

# Welcome to San Antonio!

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

## **WIFI**

Network Name: SAMESBC23

Password: Priority1



# Call to Order





# **SAME National Office Update**

## **Mike Wehr, SAME Executive Director**

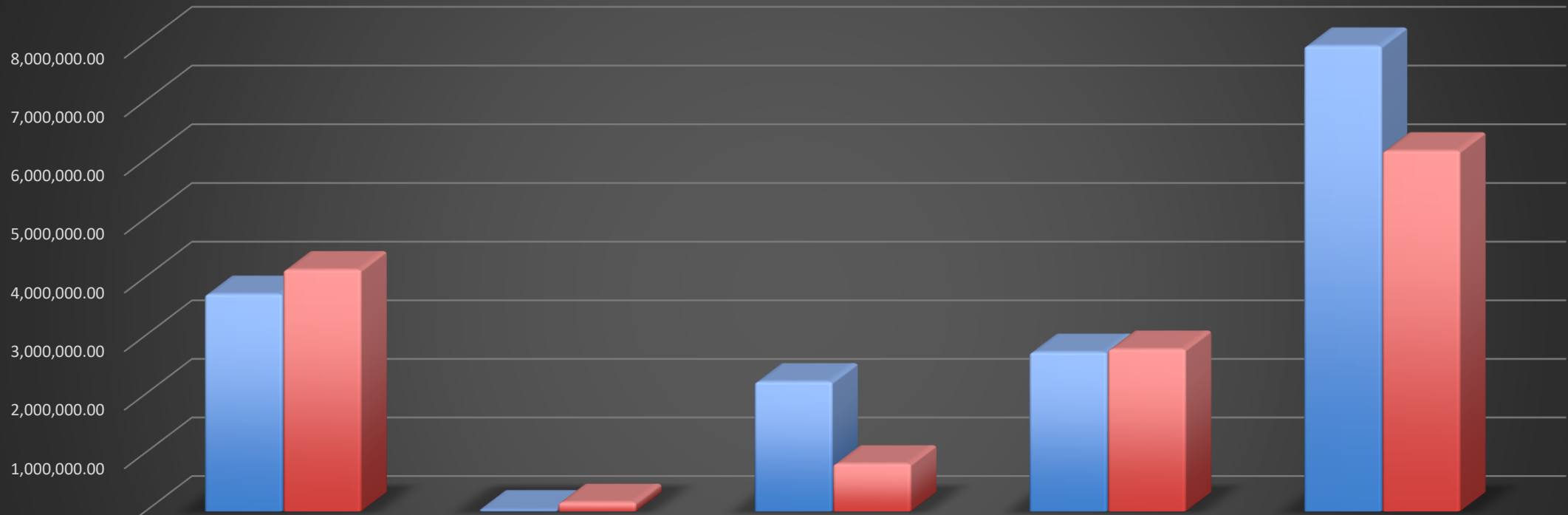
# Agenda

- Financials
  - 2022 Financial audit result
  - Overview of Statement of Financial Position as of September 31, (2023 VS 2022)
  - Overview of Statement of Income and Expenses (2023 VS 2022)
  - Overview of Investment activities – 2<sup>nd</sup> Quarter 2023
  - 2024 budget preparation update
- EMS
- Membership

## 2022 Financial Audit result

- External auditors issued an unqualified (clean) report.
- The National office finance team coordinated the audit in a professional manner and the Auditors are happy with the cooperation.
- The auditors identified the following three internal control weaknesses:
  - Segregation of duties
  - Lack of policy and procedure
  - Approval matrix

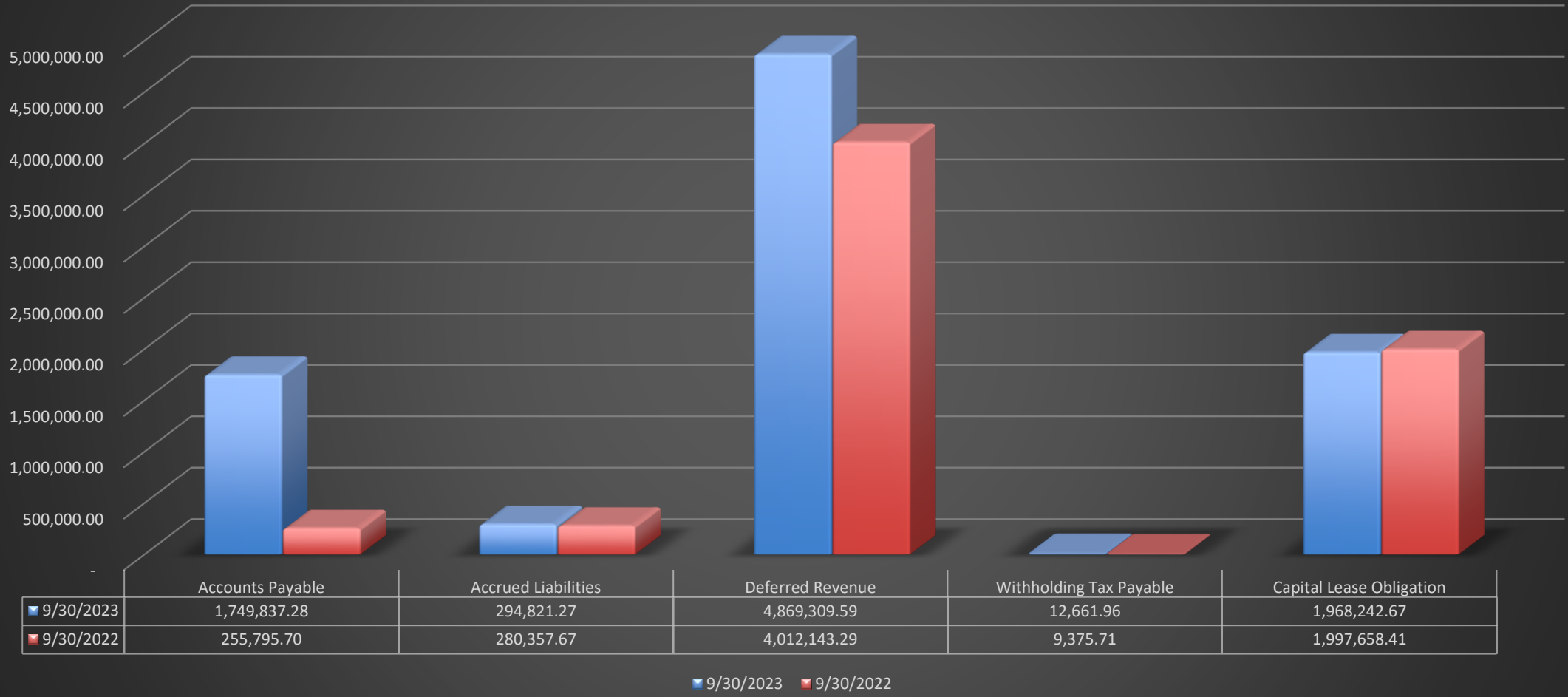
### Asset



	Cash and Cash Equivalents	Accounts Receivable	Prepaid Expenses	Property & Equipment	Long Term Investments
9/30/2023	3,710,904.60	34,816.48	2,216,920.62	2,720,453.46	7,938,425.02
9/30/2022	4,129,454.31	158,146.63	815,602.70	2,773,726.13	6,153,744.90

