

- Updated Case Statement nearly complete; AoF tool to help generate donor interest

- Cap Week 2025 2nd Annual Silent Auction (POC: Paul.Owen@hdrinc.com)

- Received numerous outstanding Foundation Board nomination packages

  - Selected five new Board members

  - Start thinking about applying for next year

**Donate an item to the Silent Auction!**

# CONGRATS to our new SAME Foundation Board members!

1. **Lloyd Caldwell,** P.E., F.SAME
2. **Steve Houser,** F.SAME, Stantec
3. **Dana Otto,** AICP, WSP
4. **Louise Slate,** P.E., LEED AP, Kimley-Horn
5. **Kathryn Thomas,** ANAMAR Environmental Consulting

*Currently all serving on the Fundraising Committee until they are officially board members in Jan 2025*

# Ranking & Review Committee (R2C) Report
Charlie Perham, Past President

# 2024/2025 R²C Committee Members

- Chairman:  Charlie Perham (Immediate Past President)
  - Tony Higdon (Elected Director)
  - Pat Hogeboom (COI Chair)
  - Colleen Rust (Regional Vice President)

- **Primary Purpose:** *Allocate Grant and other funds to various SAME COIs, Programs, Posts or Regions.*
- COIs (w/workplans), Programs, Posts, Regions submit requests EOM JUN for subsequent year
- VPs reviews, endorses
- R$^2$C TENTITIVELY prioritizes, allocates EOM JUL, informs XC of results
- Foundation determines funding for subsequent year, informs SAME NLT 15 OCT
- R$^2$C determines final priority and allocations EOM OCT
- XC approves final R$^2$C allocations as part of annual SAME budget NLT mid-DEC



https://www.same.org/wp-content/uploads/2024/07/same-resource-request-policy-24.pdf

# 2024 Spend to Date

| Community of Interest / Program | Program | 2024 Allocation | 2024 Spend (to date) | Spend Notes |
|---|---|---|---|---|
| Young Professionals COI | Credentialing Assistance Program (CAP) | $ 2,800 | $ 500 | Anticipate ~$2,000 underrun |
| | Cohort Onboarding, Graduation Support | $ 133,092 | $ 100,000 | ~$30,000 available for reallocation (for 2024 spend) |
| Leadership Development COI | Pathway to (Dredging) Success | $ 15,000 | $ 8,000 | Anticipate ~$6,000 underrun, request to roll to 2025 |
| STEM Outreach COI | STEM Pathways for Indigenous Youth | $ 20,000 | $ 20,000 | Anticipate full spend |
| Veteran Transition Workshop | VTW Junior Officer / Enlisted Travel Stipends (airfare, hotel) | $ 10,000 | $ 4,700 | ~$5,000 available for reallocation (for 2024 spend) |
| Camp Program | Camps - Mentor travel (airfare, transportation) | $ 20,000 | $ 8,500 | Realocated underrun within Camp program |
| | Camps - Marketing support | $ 10,000 | $ 7,500 | Realocated underrun within Camp program |
| | SUBTOTAL (INITIAL): | $ 210,892 | $ 149,200 | |

# R²C *TENTATIVE* Recommendation

| Community of Interest / Program | Program | 2025 Request | R²C ACTION (FINAL) Total Funding Amount Allocated | Notes |
|---|---|---|---|---|
| Young Professionals COI | Credentialling Review Course Pilot Program | $ 10,000 | $ 5,000 | Great discussion with Tim Dahms, CP, RB -- CP recommendation in CO Notes column. NOTE: $3,000 from BUDGET |
| | Credentialing Assistance Program (CAP) | $ 8,000 | $ 4,000 | Pay for prep course as part of Credentialing? |
| Leadership Development COI | Cohort Onboarding, Graduation Support | $ 141,238 | $ 141,238 | 2024 underrun due to reduced JETC lodging |
| | UPIC Financial Support | $ 10,000 | $ 10,000 | VP: Outcomes must be defined, stewardship of funds; PH: After several years and nearly a hundred UPICs not sure funding has and will be a widely needed. |
| | Pathway to (Dredging) Success | $ 54,810 | $ 16,000 | *Includes ~$46,810 in new funding, carry-over of ~$6,000 from unused 2024 allocations*. VP: If this becomes an ongoing program, who is the sponsor/home COI, program, post, etc. |
| Leadership Development COI | National Webinar Speaker Support | $ 6,000 | $ 6,000 | VP: Additional background, development needed (syllabus, outline, etc.). |

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# R²C *TENTATIVE* Recommendation

| Community of Interest / Program | Program | 2025 Request | R²C ACTION (FINAL) Total Funding Amount Allocated | Notes |
|---|---|---|---|---|
| College Outreach COI | Student Chapter Workshop held during SBC in 2025 | $ 42,400 | $ 42,400 | Previously carried in budget: VP: Tie to Innovation Challenge? R2C: Regional program more effective? PH: Seek sponsored, coporate donations? |
| STEM Outreach COI | STEM Pathways for Indigenous Youth | $ 40,000 | $ 30,000 | |
| Veteran Transition Workshop | VTW Junior Officer / Enlisted Travel Stipends (airfare, hotel) | $ 5,000 | $ 5,000 | |
| Camp Program | Camps - Insurance | $ 15,000 | $ 15,000 | R2C: Issue of charging the correct registration fee. |
| | Camps - Mentor travel (airfare, transportation) | $ 10,000 | $ 10,000 | |
| | Camps - OCONUS camper transportation | $ 5,000 | $ 5,000 | |
| | Camps - Marketing support | $ 10,000 | $ 10,000 | |
| LD COI / Texas Region | 2025 Texas Region Leader Development Program | $ 19,170 | $ 10,000 | VP: Continue to define budget and execution plan |

| | | |
|---|---|---|
| 2025 R$^2$C Recommended Submissions | $279,238 | |
| Ongoing Directed Grants | $27,000 | GSA, Camp Alumni scholarships |
| **TOTAL Need** | **$306,238** | |
| 2025 Foundation Grant (Direct) | $250,000 | Does not include $30,000 grant offsetting Society OH costs |
| *HISTORICAL* SAME budget coverage | ~$20,000 | Credentialling, Student Chapter Workshop, etc. |
| Remainder | $36,238 | |