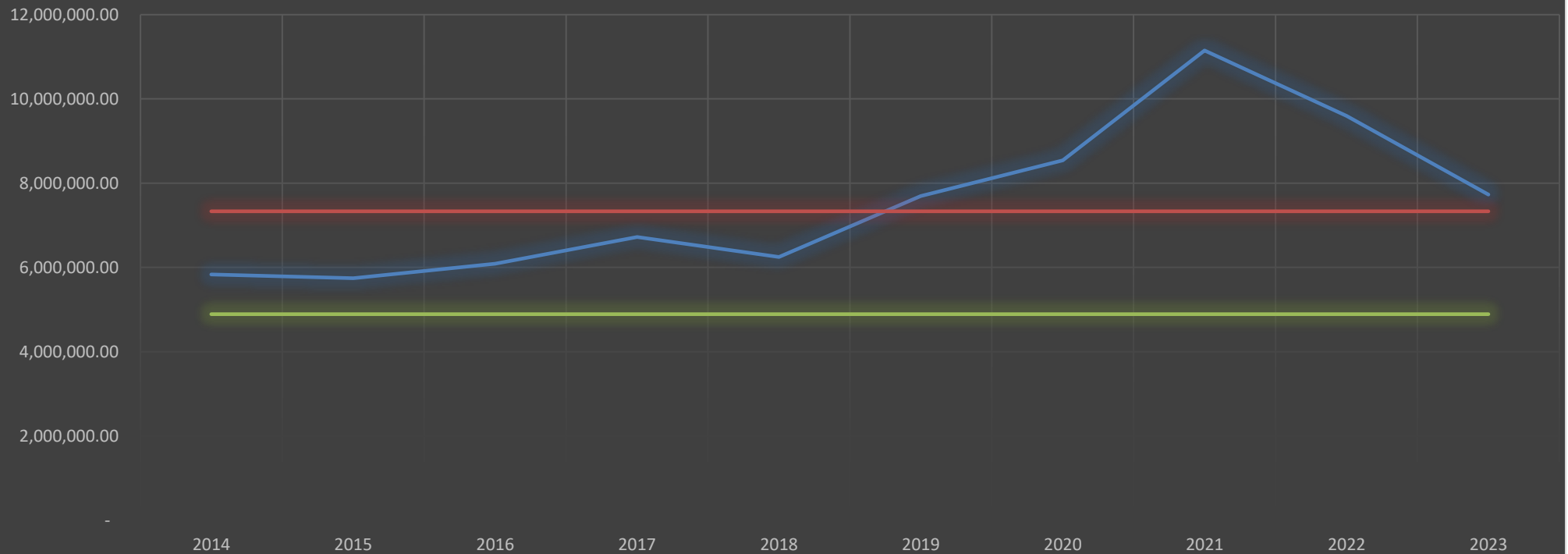
9/30/2023 9/30/2022

## Liability



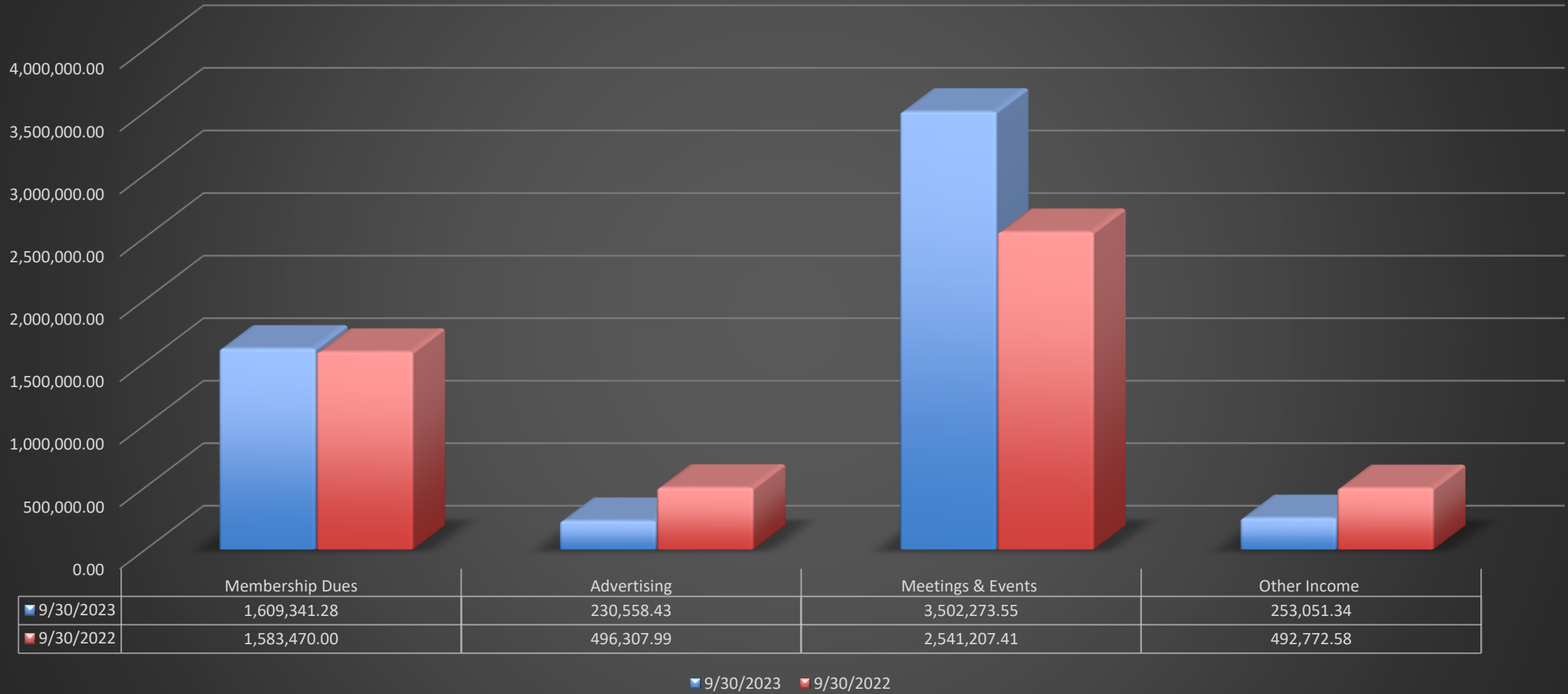
### Net Asset (Unrestricted Reserve) Balance

— Net Asset Balance — 9 month reserve — 6 month reserve

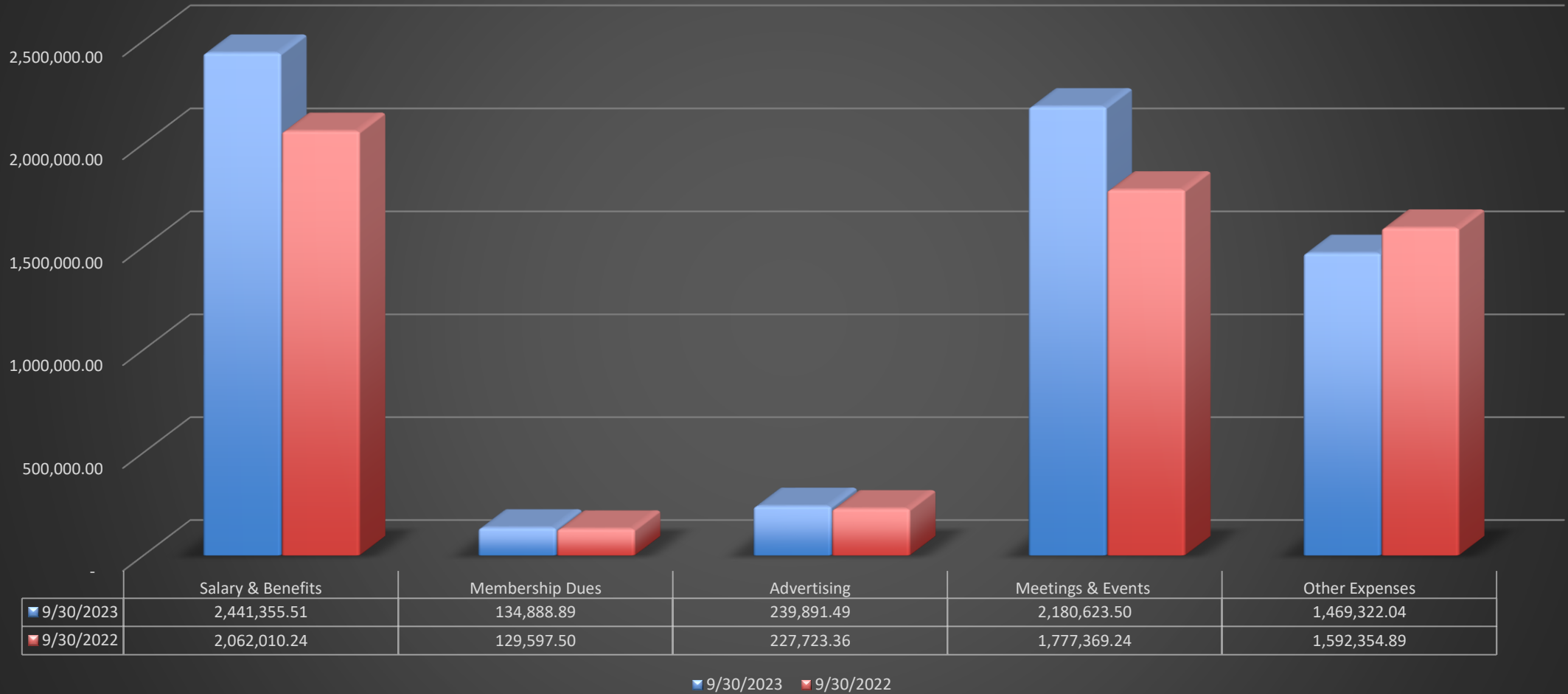




## Revenue



### Expenses



Post	Initial Contribution	Initial Contribution Date	Starting value 1/1/2023	Deposit/(Withdraw)	End Value
Houston	300,000.00	Nov-17	254,224.36	75,000.00	337,697.42
NOVA	108,435.00	Nov-17	122,498.57		127,316.63
Narragansett Bay	39,000.00	Nov-17	44,046.28		45,779.17
Omaha	580,000.00	Mar-19	631,746.90		636,590.29
Panama City	20,000.00	Sep-19	23,345.87		24,263.60
Mid-Maryland	30,000.00	Nov-19	31,105.88		32,330.15
Tampa Bay	250,000.00	May-20	255,043.17		265,071.09
Huntsville	80,000.00	Aug-20	81,231.68		84,426.81
Hampton Roads	459,500.00	Dec-20	441,240.61		458,590.94
Orange County	100,000.00	Nov-21	86,096.83		89,481.66
Central Virginia	20,000.00	Mar-22	17,944.03		18,649.86
Pittsburgh	35,000.00	Apr-23		35,000.00	34,288.39
Buffalo	90,942.00	Apr-23		90,942.00	89,093.38
				Total Post invest	2,243,579.39
				Total Post Invest and Corpus	3,471,833.37
				Total Corpus	1,228,253.98

## 2024 Budget preparation update

- Martus budgeting software used to prepare the 2024 budget. Prior year's budgets were prepared using Excel worksheets.
- A competent team was formed to brainstorm, consult, and prepare the budget.
- A hybrid audit preparation methodology was selected to utilize all the knowledge and skills in each department and higher management levels.
- The budget preparation process is now at the final review stage. All numbers submitted and under review to come up with a balanced budget.
- The XC will approve the final budget on December 13, 2023.

# Summary

*We are financially healthy.*

*The 2022 financial audit was completed, and a clean audit was issued.*

*We are reviewing the 2024 draft budget to be finalized and submitted for approval by XC on December 13, 2023.*

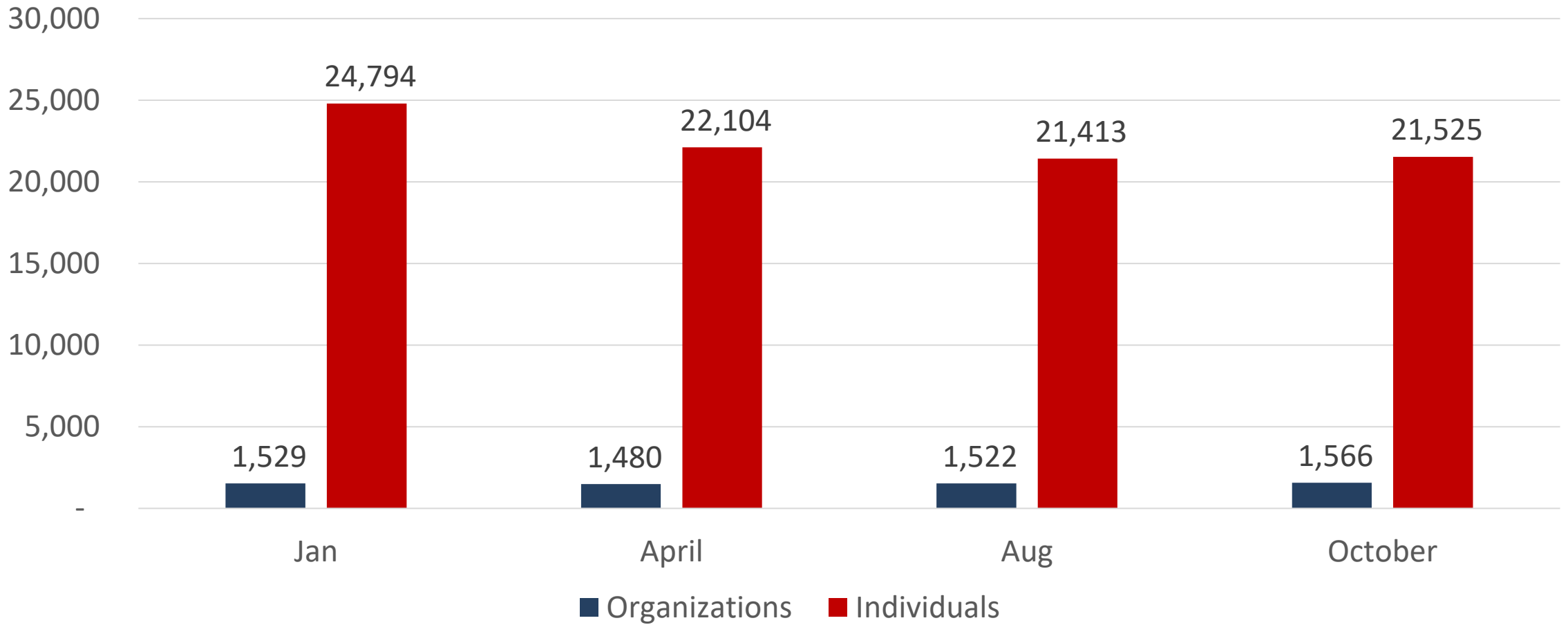
***Serve to Inspire!***

## Higher Logic Contract signed in October

- Community Package for use by our Communities of Interest (COI), Posts, and Governance groups with the potential to expand to subgroups, ad-hoc groups and any other groups that wish to: collaborate on content in real-time, share files, and directly connect with others.
  - Initial AMS COI Portal and Post Portal did not meet our needs – this Community Package will replace that.
  - Annual cost of \$42K includes offset of no longer needing AMS portal licenses.
- Pilot program to include select COI's, Posts, and governance group to include volunteer community coordinators as well as SAME staff community administrators. In addition, UPIC group will participate as part of their LDP project.
- Higher Logic program manager and design team will supplement current SAME staff resources for the initial development and implementation.
- Intent for Pilot Program fully operational by JETC 2024.
- Success metrics and evaluation will determine expansion to all SAME communities past the initial two-year term.



# Total Members 2023, Quarterly



*Dedicated to National Security Since 1920*



# Current Members by Category

	Industry	Government	Nonprofit / Academic	Retired/Life	Total
Organization Members	1,492	31	43	N/A	1,566
Individual Members	14,705	4,172	423	2,225	21,525





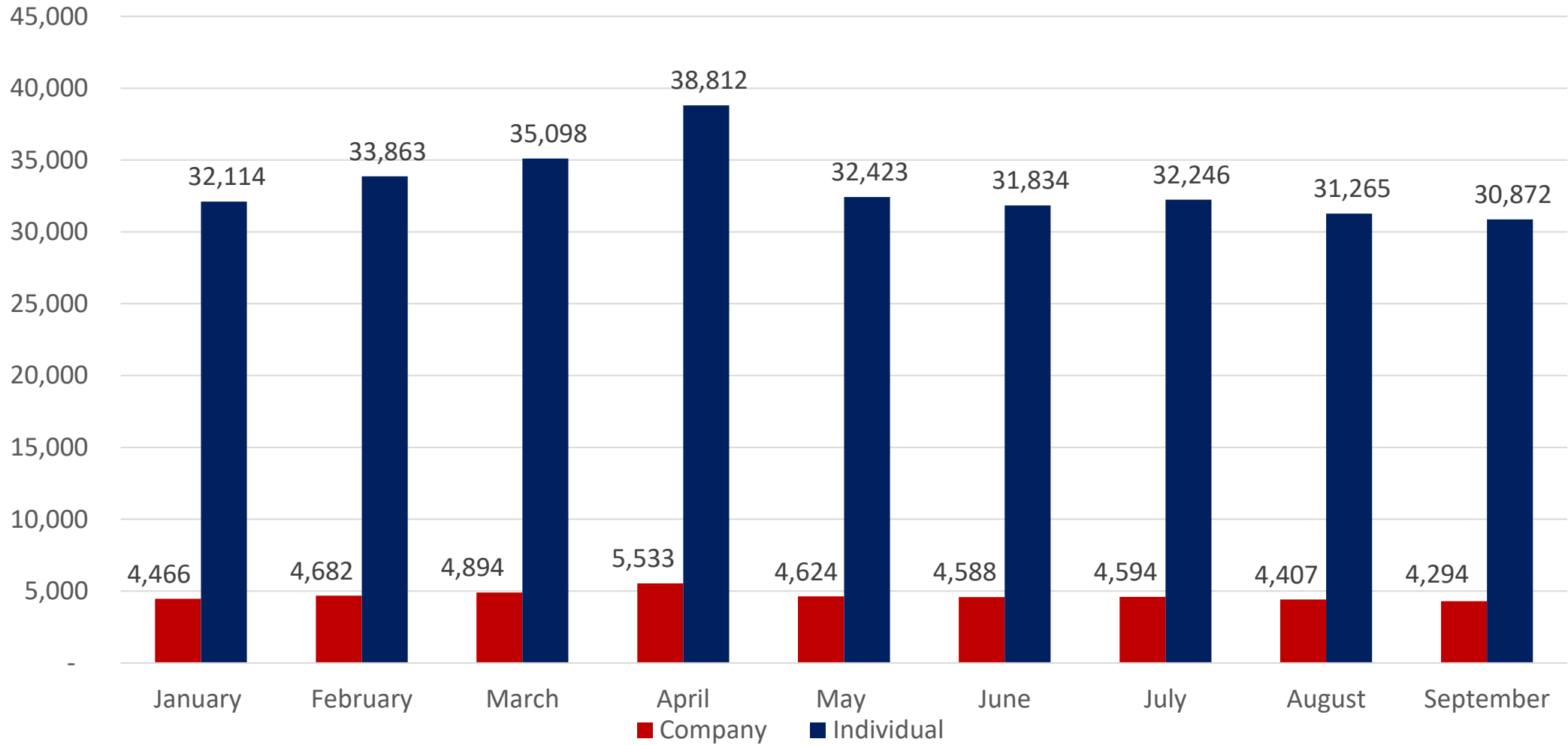
# Company Members by Size

Employee Size	Qty	% of Total
1-10	374	25%
11-50	487	32%
51-100	203	14%
101-500	259	17%
501-1,000	54	4%
1001-5,000	72	5%
5,001 +	43	3%
Total #	1,492	



# Total Post Memberships by Month 2023

(individuals and companies can hold memberships in multiple posts)



*Dedicated to National Security Since 1920*

# Largest and Smallest Posts

Post	Companies	Individuals
Washington DC	172	1,643
San Antonio	126	1,112
Baltimore	157	1,075
Northern Virginia	126	1,075
Hampton Roads	129	834

Post	Companies	Individuals
Tularosa Basin	4	34
Minot	4	40
Illini*	0	44
Lewis & Clark	6	51
Wichita Mountains	5	68

## Observations

- Large, Medium, Small are in place for streamer requirements – not an indication of post performance
- Leadership Succession challenges and successes exist for both large and small posts
- Best practice sharing / lessons cut across all posts
- Current Regional distribution is working
- At end of year, we will redefine large, medium, small

	Companies	Individuals
Average Size	47	331



# **SAME Foundation Update**

Tim Byers, Foundation President-Elect



★ ★ ★ ★ ★ ★ ★ ★

OUR FOUNDATION  
is rooted in our heritage.