- Remainder to be considered for budget inclusion as part of final SAME budget approval, DEC 2024

| Community of Interest / Program | Program | 2025 Request |
|---|---|---|
| Leadership Development COI | Mentoring Training | $ 8,000 |
| College Outreach COI | 2025 Student Innovation Challenge Competition | $ 7,495 |
| LDP UPIC | AI Integration in the A/E/C Industry | $ 6,100 |
| | | $ 21,595 |

# AOF Report
Patrice Melançon, Vice President & AOF Chair

# *Efforts underway…*

- 2025 Fellow Nominations *(Beth Harris Durscher, F.SAME)*

- Regional Fellows Medals *(Marilyn Lewis, F.SAME)*

- Journey to Fellow (J2F) *(Jeanne LeBron, F.SAME)*

- Golden Eagle revisions *(Marilyn Lewis, F.SAME)*

**New Initiatives**

- 30th Anniversary of the Academy of Fellows *(Lisa Thoele Dugan, F.SAME)*

- Post Mentoring Program – nascent program *(Bill Grip, F.SAME)*

Happy 30th Academy of Fellows!!!

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- Identified through Strategic Plan 2030 Planning Process
- Struggling Posts
  - No financial report
  - No streamers submitted
  - Typically smaller posts
  - Limited members/volunteers
- Potential Impact = negatively affect SAME's non-profit status
- Potential Solution = engage the Fellows

YOUNG PROFESSIONALS AND FELLOWS NETWORKING EVENT
Tue, 19 November – 8pm – RSVP required


ACADEMY OF FELLOWS & YOUNG PROFESSIONAL MEMBER LUNCHEON
Wed, 20 November – 11:30am – RSVP required

# 2030 Strategic Plan Implementation
Brian Duffy, Co-Chair
Charlie Perham, Past President & Co-Chair

# 2030 Strategic Plan Update

## Today's Agenda

- Opening Remarks
- Approved Vision, Mission, Goals, Objectives
- Strategic Plan Implementation Survey Results
- Quad Charts With Issues-Considerations-Recommendations – VOTE
- Discussion

# 2030 Strategic Plan Update

## Our Journey Since March 2023

- ✓ **Strategic Plan 2030 Development Charter approved by Executive Committee**
- ✓ **Strategic Plan 2030 Development Team named (co-chairs)**
- ✓ **Intro discussion with Strategic Plan 2025 co-chairs**
- ✓ **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 2024**
- ✓ **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 – May 2024**
- ✓ **Board of Direction Feedback Sessions (x4) – Nov 2024**
- • **Board of Direction Decision Brief on Implementation Recommendations** ← *We Are Here!*

## Approved Vision, Mission, & Goals

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

➢ **Mission Statement:**
  *Lead collaboration in support of our national security priorities.*

➢ **Goals:**
  • *<u>Drive Partnerships</u> through focused industry-government engagement.*

  • *<u>Deliver Solutions</u> for critical infrastructure and mission readiness challenges.*

  • *<u>Develop People</u> to strengthen America's STEM pipeline and technical workforce.*

➢ *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, Engage, and the SAME App -- pushing "value" to our Membership.

➢ *Goal:* <u>*Develop People*</u> *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 level

  - Cultivate leaders who embrace diversity, equal opportunity, inclusion, and lead with respect and tolerance

  - Improve Student Chapter/Higher Education involvement in nurturing future A/E/C professionals and military engineers

  - Align with 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

## 2030 Strategic Plan
## Governance Recommendations & Implementation

### Organizational

- Evaluate & realign the Board of Direction stru... efficiency for providing strategic direction for...
- Evaluate & realign the Executive Committee t... making operational/business decisions for th...
- Evaluate all current COIs (structure, mission,... efficiency as well as alignment to the SAME S...
  - Consider using Working Groups or Sub-... creating new COIs.
  - Consider merging COIs that have similar... efforts.
  - Consider using Cohorts in lieu of COIs to... particular topic that is shorter term and... staff support.
- Establish or Charter an "SP2030 Implementat... recommendations, and governance requirem...
- Evaluate & realign the current structure and... Organizational Stakeholders.

## 2030 Strategic Plan
## Governance Recommendations & Implementation

### Operational

- With the support of the AOF, establish a "Posts... having challenges in developing their local wor...
- Request that all COIs identify an External Strate... related activities in their Annual Work Plan upd...
- The Executive Committee should conduct a con... and leverage potential synergies, collaboration...
- Consider designating a select group of COIs as ... activities that directly support the SP2030 Goal...
- The National Leadership Team needs to increas... performance of current COIs.
  - Per the existing Bylaws "...Reviews should... Board of Direction on which COIs should ... COI Chairs."

## 2030 Strategic Plan
## Governance Recommendations & Implementation

### 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 perquisite 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.

# Strategic Plan 2030 Implementation Team

## SP30IT Assignments

### Organizational
- Brian Duffy
- Craig Bryant
- Mike Darrow
- Summer Gladden
- Bill Haight
- Kevin Remley
- Kathy Off

### Operational
- Charlie Perham
- Roland DeGuzman
- Candice Scale
- Corey Weaver
- Rick Wice
- Lee Ann Zelesnikar
- Kathy Off

### Administrative
- Mike Wehr
- Rad Delaney
- Charysse Knotts
- Melvin Williams
- Kathy Off

**Advisors**
- **Mark Handley**
- **Cindy Lincicome**
- **John Mogge**

## Facts & Assumptions

**FACT** - Boards represent the interests of stakeholders (in SAME's case - Members, companies, government)

**FACT** - The SAME Board of Direction is responsible for strategic direction of the Society, while the Executive Committee is responsible for business operations (per the Bylaws)

**FACT** – All Board of Direction Members may attend and participate in board meetings and provide input through Survey Monkey.  Participation by all Board Members remains a challenge

**FACT** - SAME Board of Direction Meetings remain open to any/all of our ~ 25K Members

**ASSUMPTION** - As the operational environment evolves, we anticipate a strategic need for additional COIs or Programs to advance in new areas (Ex: Space, Arctic, Cyber, AI, or other areas of workforce development) – all in support of our three strategic goals

## Feedback Session Comments...

**This is long overdue!**

*This will help focus board entities on a common goal.*

*The board is already inefficient, we need to do something.*

*Finally, the focus on membership we need.*

*Just make the board an advisory board that elects the XC to be the real board.*

*Now we can add more COIs!*

*Let all COI Chairs have a vote and take the vote away from RVPs.*

# VOTING SUMMARY

*The NLT and XC have reviewed and approved the following for BOD vote.  Votes will be taken incrementally through the presentation when required.*