OUR FOUNDATION



will help lead us  
*into the future.*

★ ★ ★ ★ ★ ★ ★ ★



**Society of American Military Engineers  
National Foundation**

- **CORPORATE SPONSOR SUCCESS**

- Actalent \$50K (2023); \$50K renewable 2024 - 2026
- Baker Hughes \$50K (2023)

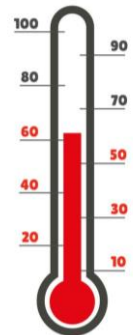
- **CORPORATE SPONSOR NEXT STEPS**

- Foundation and SAME Boards identified contacts for approximately 30 firms - Support STEM, hire vets, or employ significant number of STEM
- Foundation “identifying members” to begin engagement w/ key firms
- Finalize messaging and collateral for engagement NLT 6 Nov 23
- **2023 Individual Giving Campaign launches in late-October**
- **2024 Campaign being refined; focuses on corporate sponsors**
- **Annual Fundraising event in conjunction with Cap Week**



# 2024 Campaign

- **Campaign Goals:** \$1M + “*This is YOUR Foundation*” message
- **Campaign Kick-Off:** March 2024 @ Capital Week Event
- **Who:** Foundation Board and Volunteers aligned to 18 Regions
- **Who Else:** Engage support from SAME Regions/Posts to identify SAME Corporate Pledges/Donations at \$5K each
- **#1 Milestone:** Obtain 100 Corporate Pledges by Feb-24 to kick off campaign at 50%
- **# 2 Milestone:** Obtain additional 100 Corporate Pledges / Donations from Mar-24 thru Dec-24



## BUDGET

### - Financial Statement (as of EOM Sep 23):

- **Cash Balance:** \$535K...up from \$486K end of EOM Jul 23
- **Investment Balance:** \$3,471,000...down a bit from EOM Jul 23 (\$3.68M) due to market fluctuations
- **Asset Allocation:** currently sits at 12% Cash and 88% Investments.

## INVESTMENTS

- **Fiducient:** Portfolio Performance: end of Q2 value was \$3.68M (+ \$.3M since end of Q1). Quarterly Return 2.81% (target rate 2.48%). YTD Return 7.84% (target rate 7.31%).

**- current SAMEF Balance: \$1,228,253.98    current Post Balance: \$2,243,579.39**



## Budget & Investment Update

**POST PARTICIPATION:** 13 Posts currently participate (Omaha, Hampton Roads, Tampa Bay, NOVA, Houston, Orange County, Huntsville, Narragansett Bay, Panama City, Mid-Maryland, Central VA, Pittsburgh, and Buffalo)

- Increased interest by Post to leverage Foundation Investment Fund
- Louisiana Post investing \$100,000 (transaction in the works)
- Ed & Mario briefed Albuquerque Post on 26 Sep...awaiting leadership decision
- Ed briefed Honolulu Post on 26 Oct & reached out to Kentuckiana Post
- Ed is working with Kaiserslautern Post to invest a combined \$24K  
...from three Posts in Europe - Kaiserslautern, Rhein Mein, and UK
- Lake Michigan & NJ Posts expressed interest...engagements being planned

## **CONGRATS to our new SAME Foundation Board members!**

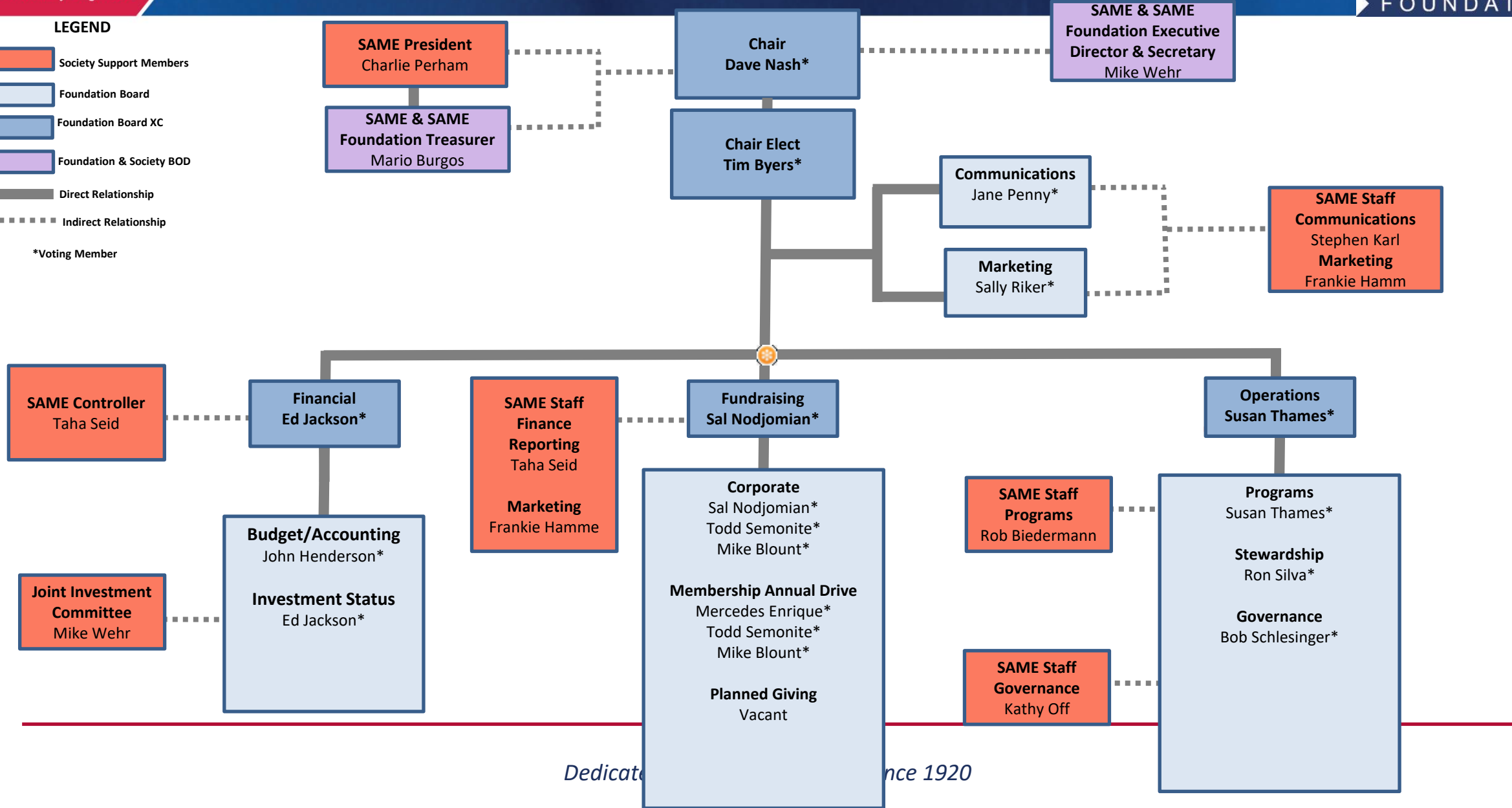
- 1. Steve Blinderman, P.E., LEED AP, F.SAME, Blinderman Construction**
- 2. Eddie Gonzalez, National Park Service**
- 3. RADM Mark Handley, P.E., F.SAME, USN (Ret.), AECOM**
- 4. COL Bill Haight, P.E., F.SAME, USA (Ret.), WSP**
- 5. BG Paul Owen, P.E., USA(Ret.), HDR Inc.**
- 6. J.R. Steele, J.D., AtkinsRealis**

*Currently all serving on the Fundraising Committee until they are officially board members in Jan 2024*

# Society of American Military Engineers Foundation Organization Chart, as of 23 October 2023

**LEGEND**

- Society Support Members
- Foundation Board
- Foundation Board XC
- Foundation & Society BOD
- Direct Relationship
- Indirect Relationship
- \*Voting Member



- Increase the number of allowed Directors or **remove the limitation.**

**2.1.4 Composition of the Foundation Board.** The Foundation Board shall consist of ~~up to fifteen (15) Directors but~~ not less than five (5) Directors. All Directors must be members in good standing of the Society throughout their term of membership on the Foundation Board. All Directors other than the Chair of the Foundation Board shall be appointed by the Executive Committee of the Society's Board of Direction. All Board appointments shall give due consideration to contribution levels to the Foundation. The Executive Director shall serve on the Foundation Board in an *ex-officio*, non-voting capacity.

- Allow the Chair & Chair-Elect to remain on the Board past the expiration of their terms

**2.1.7 Term of Directors.** All Directors of the Foundation Board shall serve three (3) year terms. Terms shall be staggered. Directors may serve two (2) consecutive three (3) year terms; the second term contingent upon a letter of intent from the Director approved by the Executive Committee. Thereafter, Directors may be re-selected to the Board after a one-year gap following the close the second three-year term. **If a Director is elected to serve as Chair-Elect they may extend their second term until the end of their tenure as Chair of the Foundation Board.**

- Change the Vice President's Term to match President's

**2.1.3 Chair-Elect of the Foundation Board.** The Chair-Elect shall be selected by the Foundation Board, shall serve as Chair-Elect for a minimum of one year and shall then succeed as Chair of the Foundation Board. The Chair-Elect shall also serve as Vice-President of the Foundation.

### **3.1.1 President.**

**3.1.1.1 Qualifications.** The President shall be the Chair of the Foundation Board.

**3.1.1.2 Term.** The President shall serve a two (2) year term as President.

**3.1.1.3 Vacancy.** Vacancy in the office of President-Board Chair shall be filled for the unexpired portion of the term by the Vice President-Chair-Elect.

### **3.1.2 Vice President.**

**3.1.2.1 Qualifications.** The Vice President shall be a member of the Foundation Board and shall serve as Chair-Elect of The Board. The Vice President shall succeed to Chair and President.

~~**3.1.2.2 Term.** The Vice President shall serve a three (3) year term and may be elected to serve an additional term.~~



## **IGE Update**

**Rob Biedermann, SAME Director of Programs & IGE**

## ***IGE isn't just a streamer !!***

LTC Wendell "Buddy" Barnes, P.E., F.SAME (Dist.), USA (Ret.)