- ✓ Strategic Partner Policy
- ✓ Board Re-organization
  - Alignment (groups)
  - Focus voting members
  - YP and SB COIs become Councils
  - Enlisted COI becomes Uniformed Council
  - Membership COI becomes Committee
- ✓ Posts receive dues after completing "Program Report"
- ✓ 2030 Streamer Program

*Decisions and recommendations may require bylaws changes.  Bylaws Committee will review and recommend changes at 2025 JETC.*

# Strategic Plan Implementation Survey Results

**Operational**

- ✓ Executive Committee conduct review of existing external partnerships:  3.49
- ✓ Establish "Post Mentoring Program" to assist Posts having challenges:  3.35 (AOF handling)
- ✓ Nat'l Leadership Team enforce existing Bylaws in reviewing performance of COIs:  3.34
- • Design select group of COIs as "Super COIs:"  2.73
- • COIs identify external strategic partner in Annual Work Plan & provide updates on engagements:  2.32

**Scale**
5 = Most Important
1 = Least Important

## Executive Committee conduct review of existing external partnerships

**Issue:**

- SAME does not have a policy in place for the addition, evaluation, and/or discontinuing of external partnerships

**Background:**

- External partnerships are managed by the SAME Strategic & Stakeholder Relations and loosely maintained by some COIs
- MOAs with strategic partners originate from various sources (XD, COIs, etc.)

**Discussion:**

- SP30IT developed a Strategic Partnership Policy outlining:
  - Objectives of Strategic Partnerships
  - Criteria for Partnership Selection
  - Partnership Development Process
  - Roles and Responsibilities
  - Partnership Evaluation and Review

**Recommendation(s):** *BOD Approve the Following at SBC:*

- Establish Strategic Partnership Policy
  - Reviewed annually by SAME Strategic & Stakeholder Relations
  - Added to SAME Bylaws Governance Document list

*Strategic Partnerships Must Be "Value Adds" to our Society and Members*

# VOTE

✓Approve Strategic Partner Policy

**Society of SAME**
American Military Engineers

## Enabling "Post Mentoring Program" to assist Posts having challenges

**Issue:**

- Posts not submitting information as legally required by 501(c)3 status.

**Background:**

- There are Posts that are not meeting Post guidelines – they haven't met the annual reporting guidelines (financial reports, streamers, post leaders roster update, etc.).
- National staff, at a minimum, provides monthly report to RVPs in accordance with established and publicized deadlines.

**Discussion:**

- 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 5+ years)
- Academy of Fellows (AOF) wants to help; they have reviewed the list of Posts that are not meeting Post guidelines and identified 5-6 to support; the AOF contacted RFPOC to match Posts with a with a mentor (Fellow) within their respective regions

**Recommendation(s):**

- National Staff continues routine reviews of financial reports, streamers, post leaders roster update, etc. to monitor Posts not meeting guidelines.
- AOF implement a Post Mentoring Program (PMP) to leverage RFPOC and Fellows to support (in collaboration with RVP), mentor and provide training to Posts that don't meet minimum requirements to be a Post. (continue).  By JETC 2025 – AOF to codify Post Mentoring Program
- Team to provide recommendations to the BOD for Posts that continue to fail to meet requirements to be a Post.  Path to deactivation is outlined in the Post Ops Manual.

*Post Mentoring Program would be a collaborative effort between Fellows, RVPs, and Post Leaders*

## National Leadership Team enforce existing Bylaws in reviewing performance of COIs

**Issue:**

- SAME COI Operations Manual does not outline a procedure for evaluating/ assessing COIs

**Background:**

- SAME Bylaws require Executive Director and NLT to annually review COIs of SAME.
  - *"This review should assess the viability of each COI and result in a recommendation to the BOD on which COIs should continue into the new term…"*

**Discussion:**

- 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
- COI Steering Committees should have a list of best practices

**Recommendation(s) to be implemented *by January 2025:***

- National Staff will update the COI Operating Manual to include an annual written assessment procedure, annual report, as well as a list of COI best practices
  - Synch timing of Work Plan approvals and COI evaluation
  - Ensure review is deliberately incorporated into NLT meeting calendar (Nat'l Office)
- NLT will use the COI Assessment tool to measure performance against their Work Plan

*COI Assessments and Work Plans should be the centerpieces of an engaging evaluation/ feedback process for COIs*

## Strategic Plan Implementation Survey Results

### Organizational

- ✓ Evaluate all COIs to determine effectiveness, efficiency, & alignment to Strategic Plan: 4.14

- ✓ Evaluate/re-align Board of Direction structure to further enhance efficiency/effectiveness: 3.31

- • Evaluate/re-align Executive Committee to focus on guidance & making operational/business decisions: 2.86

- • Evaluate/re-align current structure to external Strategic Partners & stakeholders: 2.76

> **Scale**
> 5 = Most Important
> 1 = Least Important

**Society of SAME** — American Military Engineers

Drive Partnerships
- ✓ Deliver Solutions
- ✓ Develop People

## Evaluate all COIs to determine effectiveness, efficiency, & alignment to Strategic Plan

**Issue:**

- Current naming conventions do not reflect "solutions laboratory" (technical) focus for COIs as outlined in the 2030 Strategic Plan's goals/objectives

**Background:**

- SAME's current COI structure includes groups focused on a matters ranging from technical issues, internal SAME sustainment/growth, administration of various SAME programs, and others
- Benefits = Aligns COI structure to new SP2030 Goals/Objectives

**Discussion:**

- SP30IT considered a number of new approaches
  - **Groups** = Elements of the Society aligned under a National Officer collaborating toward goals of the 2030 Strategic Plan
  - **COIs** = Specialized entities focused on defined issues
  - **Councils** = Demographic groups reflective of Membership
  - **Committees** = Specific operational focus

**Recommendation(s):** *NLT Establish the Following by JETC 2025:*

- **Project Life Cycle Group (PLC)** = Tech COIs (Arch Prac, Construction, En & Sust, Env, FAM, Resilience, Warfighter (formerly JECO))
- **Membership Group** = Membership Committee, AOF, Demographic Councils (YP, Uniformed, SB), and RVPs
- **Workforce Development Group (WD)** = Grouping of HC COIs (LD, Camps, STEM, College Outreach)