## 8 ongoing projects:

- TORN
- Project Partnering (Pre-Award)
- Alternate Project Delivery
- Small Business Size Standards
- CPARS reform
- PFAS training
- Cybersecurity in the built environment
- Sea level rise

## 2 NEW Projects (XC approved 8/7/23):

- *Electric Vehicle Infrastructure Challenge (EVIC) (E&S)*
- *Warfighting - the Future Challenge and Installations' Requirements (AP)*

***See IGE Matrix in your read ahead for details***

# *IGE REPORT – Listening Sessions*

- 5 Listening Sessions scheduled for SBC'23
  - USACE, NAVFAC, USAF, OSD and VA
- Background:
  - Opportunity for AEC industry leaders to provide direct feedback to senior government engineering leaders – often the service chiefs directly
  - Limited to 10 industry attendees
  - Initial Listening Session at SBC'22 (4), JETC'23 (2)
  - SAME facilitated
- Assisted Savannah Post Listening Session with USACE Savannah District



# **AOE Update & Journey to Fellow Program**

Cindy Lincicome, Past President & AOE Chair

- 2023 Fellow Nominations (*Patrice Melacon, F.SAME, Chair*)
- Golden Eagle Task Force (*Sally Riker, F.SAME, Chair*)

## **New Initiatives**

- Quarterly Regional Fellow Point of Contact Meetings (*Russ Patterson, F.SAME, Champion*)
- Regional Fellows Medal (*Beth Harris, F.SAME, Champion*)
- Journey to Fellow (*Jeanne LeBron, F.SAME, Champion*)
- AOF Sponsored Silent Auction/Raffle at Capital Week (*Beth Harris, F.SAME, Champion*)

## Task Force

- Fellow/Previously engaged in Golden Eagle (National Security) Outreach/XC, SAME Foundation
- Former Society President/Distinguished Fellow
- Former Society President/Past Golden Eagle Recipient/Distinguished Fellow/Chair, SAME Foundation
- Fellow/Past Walter Bachus Gold Medal Recipient
- Young Professional/LDP Graduate/Capital Week Attendee
- National Office Staff/Historian
- National Office Staff /Academy of Fellow/History of Process, Challenges

## Recommendation

- Reviewed the history, challenges, and validity of the Award
- Unanimously agreed a refresh/reimagine is needed
- Unanimously agreed to keep an external Golden Eagle Award
- Pause Golden Eagle Award for 2024
- Beginning the Reinvent/Reimagine Process Now
- Unveil in time for a 2025 Award

## The Possibility

- Research big award/award programs
- Look outside our organization at different models
- Look at the mission and vision and tie it in to the objectives of the award/event
- Evaluate possibly changing the criteria and linking it to a broader one
- Build a plan with the goal in mind - what is the desired outcome and what are the steps to get there
- Could this be for a completely different approach moving forward (as an example, SAME Foundation/mission driven approach)
- Financially stable
- Sustainable for years to come

# Establishment of Regional Fellows Medal

- The Regional Fellows POC will recognize exceptional Fellows that have demonstrated exemplary and exceptional service, setting an example and inspiring other Fellows to be actively engaged in their Posts and Region.
- These exceptional individuals will be recognized with this medal during signature Post and Regional events.
- Request a Regional Fellows Medal online: <https://www.same.org/regional-fellow-medal-request>.



- August
  - AOF Executive Committee, National Leadership Team & SAME Executive Committee Endorsement
  - Introduced to the Regional Fellows POC and Regional Vice Presidents
- September
  - Communications: Regional Fellows Medal Award Available on SAME Website, Announced in AOF Newsletter
- November
  - Published in AOF Chair Message in TME
  - Unveiling at Small Business Conference
  - Two requests received to date



# *Journey to Fellow*

## ***Mission Statement:***

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

## Why it is needed:

**SAME is sometimes considered cliquy**

**Some 10-year+ members didn't know about Fellows soon enough to engage**

**(membership versus active member)**

**Members don't understand the requirements; confused**

**Ratio of uniformed SAME members is not reflected in service members who are Fellows**

**Fellowship is a milestone not the end of the Journey**

**For the Society to thrive we need engaged and active leader participation**





# *Journey to Fellow*

## **What is it?**

Welcoming - Instructive - Dialogue  
Growing Leaders, Sharing Knowledge

## Member Value

- Intentional Approach to connecting SAME Members to what the role of Fellow means to their career and SAME membership
- Capture and document leadership roles and development outside of normal military career path
- Provides education, network, and connections to strengthen and broaden leadership skills
- Deliberately engage with and develop enduring relationships of trust established with industry and community partners.
- Provides alternative engagement methods while deployed or unable to participate in person.
- Be a catalyst to develop and mentor future professionals in the A/E/C industry
- Provide alternative engagement methods while deployed or unable to participate in person.

## Individual's Journey to Fellow

- Captured 23 years of active engagement with SAME at levels of increased responsibility
- Learned a lot about how to approach the academic and community leaders in our profession with regard to elevating our profession and our industry
- Better prepared to transition from being an engineer leader in the Army/USACE to being an engineer leader in our industry
- Better engineer and better leader because of the outside experimental development through SAME
- Opened lines of communication with our industry partners
- Currently serve on the SAME Foundation Board of Direction.





# Journey to Fellow

Month	SAME National Activities	Journey to Fellow Curriculum Topic	Notes (All webinars and town halls would be recorded, for reuse over multiple years.)	Target Audience
January		<ol style="list-style-type: none"> <li>1. New Fellow: Welcome and What's Next</li> <li>2. Not selected: Opportunities and Next Steps "what now"</li> <li>3. Specific benefits for Job Seekers</li> </ol>	<ol style="list-style-type: none"> <li>1. Handled by the AoF XC and RFPOCs</li> <li>2. Webinar or Town Hall settings, done by the JtF team</li> <li>3. Webinar for those in the Career Transition phase; hiring is easier with initials behind your name</li> </ol>	<ol style="list-style-type: none"> <li>1. New Fellows</li> <li>2. Applicants</li> <li>3. Career Transition Registrants</li> </ol>
February	Career Transition	Detours and Alternate paths (If move often, TDY, employer won't support, no local Post, etc.)	<ul style="list-style-type: none"> <li>• At Career Transition: Fellows available for consulting</li> <li>• Webinar. Panel including service member</li> </ul>	All Society Members, but special invites to service members and YPs
March	Capital Week		<ul style="list-style-type: none"> <li>• If/When foundation moves to a dinner - ask for time, then.</li> </ul>	
April		<b>It's your Journey</b> <ul style="list-style-type: none"> <li>• Self-directed</li> <li>• In collaboration with Posts' mentoring programs</li> </ul>	<ul style="list-style-type: none"> <li>• Webinar <ul style="list-style-type: none"> <li>• Main point is "what's meant to be is up to ME". Get them responsible for their success. Removes clique, removes barriers, etc.</li> <li>• Suggest they use LinkedIn or an excel spreadsheet to track. (provide samples)</li> <li>• Provide a list of what individual Posts do</li> </ul> </li> </ul>	All Society Members
May	JETC New Fellows medal ceremony		<ul style="list-style-type: none"> <li>• At JETC <ul style="list-style-type: none"> <li>• Include JtF during main assembly.</li> <li>• Have a room (half day?) at venue, staffed by AoF or RFPOCs for networking or mentoring session between fellows and potential applicants</li> <li>• Ask new medal wearers to identify a superstar, name 1 individual they would like to include on our list for "special invitations" to JtF sessions. Pass it forward!</li> </ul> </li> </ul>	Upcoming applicants (with the year), and all Society
June	Fellows: How to Nominate webinar (required)		<ul style="list-style-type: none"> <li>• When closing the "how to" session - Advise opportunity to ask further questions, after they review their packets following webinar - and submit for next month's town hall.</li> </ul>	
July		Review current state of progress <ul style="list-style-type: none"> <li>• Follow the selection criteria</li> <li>• Carefully explain Impacts you made</li> <li>• Ten years of involved service- spelled out to cover years</li> </ul>	<ul style="list-style-type: none"> <li>• Webinar, in virtual rooms with 1-on-1 sessions with RFPOCs and prior nominators in the rooms <ul style="list-style-type: none"> <li>• Members of the AoF selection panel - Common pitfalls identified and solutions suggestions to meet the mark, the ask.</li> <li>• Answer <u>specific</u> questions as submitted by attendees</li> </ul> </li> <li>• AoF XC, and RFPOCs and nominators are invited to help perform this task.</li> </ul>	Prospective Fellows (<3 years out)
August	Post Leaders Workshop Fellow Nominations List submitted	Planning to Succeed – definitions of requirements <ul style="list-style-type: none"> <li>• Local Post</li> <li>• Regional Participation</li> <li>• National Involvement</li> <li>• "Role/Title" versus "Enhancements/Improvements"</li> </ul>	<ul style="list-style-type: none"> <li>• Town Hall or break out session. <ul style="list-style-type: none"> <li>• Introduce the Regional Fellow POCs, and Post Fellow POCs (both as a role, and as individuals)</li> <li>• Examples of role versus examples of enhancements (Secretary: taking notes versus implementing a tracking system of pending tasks.)</li> <li>• Could we, should we, provide a list of Posts and their volunteer needs? So people could volunteer in other Posts to therefore get Regional credit?</li> </ul> </li> <li>• Webinar <ul style="list-style-type: none"> <li>• Lessons learned, viewpoints shared, from the PLW</li> </ul> </li> </ul>	Prospective Fellows (< 3 years out)
September			<ul style="list-style-type: none"> <li>• Leave this month open for RFPOC's to focus on final reviews</li> </ul>	
October	Fellow Nominations submitted			
November	SBC	Benefits of Fellowship <ul style="list-style-type: none"> <li>• For the Person; for the Employer; for the Society</li> <li>• Testimonies</li> <li>• Define a "Fellow" <ul style="list-style-type: none"> <li>◦ This is what an SAME Fellow Is</li> <li>◦ Demographics that make up Fellows in the Society <ul style="list-style-type: none"> <li>▪ And why we need variety</li> </ul> </li> </ul> </li> </ul>	<b>This is the kick off !!!!</b> <ul style="list-style-type: none"> <li>• At SBC: <ul style="list-style-type: none"> <li>• Ask me - at SAME booth, with Brochure</li> <li>• A slide, with QR code, to provide information to the YPs at the YP/Fellow luncheon</li> <li>• A J2F LinkedIn site</li> </ul> </li> <li>• Webinar (after SBC) <ul style="list-style-type: none"> <li>• Highlight career path and how Fellow helps - Highlight the Byers' Mentoring Continuum</li> <li>• Highlight that setting a goal of becoming a Fellow is helpful in achieving the required milestones</li> </ul> </li> </ul>	All Society Members
December	Fellow Nominations Reviewed New Fellows notified			

# AOF Sponsored Silent Auction/Raffle at Capital Week



- Academy of Fellows Fundraising event benefitting the SAME Foundation during the Foundation's Reception at Capital Week
- Enriching engagement from Fellows Classes
- Pathway for Corporations/Individuals to donate to Foundation

## AOF Sponsored Silent Auction/Raffle at Capital Week

- Committee Members include: Beth Harris (Chair), Melvin Williams, Mindy Hinsley
- Building volunteer committee to plan and execute this fundraising event benefitting the SAME Foundation during the Foundation's Reception at Capital Week
- Soliciting donations of Raffle and Silent Auction Items – *and experiences!*
- Each Class of Fellows (individuals) will be encouraged to donate cash that will be used to purchase items such as iPads, or other small packable items
- Member firms and individuals may donate gift cards (\$50-\$100+ suggested amounts) as well as high ticket items for silent auction
- Please contact Beth Harris [beth.harris@primeeng.com](mailto:beth.harris@primeeng.com) to commit to a donation of specific items



# *See You throughout the Conference*

Tuesday, October 31<sup>st</sup> -- YOUNG PROFESSIONALS AND FELLOWS NETWORKING EVENT

Thursday, November 2<sup>nd</sup> -- ACADEMY OF FELLOWS & YOUNG PROFESSIONAL MEMBER LUNCHEON



**Marketing & Business Development  
Working Group**  
Mindy Hinsley, Chair



# Ground Truth – Post level Update

## NK Mbaya, Elected Director



# *“Ground Truth” Post level effort update*

## **Feedback from:**

- Current and past leaders of large, medium & small Posts
- New and longtime members
- Local, regional and national level volunteers

## **What we are doing well:**

- Success with IGE – would like to replicate this for STEM Pipeline
- Good cadence to National email communication to members
- Webinar Wednesday’s
- COIs
- Programming of events
- National website

## **Improvements needed:**

- Portray the Value of SAME and people’s Why to increase engagement
- Return focus on Posts – competing opportunities
- Try to deconflict regional Posts events
- Posts’ websites are challenging
- Enterprise level platform for Posts to use for hosting events?

## **Improvements needed:**

- Post leaders need more training outside PLW
- Limit/lessen emphasis on streamers
- Tools to improve connection with uniformed service members and government civilian employees

## **What’s next?**

- Continue engagement and report at JETC
- Will include survey data



# **Bylaws Review & Proposal**

Nick Desport, Elected Director

## **BYLAWS COMMITTEE**

- Nick Desport (Chair)
- Ben Matthews (Past Member)
- Russ Patterson (Past Member)
- Tony Higdon (New Member)
- Christina Przygoda (New Member)
- Erin Krug (New Member)
- Kathy Off (Staff POC)

## SCHEDULE

- Pre-JETC: Committee Members Reviews
- May 1, 2023: Brief Timeline to Board (5 min brief)
- May/Jun 2023: Internal Committee Reviews/Transition new Members
- Jun 30, 2023: DRAFT Review/Edit By Laws Complete
- Jul 12, 2023: Brief Initial Changes to the NLT
- Jul 26, 2023: Follow Up with NLT if needed
- Aug 6 2023: Brief XC (Mtg) - Concurred
- Oct 31, 2023: Brief Final Bylaws Changes for approval at Board



## **ITEMS OF FOCUS FOR REVIEW**

- Codify Term Limits, Responsibilities and Process for the following National Officers:
  - Counsel
  - XD/Secretary
  - Treasurer
  - Why? Currently out of compliance with some aspects of our Bylaws.
- Any other items that arise from the review will be presented to the NLT to provide direction.

## **METHODOLOGY**

- Industry Standards
- Key Discussions/Input SAME has received
- Benchmarking with similar Strategic Partners
- NLT Input: concurs with Bylaws Committee recommendation
  - Bylaws Presentation - NLT Call 7-12-23
  - Voting NLT Call 7-19-23
  - XC Meeting 8-6-23

## Definitions

- National Officer: Nonprofit officers are elected or appointed by the board of directors to actively carry out the nonprofit's day-to-day business within the scope of their delegated authority. The nonprofit's bylaws typically define their role. Officers most often serve in a volunteer capacity but are sometimes paid staff members.
- National Leadership Team (NLT): Not an official term defined anywhere in our governance. Composition is up to the discretion of the President and XD, but typically and currently comprised of National Officers (President, Past President, President-Elect, VPs, Treasurer, Counsel, XD). Bylaws Committee proposal does not address NLT.

# Bylaws Committee REPORT

## Counsel

Current	Recommendation	Rationale
<ul style="list-style-type: none"> <li>Currently nominated by the President and approved by the BOD for 3-year term.</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate term limit. Appointment will be performance-based.</li> </ul>	<ul style="list-style-type: none"> <li>It is very challenging to find counsel every 3-6 years among our membership.</li> </ul>
<ul style="list-style-type: none"> <li>Serves in an advisory role to the BOD and XD.</li> </ul>	<ul style="list-style-type: none"> <li>No change.</li> </ul>	<ul style="list-style-type: none"> <li>This works well based on discussion with XD and Past Presidents.</li> </ul>
<ul style="list-style-type: none"> <li>Non-voting.</li> </ul>	<ul style="list-style-type: none"> <li>No change.</li> </ul>	<ul style="list-style-type: none"> <li>In an advisory role and with no term limit, this position should remain non-voting.</li> </ul>
<ul style="list-style-type: none"> <li>No qualification language.</li> </ul>	<ul style="list-style-type: none"> <li>Added qualification language.</li> </ul>	<ul style="list-style-type: none"> <li>In accordance with current Counsel recommendations.</li> </ul>

# Bylaws Committee REPORT

## Executive Director

Current	Recommendation	Rationale
<ul style="list-style-type: none"> <li>Currently hired by President/Selection Committee (not BOD).</li> </ul>	<ul style="list-style-type: none"> <li>Update Bylaws to reflect practice.</li> </ul>	<ul style="list-style-type: none"> <li>We don't think the intent was ever for the full BOD to hire the XD.</li> </ul>
<ul style="list-style-type: none"> <li>3-year term specified in Bylaws.</li> </ul>	<ul style="list-style-type: none"> <li>Remove term limit, but ensure that performance-based assessment is outlined and followed in referenced document.</li> <li>Term is referenced in hiring contract.</li> </ul>	<ul style="list-style-type: none"> <li>Since the BOD does not (in practice) hire the XD, they should not be voting on his/her term. It should be performance based similar to other employees (Compensation Committee).</li> </ul>
<ul style="list-style-type: none"> <li>No succession procedures defined.</li> </ul>	<ul style="list-style-type: none"> <li>Use the procedures that were put in place for the current succession to create a standard that is referenced in the Bylaws.</li> </ul>	<ul style="list-style-type: none"> <li>This ensures that the Bylaws do not become cumbersome, but we retain the procedures and knowledge that were successful.</li> <li>Similar to our approach for other areas (Ex: referenced Operational Manuals)</li> </ul>

## ***XD Cont. – some feedback through American Society of Association Executives***

- *“Standard practice is for the ED to be an Ex Officio non-voting member of the Board with no term limits as their position is due to their position. If they hold the position, they hold the Board seat. Change those bylaws.”*  
~Gregory Fine, FASAE, CAE, Principal Consultant, Tecker International
- *“Rather than have the executive director's term set in the bylaws it's more common for the executive director to have a contract and to have general responsibilities set out in the contract. There may also be performance goals set annually. Those goals should be measurable and established at the beginning of a term.”* ~Michael LoBue CAE, Principal, LoBue Management Solutions, LLC

# Bylaws Committee REPORT

## Treasurer

Current	Recommendation	Rationale
<ul style="list-style-type: none"> <li>Currently nominated by the President and approved by the BOD for 3-year term (<i>not happening</i>).</li> </ul>	<ul style="list-style-type: none"> <li>Abide by the 3-year term limit with option to extend for one term.</li> </ul>	<ul style="list-style-type: none"> <li>Allows leadership to recruit the right person for this position in a deliberate manner.</li> </ul>
<ul style="list-style-type: none"> <li>Non-voting.</li> </ul>	<ul style="list-style-type: none"> <li>Recommend this position is a voting member of the Society Board.</li> </ul>	<ul style="list-style-type: none"> <li>Industry standard and encourages active participation (see select quotes).</li> <li>Discussions with past and current Treasurers and past SAME Presidents.</li> </ul>
<ul style="list-style-type: none"> <li>No qualification language.</li> </ul>	<ul style="list-style-type: none"> <li>Added qualification language.</li> </ul>	<ul style="list-style-type: none"> <li>Research based.</li> </ul>

## Treasurer Cont. – *feedback through American Society for Association Executives*

- *“We've had great success with an active member serving as our Secretary-Treasurer. They serve the same three-year term as the other directors on our Board (our President and each of our two Vice Presidents serves a one-year term) and may be elected to a second consecutive term (a maximum of six years, in other words). They are also a voting member of the Board and serve all of the same functions as the rest of the Directors.” ~Andy Vance, Executive Director, Poultry Science Association*
- *“I suppose there's more than one right way of structuring finance oversight of an association. Over 30 years of association management through an AMC (thus, had experience with many associations, societies and a few foundations), my experience is very similar with what Andy described. Treasurer is a voting officer of the board of directors. Staff includes a trained and experienced accountant (not necessarily a CPA) and an occasional outside financial audit and an outside tax accountant preparing the returns. As a many-times nonprofit board member, I like having a treasurer being a peer -- having a vote and the same commitments and obligations to the organization that I have.” ~Michael LoBue CAE, Principal, LoBue Management Solutions, LLC*



## **Other recommended Bylaws changes.**

- Current Bylaws state that the President-Elect will chair the Selection Committee for the Foundation Board. This is incorrect in practice and according to the Foundation Bylaws. Recommend removal.
- Added Foundation Chair in places (as practiced). Ex: Executive Committee
- Added Foundation Impact Report as general duty of the XD (similar to Society Annual Report).
- Added language to codify the strategic planning process.
- Awards creation and removal is approved by the NLT (National Officers). Adjusted language accordingly.