*"Groups" are Unpopulated Entities (i.e. no organic structure beyond contributing elements)*

## Evaluate/re-align Board of Direction structure to further enhance efficiency/effectiveness

**Issue:**
- With naming conventions updated, Board of Direction structure needs update to match

**Background:**
- New "Groups" should align with SAME National Leaders (Vice Presidents), much like AOF, RVPs, HC COIs, & Tech COIs are
- Afford Opportunity for PLC, Membership, & WD Group elements to retain voice on SAME BoD
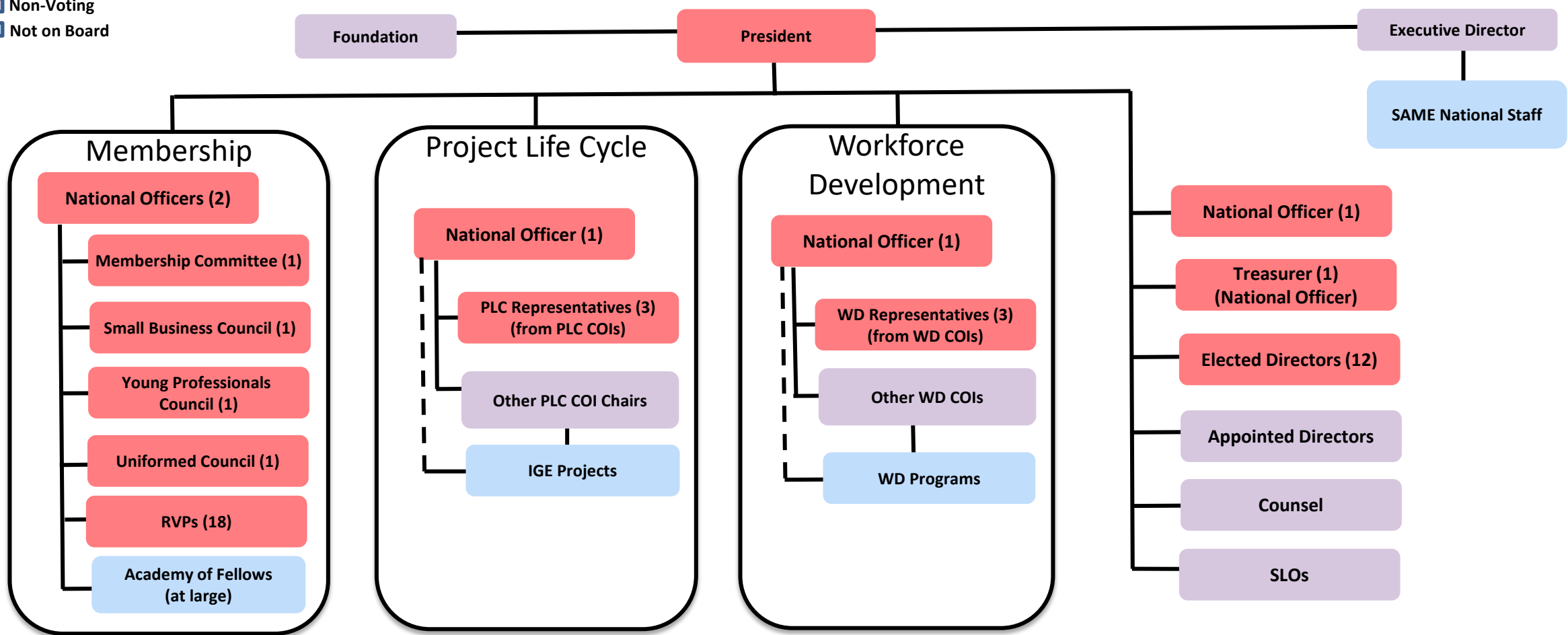
**Discussion:**
- Overall Board of Direction Numbers about the same (68 vs 69) with adjustments to Voting Member rolls (47 vs 52):
- **PLC, Membership, WD Group National Leaders** (no chg)
  - **3 Appointed PLC Leaders** (from Tech COIs)
  - **3 Membership Councils** (SB, YP, Uniformed), **RVPs, Membership Committee**
  - **3 Appointed WD Leaders** (from HC COIs)

**Recommendation(s):** *NLT Establish the Following by JETC 2025:*
- Updated Board of Direction Roster
- Establish voting rotation for new Appointed Representatives from PLC and WD COIs (1-year terms)
  - Others moved to non-voting roles on BOD
  - Rotate PLC & WD leaders from COIs

*BoD Retains Much of Current Structure – Allows Rotation of Some Voting Roles to Share Responsibilities* 67

# Future BOD Composition

Voting
Non-Voting
Not on Board

Foundation — President — Executive Director

SAME National Staff

**Membership**
- National Officers (2)
- Membership Committee (1)
- Small Business Council (1)
- Young Professionals Council (1)
- Uniformed Council (1)
- RVPs (18)
- Academy of Fellows (at large)

**Project Life Cycle**
- National Officer (1)
- PLC Representatives (3) (from PLC COIs)
- Other PLC COI Chairs
- IGE Projects

**Workforce Development**
- National Officer (1)
- WD Representatives (3) (from WD COIs)
- Other WD COIs
- WD Programs

- National Officer (1)
- Treasurer (1) (National Officer)
- Elected Directors (12)
- Appointed Directors
- Counsel
- SLOs

## 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

## 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

## Membership Group

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

7 NLT

**Current BOD:**
Pres (V)
Past Pres/R2C (V)
Treasurer (V)
NL/Tech COIs (V)
NL/HC COIs (V)
NL/RVPs + Membership (V)
NL/AOF (V)
RVPs (18) (V)
Membership COI (V)
HC COI Chairs (6) (V)
Tech COI Chairs (8) (V)
Elected Directors (12) (V)
 52

Non-voting members of BOD
XD
Counsel
Foundation Chair
Appointed Directors (up to 5)
SLOs (9)


Total: 69

7 NLT

**Proposed BOD:**
Pres (V)
Past Pres/R2C (V)
Treasurer (V)
NL/Project Lifecycle Group Chair (V)
NL/Workforce Development Group Chair (V)
NL/Membership Group Chair (V)
NL/AOF Chair (V)
RVPs (18) (V)
Membership Committee (V)
SB Council Chair (V)
YP Council Chair (V)
Uniformed Council Chair (V)
Appointed Project Lifecycle Representatives (V) – from existing COIs (3)
Appointed Workforce Development Representatives (V) – from existing COIs (3)
Elected Directors (12) (V)
 47