# Consent Agenda

- BOD Meeting Minutes – May 2023
- Foundation Meeting Minutes – April 2023
- Foundation Meeting Minutes – August 2023
- XC Meeting Minutes – August 2023
- Foundation Bylaws Changes
- Moody-Valdosta Post Closure

# Lunch Break!

We will resume PROMPTLY at 12:30 pm

## **WIFI**

Network Name: SAMESBC23

Password: Priority1

# Strategic Plan Review & Assessments (Technical COIs)

Ben Matthews, Vice President



# *Technical Communities of Interest*

- Architectural Practice, Construction, Energy and Sustainability, Environmental, Facility Asset Management (Geospatial), Joint Engineering Contingency Operations, Resilience, Small Business (Business Development), Health Engineering TF
  - Devoted chairs and steering teams
  - Succession planning must remain deliberate
  - Work Plans are driving force and link to outcomes
  - IGE is #1 value to SAME membership. Tech COIs run the national initiatives and link to Posts
  - Technical COIs are the linchpin to connect Regions and Posts
  - Webinar Wednesdays are working but communications can improve
  - Resource Requests should consider Technical COIs
  - Strategic partnerships are a key opportunity
  - Collaboration calls on best practices/issues
  - Linkage to the 2030 Strategic Plan

# Strategic Plan Review & Assessments (Human Capital COIs)

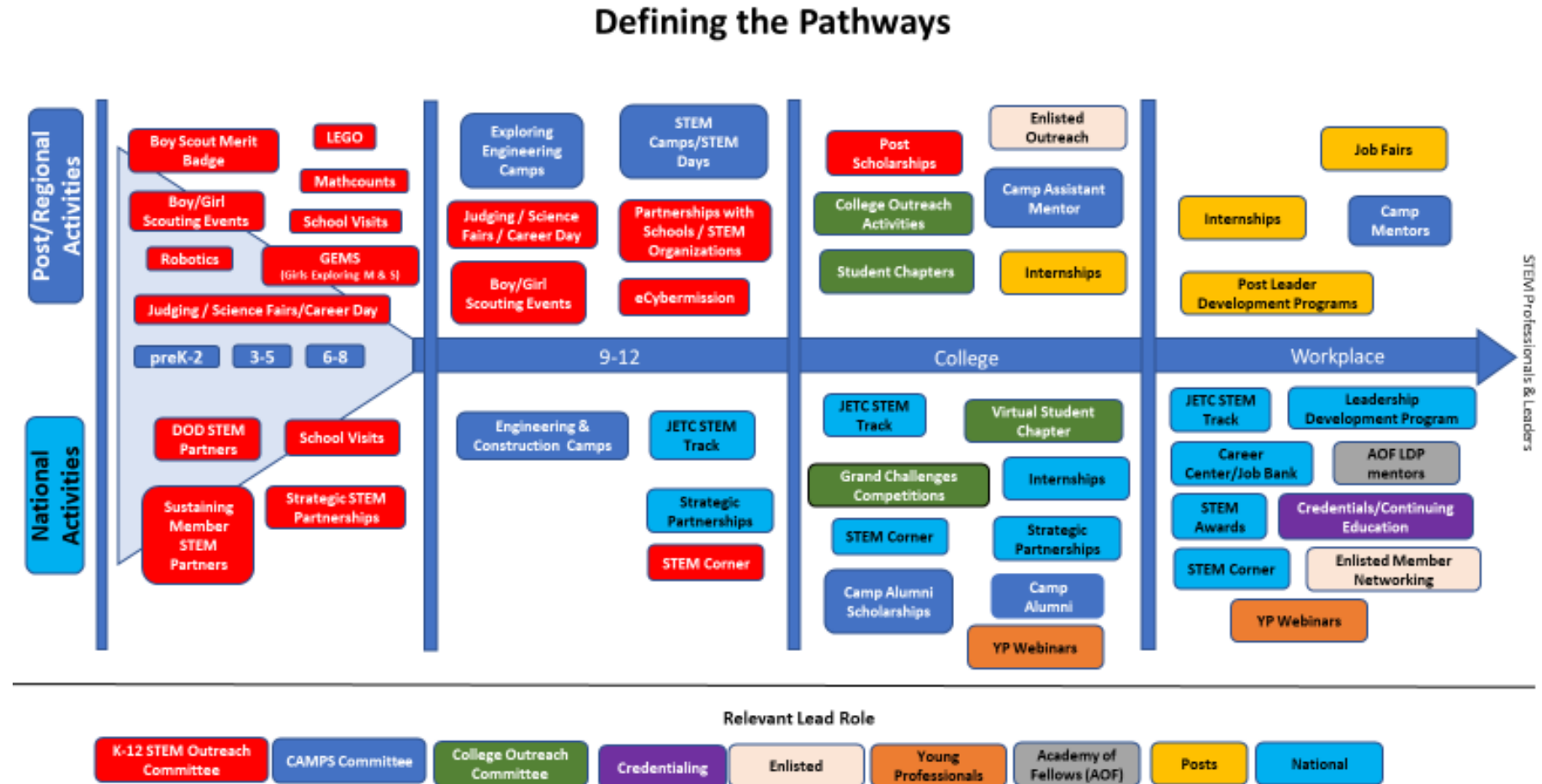
## National Camps Program Update

Mike Darrow, Vice President



# Human Capital COIS + Guided Pathways

- Human Capital COIs
  - K-12 STEM
  - Camps
  - College Outreach
  - Young Professionals
  - Enlisted
  - Leader Development



## K12 STEM

- Positives:
  - Continuing to support STEM Pathways for Indigenous Youth – Just got a \$119k Grant!
  - Continuing to provide SAME members with knowledge regarding quality K12 STEM program
- Challenges
  - Lack of visibility at the Post level where most K12 STEM work occurs
  - Participation metrics are low

## College Outreach

- Positives
  - Rebuilding the program after years of COVID is progressing.
- Challenges
  - Reluctant to remove low performing programs from the workplan
  - Much work falls to staff
  - Participation metrics are low



# Assessment Results

## Young Professionals

- Positives
  - Solid programming with groundwork conducted by members
  - High level of interest in offerings such as the YP/AOF networking events
- Challenges
  - YP, like all the Human Capital COIs, struggles with participation metrics
  - Maintaining website updates

## Leadership Development

- Positives
  - Steering Committee meets very regularly (weekly)
  - Leader Development Program well received. Presented a paper to the International Leadership Association, Toronto Canada, in October
  - Programming developed and conducted by members
- Challenges
  - Steering Committee recognizes a need to include more Post level involvement in meetings
  - Maintaining website updates
  - Participation metrics for general programs

## Enlisted

- Positive
  - Expanded the overall COI participation
  - Filled additional steering committee positions + LNOs to multiple COIs
  - Greater involvement with JETC planning
- Challenges
  - Expanding COI members – increased volunteer participation
  - Develop a succession plan
  - Target strategic partners



# Camps



# *SAME STEM Camps Program*

**Navy** at Port Hueneme *Camp Director Allison Cantu, NAVFAC SW*

**Marine Corps** at MCB Lejeune *Camp Director Joe Angell, Wiley Wilson*

**Air Force** at USAFA *Camp Director Scott Prosuch, Tetra Tech*

**Air Force** at Scott AFB *Camp Director Anthony Williams, Woolpert*

**Army** at Vicksburg *Camp Director Henry Dulaney, USACE*

COI STEM Camps *Cindy Miller, Jacobs*

## *Camps Program- Focus Areas*

- Consistency in policy across camps and with National support
  - Camp Affiliation Agreements, Camp Manual, Camp Charters
- Marketing-we need more campers
  - Need all your help, Posts as 1<sup>st</sup> line of getting the word out
- Grant Monies & Scholarships-how to handle and distribute
  - Integration of new R2C process
- Finances-what is required for camp financials
  - Process to ensure financial transparency; relieve burden on Camp Directors
- Requirements for a camp
- Succession Planning

# Camps Program-Way Forward

- XD call talk with each Director to understand their camp and unique challenges
- Develop a Camp Manual to capture all issues and provide clear direction to National and Camps
- Marketing-we need more campers
  - Post support reaching out to local students
  - Social Media (PeachJar, LinkedIn, Facebook, Instagram) and past campers
  - Incentives for registering early
  - Advertising our scholarships/sponsorships
  - JROTC, veteran/military organization, SAME strategic partners
- Grant Monies & Scholarships
  - How do we tap into more Grant monies to offset costs for campers & advertise more
  - How do we offer individuals or companies opportunities to establish camp scholarships
- Finances
  - Provide consistency and clear definition of what is expected for camp financials
  - What support does National provide and who determines the amount of National support
  - What National costs are covered by the camps
  - How do we help Camp Directors get out of the fundraising efforts
- New SAME STEM Camps
  - 2024 new SAME STEM Camp-Navy camp at NAS Jacksonville, FL
  - Develop approval process
  - Provide mentorship from established camps
- Succession Planning
  - Camp directors spend over 250 volunteer hours a year on their camp
  - How can National help find champions to support the camps