Non-voting members of BOD
XD
Counsel
Foundation Chair
Appointed Directors (up to 5)
Some COI Chairs
SLOs (9)
Total: 68

✓ Board Re-organization

- Alignment (groups)
- Focus voting members
- YP and SB COIs become Councils
- Enlisted COI becomes Uniformed Council
- Membership COI becomes Committee

## Strategic Plan Implementation Survey Results

### Administrative

- Enhance collaboration/communication between RVPs & COIs:  3.41
- ✓ Greater focus on reaching 100% of streamer submissions by all Posts (currently 71%):  3.37 (AOF handling as part of mentoring program)
- ✓ Each COI submit an Annual Report to demonstrate alignment with 2030 Strategic Plan:  3.30
- ✓ Consider having streamer submission be a pre-requisite to Posts receiving "dues" allocation:  3.02

**Scale**
5 = Most Important
1 = Least Important

## Consider Post Program Reporting be a pre-requisite to receiving Post dues

### Issue:

- Not all Posts submit their activities (currently through the streamer program) because they don't want to compete or know they are required as part of their annual reporting

### Background:

- "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.
- 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

### Discussion:

- How to get Posts to submit programmatic activities
- Disassociate competition from reporting (i.e. "streamers" denotes competition
- What is RVP role in accountability?
- Four aspects of Post reporting:
  - Financials due 31 Mar
  - Programmatic activity input due 31 Jan
  - PLW attendance in Aug
  - RVP Assessments in Oct-Nov

### Recommendation(s):

- Change messaging on reporting vs streamer competition – Jan 2025 (RVPs)
- Continue monthly staff checks after the reporting deadline of Jan 31 – provided during the RVP monthly meeting.
- Currently dues are not tied to submitting Program Reports (currently Streamers). Dues are paid quarterly and each Post is verified for "good standing" prior to payment.  Need to change the 'good standing' to include submission of programmatic information via submission portal – phased in by Jan 2026

*Meant to be in conjunction with AOF Post Mentorship Program*

# VOTE

✓ Posts must submit Program Report to receive dues

## Updates to Streamers Program Criteria

**Issue:**

- BOD needs to approve Streamers for 2030 plan.

**Background:**

- 2025 Strategic Planning Team conducted a major overhaul of streamer criteria with the introduction of a single streamer. 2030 is more focused on national action to support strategic direction and Posts.

- Posts appreciated the 2025 change and have begun to align Post boards accordingly.

**Discussion:**

- Streamer criteria does not need to drastically change for 2030, allowing for minimal disruption to Post planning.

- Minor realignment is in order.

- Proposed streamer criteria was vetted by seasoned Post Leaders and updated accordingly.

**Recommendation(s):**

- Approve 2030 Streamer program for implementation in January 2025.

*This is separate from Program Reporting which is NOT a competition.*

✓ **Approve 2030 Streamer Program**

# VOTING SUMMARY

*The NLT and XC have reviewed and approved the following for BOD vote. Votes will be taken incrementally through the presentation when required.*

- ✓ Strategic Partner Policy
- ✓ Board Re-organization
  - Alignment (groups)
  - Focus voting members
  - YP and SB COIs become Councils
  - Enlisted COI becomes Uniformed Council
  - Membership COI becomes Committee
- ✓ Posts receive dues after completing "program report"
- ✓ 2030 Streamer Program

*Decisions and recommendations may require bylaws changes. Bylaws Committee will review and recommend changes at 2025 JETC.*

# Discussion



# Thank You!

# Consent Agenda - Approved
## *67% of the board voted before 12:00 pm Monday (deadline was Friday)*

- BOD Meeting Minutes May 2024

- Foundation Meeting Minutes July 2024

- XC Meeting Minutes Aug 2024

- XC Call Minutes Oct 2024

D+

COIs: 73%
RVPs: 61%
EDs: 83%

**Second Floor** –
Morial Convention Center

E = escalators

**Lunch – Rm 214**

corridors connecting
two sides of 2nd floor

R01 R02 R03 R04 R05 R06 R07 R08 R09

Rivergate Terrace

206 207 208 209 210 215 216 220 221 222 223

202 203 204 205 211 212 213 214 217 218 219 224 225 226 227 228 229 230 231 232
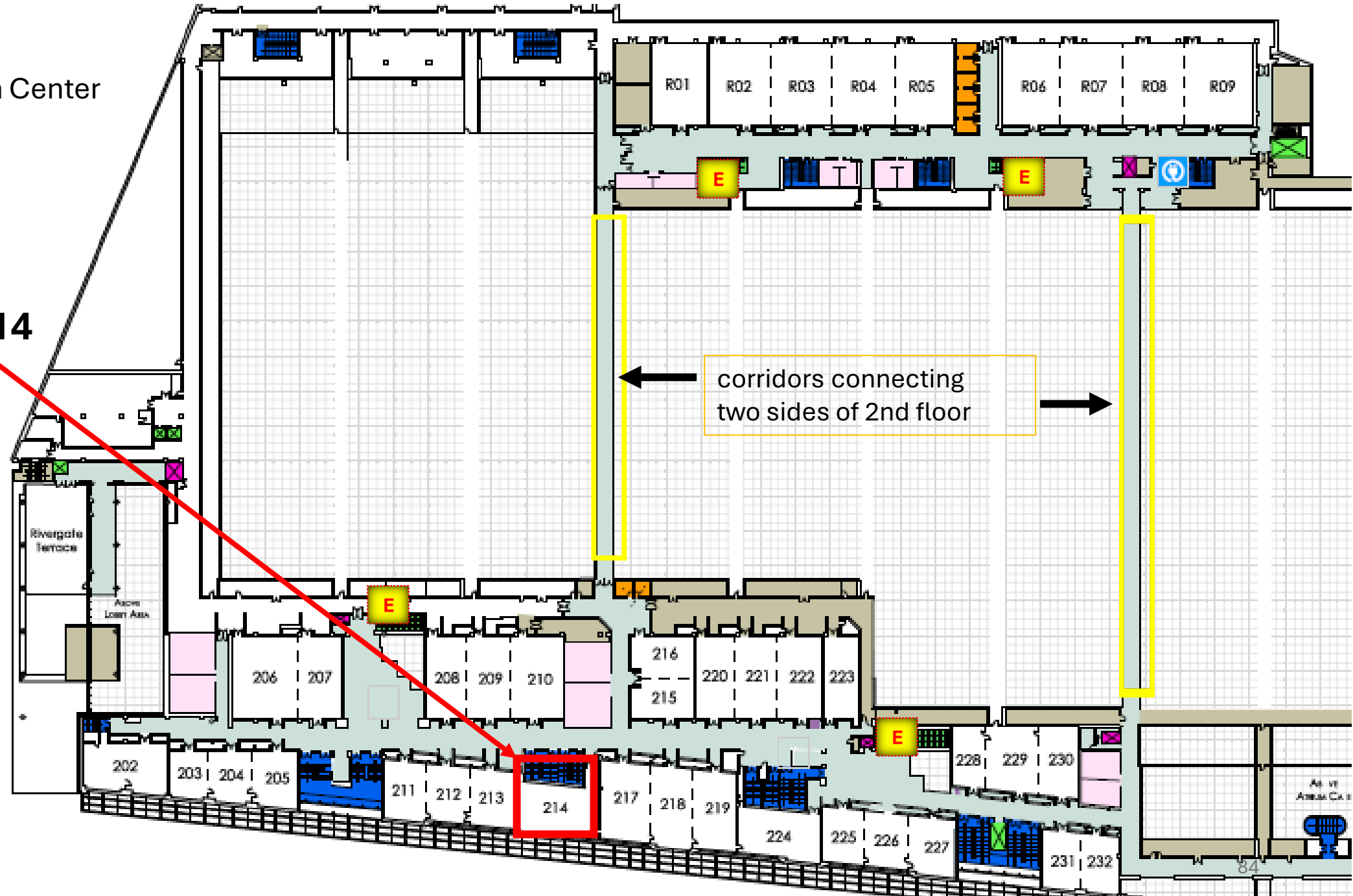
# Strategic Plan Review & Assessments (Technical COIs)

Patrick Hogeboom, Resilience COI Chair

# *Technical COIs – Drive Partnerships, Deliver Solutions*

**Architectural Practice, Construction, Energy & Sustainability, Environmental, Facility Asset Management, Resilience, Small Business, Warfighter Engineering**

- Drive Partnerships
  - Strategic partnerships established and proposed:  AIA, IFMA, CISA
  - JETC 2024 Warfighter outbrief to Joint and Combatant Engineer Staffs
  - Incorporate Federal planning leaders into Planning for Future Federal Facility Innovation IGE (PF3I)
  - Increased our offerings and services for SBC working

- Deliver Solutions
  - Webinar Wednesdays and shared content
  - Post support and member led specialty, regional conferences, inclusion of Tabletop Exercises
  - Industry Government Engagement (IGE) highlights
    - Sea Level Rise IGE- gathering coastal resilience best practices
    - PFAS IGE - evolving regulations, provide members timely and accurate information
  - Abstract submissions, reviews, and modifications (i.e. creation of the Cyber Security track at JETC)
  - Reevaluating Small Business Award Requirements
  - SAME Engage and member engagement

# Strategic Plan Review & Assessments (Human Capital COIs)
# National Camps Program Update

Ben Matthews, Vice President

- **Identify, Inspire, Connect, Retain**: K-12/STEM, Camps (COI and Program), College Outreach, Young Professionals, Enlisted, Leader Development (COI and Program)
- **Identify**
  - Grassroots but there are opportunities for continuity. Campers "identify" scholarships
  - Leader Development Program graduates become active Young Professionals (and sometimes vice versa)
- **Inspire**
  - We do this well. Post efforts on science fairs. Leader Development spark (National and Regional)
- **Connect**
  - Deliberate handoffs starting in middle school, Camper touchpoints (Yay Amy!), Scholarship follow through, leverage SAME Fellows. College Outreach to YPs through contest. Enlisted COI to industry
- **Retain**
  - Link UPICs to Strategic Plan and expand reach across RVP network. Deliberately mentor society leaders
  - Credentialing value to membership instills "member for life" and "be the value" mentality

- Engineering Workforce Consortium kicking off with ACEC, ASCE, APWA, ACE Mentor and DiscoverE

**Application dates to remember**

- December 2024
  - Application goes live
  - A survey will go out to Posts regarding their camp contribution for the year
- March 12, 2025 – camp application closes
- March 31, 2025 – campers and parents are notified on status of their application

**National Camp dates 2025**

- Army – June 8-14
- USAFA – June 22-28
- USMC – June 22-28
- Navy Jacksonville – June 22-28
- Navy Port Hueneme – July 13-19 (tentative date)

**New Initiatives for 2025**

- New policies and standards will be put into place including a sexual abuse policy and a camper conduct policy.
- USAFA camp to go through review of the American Camp Association's (ACA) Accreditation process. Hope is for all camps to be accredited through ACA in the next coming years.
- Goal of two-week time between close of application and acceptance emails to be sent out.
- Rebrand of scholarship program is an active point of discussion. Looking to make it a staple of the camp program.
- Setting a foundation for an active alumni network.
- Social media initiatives targeting high school students, particularly through Instagram and TikTok.
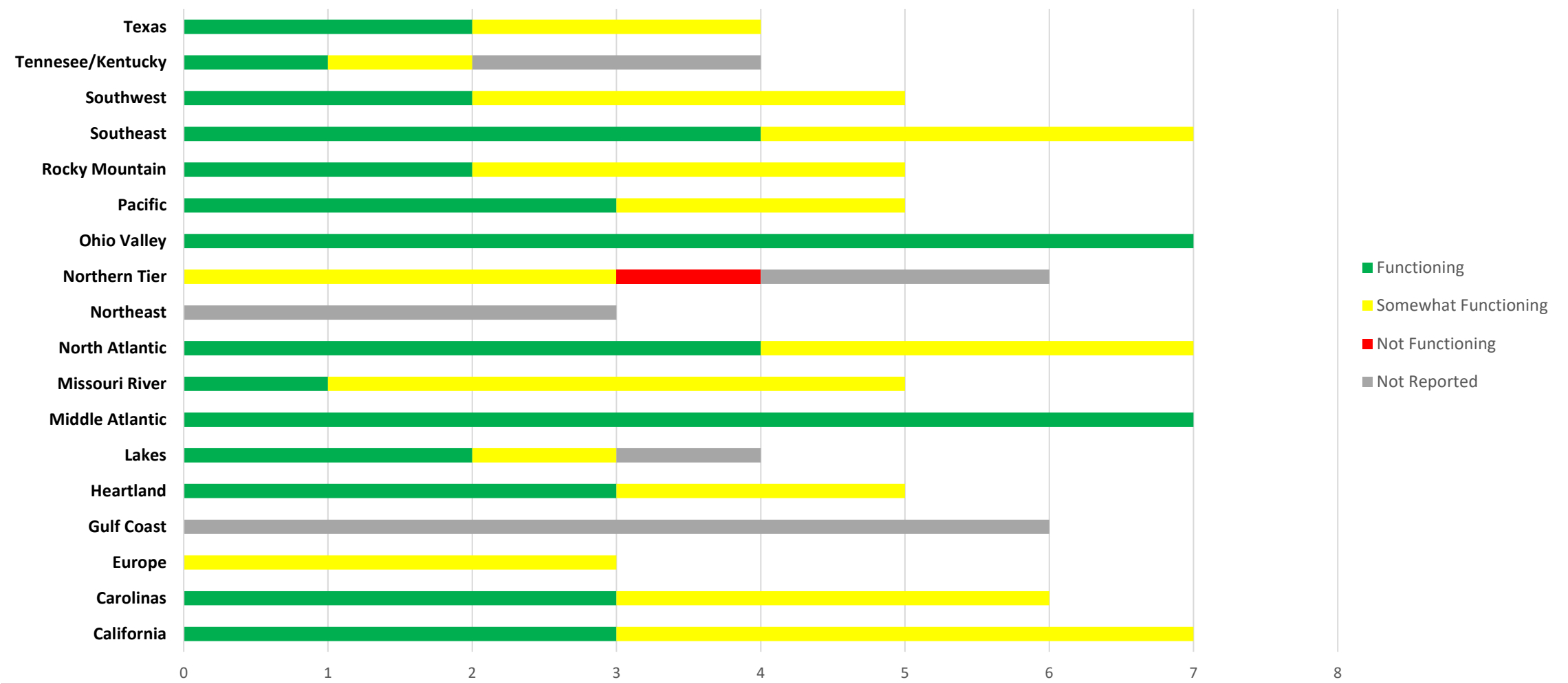
# Region & Post Assessments
# Membership COI
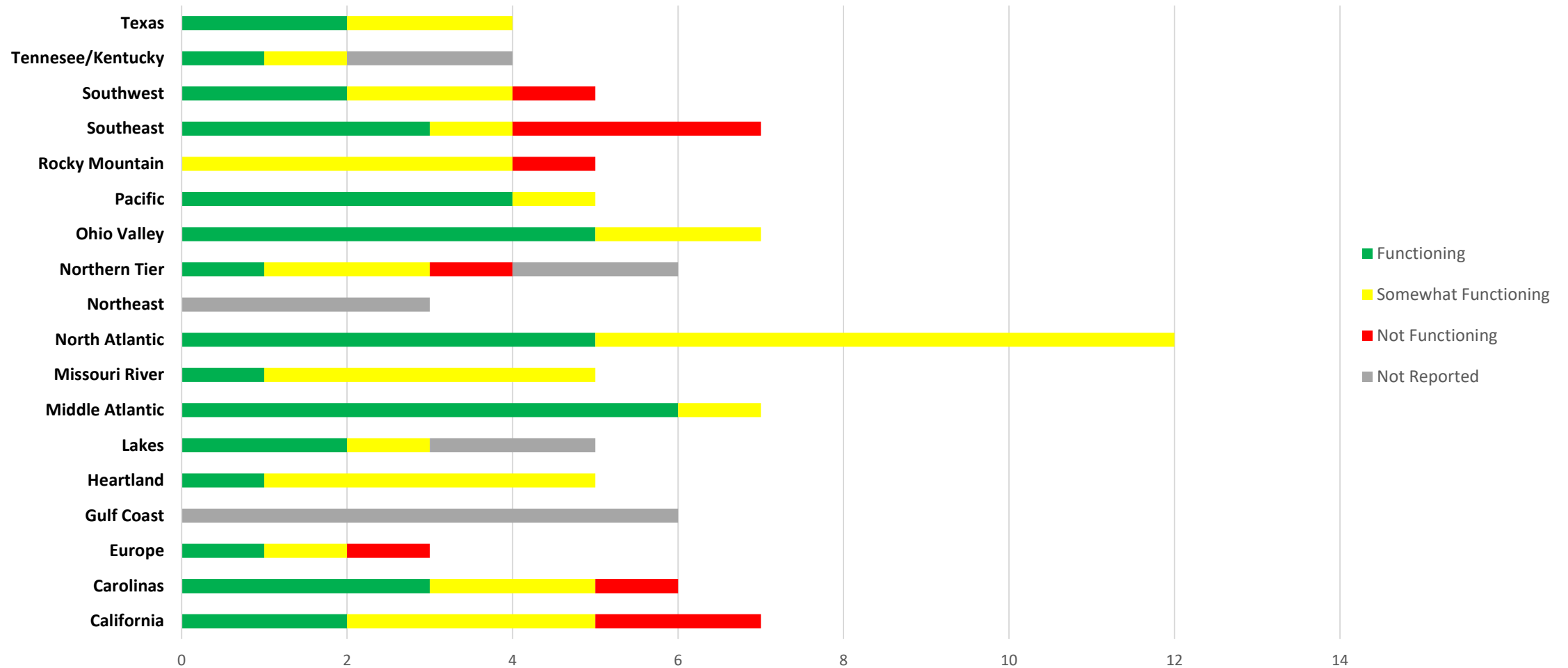# Awards Committee
Albert Romano, Vice President

Post Assessment Report

Utilization of COIs

Dedicated to National Security Since 1920

**Strengths:**
- Overall, there are very strong leadership teams of RVPs and Post Presidents throughout the regions.
- Most of the Medium & all Large-Size Posts are serving their members well and are financially sound.
- Most of the Posts' programs are well aligned with SAME's mission, goals, and priorities.
- There is significant focus by all Posts on Industry & Government Engagement.
- Succession Planning in Large and some Medium Posts is strong.
- Succession Planning at the RVPs level is also strong.

**Weaknesses:**
- Succession Planning in some of the Smaller Posts continues to be a challenge.
- Some of the Posts are challenged in getting active participation by their members
- There are a few Posts that continue to struggle in submitting their annual steamers and plans.
- Many Posts conduct regular financial audits regularly, though some do not and that creates potential financial risk.
- Membership is mostly flat in many of the Posts.

**Opportunities:**
- Increase collaboration with the RFPOCs, AOF, COIs, Young Members, and the NLT to support the RVPs/Posts.
- Provide direct focus and training from the National Office and the AOF to support struggling Posts through the RVPs.
- Set a standard "health check" in 2025 that assesses whether some of the struggling remote Posts should become "Field Chapters."
- Leverage the SAME Engage tool to create more collaboration and support across the Regions.
- Increase collaboration with strategic partner organizations and other agencies to assist Posts with more IGE activities.
- Provide specialized training for Post Treasurers and Membership Leads.

**Threats:**
- Inconsistent participation and engagement by Uniformed Service Members in Posts.
- Lack of accountability by some of the Posts' Boards in ensuring compliance meeting 501(c) reporting/filing requirements.
- Insufficient "pipeline" of potential new members and industry volunteers at the Posts for sustained growth.
- Limited awareness of the services, tools and support capabilities that exist across the enterprise to assist Posts.
- Post's understanding of the 2030 Strategic Plan goals and adjusting programs and focus areas to support their membership accordingly.

# Briefing on Membership COI

**Key Focus Areas/Priorities:**
- Greater Communication & Collaboration with Posts Membership POCs.
    - Holding Town Hall Style meetings where POCs can ask questions and share best practices.
    - Sharing Information & Discussing Common Issues & Challenges via Webinar Wednesday (Tools Committee has the lead).
- DEI Committee outreach to external organizations and strategic partners to obtain information on best practices.
- Holding Regularly Scheduled calls for the MCOI each month.

**Key Challenges to Address:**
- Addressing database issues that exist with Posts' Membership Rosters (duplicates, individuals on multiple rosters, etc.).
-  Recruiting more Enlisted Members.
- Engaging more volunteers in the MCOI
- Leveraging the 2030 Strategic Plan to help recruit and engage more members at the Posts.
-

# Booth Assignments



☐ You should have an envelope with your assignments and questions.

☐ Visit your booths and NETWORK!

☐ Return the index cards to the SAME Booth.

☐ Don't leave without getting your drink ticket!

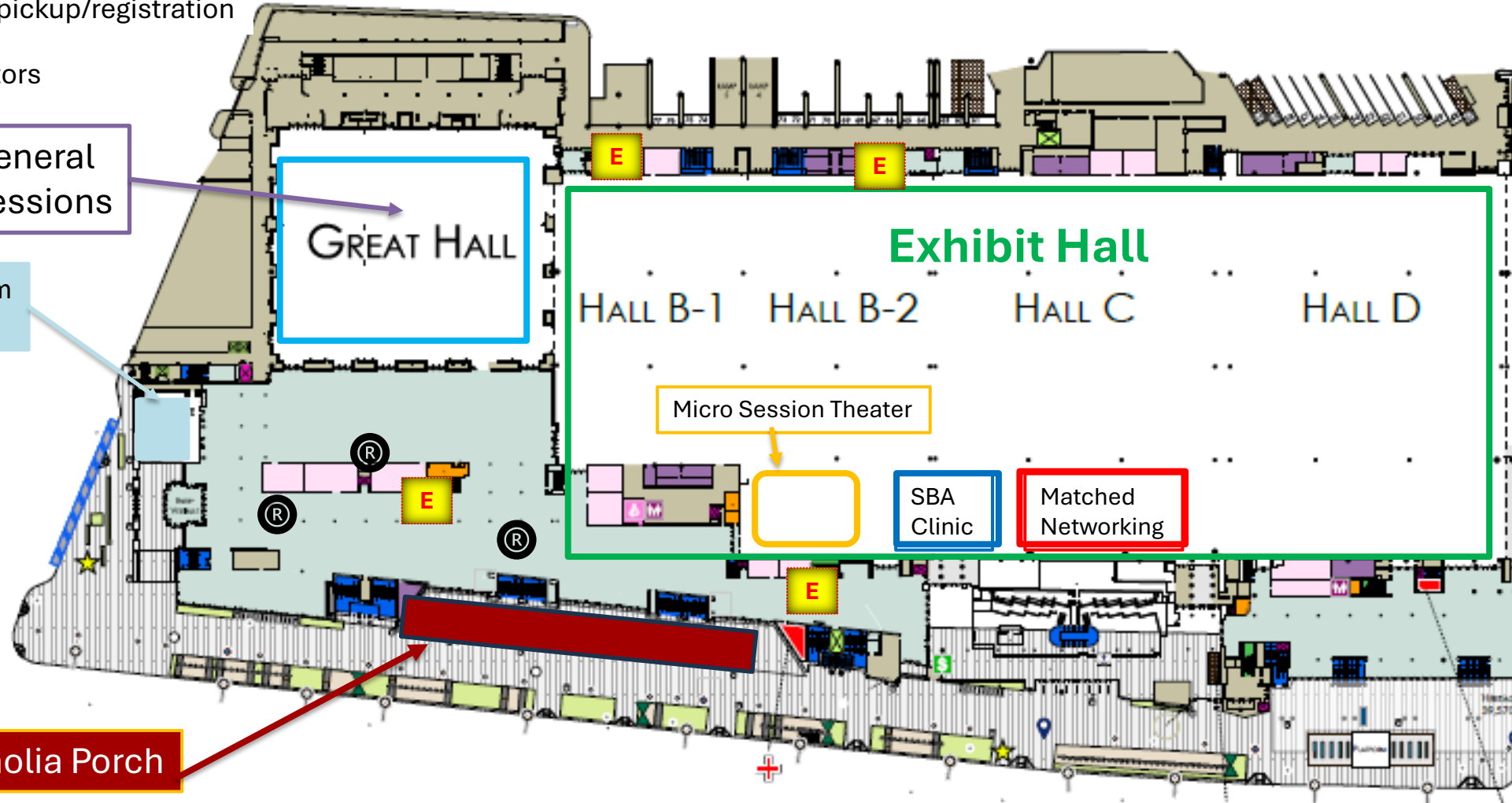# President's Closing Remarks & Photo
## Sharon Krock

**Second Floor** –
Morial Convention Center

**E** = escalators

**RVPs – STAY HERE!**

**COIs – Room 211**

**Directors – Room 212**

**SLOs – Room 213**

corridors connecting two sides of 2nd floor