# Operations Manual – Execution Timeline

Operations Manual Section	National POC	Due Date
Camp Objectives	Rob	15-Jan-24
Roles/Responsibilities	Rob	15-Jan-24
Budgeting/Finance	Taha	1-Apr-24
Recruitment/Marketing	Frankie	1-May-24
Camp Operations	Rob	1-Aug-24
Risk Mitigation	Rob	15-Feb-24
Camp Establishment	Rob	1-May-24
Mentor Travel	ED Christina Przygoda	1-May-24
Sustaining Member Donations	ED Christina Przygoda	1-May-24

- All camp directors and Camp COI will be involved in the development of the Camp Operations Manual
- Lead on Camp Operations Manual is Elected Director Scott Grainger



# Camps Program Stakeholder List – A starting list

- SAME National Staff:
  - SAME Executive Director
  - SAME Camps Staff Liaison
  - SAME Treasurer
  - SAME Communications Staff
  - SAME Marketing Staff
  - Camps Registrar
- SAME National Leadership
  - National President
  - Human Capital Vice President
  - SAME Elected Director (as needed)
  - SAME K-12 STEM COI Chair
  - SAME Camp COI Chair
  - SAME Camp Program Director
- Federal Engineer Leadership (this probably isn't perfect)
  - Army Chief of Engineers
  - Navy Chief of Engineers
  - USMC ?
  - Air Force Chief of Engineers
- SAME Camp Program
  - Camp Director
  - Camp Deputy Director
  - Camp Treasurer
  - Camp Logistics Officer
  - Camp Operations Officer
  - Camp Mentors/Squad Leaders
- Parents
- Campers





# Camps Program – Finance 2023

- In 2023, all five SAME camps were self-sufficient and did **not** require financial support from National
- Camps have not yet spent the \$9,500 from SAME Sustaining member doners for 2023
- National expenditures do not include labor costs for the following National staff who supported the Camps in 2023
  - Rob Biedermann, Director
  - Steve Taylor, Program Manager
  - Natasha Rocheleau, Data Base Support
  - Frankie Hamme, Marketing
  - Taha Seid, Finance
- In 2024,
  - Bank and Credit Fees will be funded by the camps
  - BH grant will pay for mentor travel
  - SAME Foundation will cover \$10k in advertising for camps

<b>Campers total</b>		246
<b>Revenue-National</b>		
Camper Registration		\$148,000
SAME Sustaining Member Donations		\$9,500
Foudation Monies for Mentor Travel		\$10,708
Grant Revenue held at National		\$10,000
<b>Total Revenue for National</b>		<b>\$178,208</b>
<b>Expenditures-National</b>		
	<b>Reimbursed</b>	
National Staff Travel & Incidental Expenses		\$5,307
Registration (Contracted)	Camps	\$10,020
Mentor Travel Coordinator (Mary Jane)		\$10,261
Foundation Monies for Mentor Travel	Foundation	\$10,708
Advertising		\$1,215
Insurance	Camps	\$12,760
Bank & Credit Fees		\$2,400
Monies Paid to Camps	Camps	\$130,276
<b>Total Expenditures for National</b>		<b>\$182,947</b>
Reimburseable Costs		\$163,764
<b>Total non-reimbursed National expenditures for Camps</b>		<b>\$19,183</b>



# Total Camp Investment - 2023

TOTAL Costs to Run Camps 2023	Person	Labor	Material or Fees	Type
Camp Insurance			\$12,760	Actual
Mentor travel reimbursed	Foundation		\$10,708	Actual
Volunteer travel not reimbursed			\$5,000	Estimate
National staff travel			\$5,307	Actual
Advertising fees			\$1,215	Actual
National Staff Labor		\$114,000		Estimate
Marketing & Advertising	Frankie			
Program / Project Management	Rob/Steve			
Database Management	Natasha			
Financial Oversight	Taha			
Camp administrative support (consultant)	Mary Jane	\$10,261		Actual
Bank & credit card fees			\$2,400	Actual
Volunteer hours by Directors (assume 250 hr each at \$150/hr)	Camp Directors	\$187,500		Estimate
Volunteer hours by Mentors/Staff (assume 4 per 10 campers) <sup>1</sup>	Mentors/staff	\$221,400		Estimate
Registrar	Erin Ingersol	\$10,020		Actual
COI Chair volunteer hours (assume 100 hr at \$150/hr)	Cindy Miller	\$15,000		Estimate
Actual camp costs for all 5 camps <sup>2</sup>			\$175,234	Actual
<b>Total</b>		<b>\$558,181</b>	<b>\$212,624</b>	

246 total campers -  
 investment =  
 \$3,133/camper

Note 1: Asume 4 mentor/staff per 10 campers at \$150/hr for 60 hours for the week

Note 2: Minus camp insurance and registrar since those are included separately in the table



# Camps Program –Cost to Run Camps

**2023 Camp Season- COST PER CAMPER** not including National’s costs

	USMC	Scott AFB	Army	USAFA	Navy
Food	\$170		\$179	\$144	\$336
Transportation at camp	\$291		\$0	\$124	\$155
Supplies for activities	\$126		\$29	\$37	\$30
G&A	\$262		\$242	\$157	\$297
Capital cost for a trailer	\$116		\$0	\$0	\$0
Hotel rooms for campers	\$636		\$0	\$0	\$0
<b>TOTAL PER CAMPER</b>	<b>\$1,601</b>	<b>\$800</b>	<b>\$451</b>	<b>\$462</b>	<b>\$819</b>

Number of campers	50	40	36	80	40
Total Cost to put on camp in 2023	\$80,070	\$32,000	\$16,223	\$36,972	\$32,748
Non-Foundation Donations/Grants directly to camps	\$48,800		\$36,915	\$8,500	\$14,371

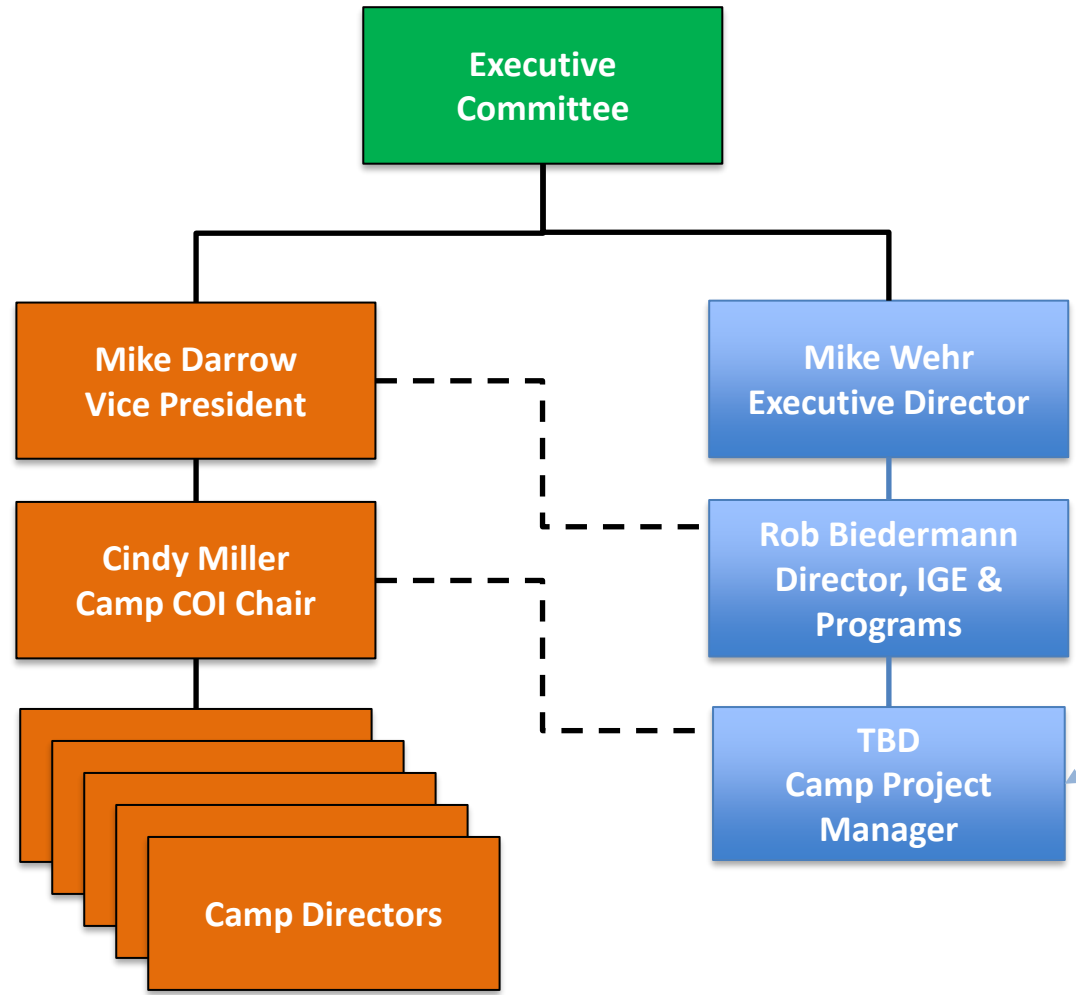
**2022 Camp Season- COST PER CAMPER** not including National’s costs

	USMC	Scott AFB	Army	USAFA	Navy
Food	\$183	\$235	\$189	\$483	\$386
Transportation at Camp	\$176	\$155	\$6	\$155	\$203
General & Administrative	\$273	\$329	\$118	\$179	\$603
Events & Planned Activities	\$36	\$74	\$4	\$106	\$66
<b>TOTAL:</b>	<b>\$668</b>	<b>\$793</b>	<b>\$316</b>	<b>\$923</b>	<b>\$1,258</b>

Number of Campers	50	40	40	70	40
Total Cost to put on a camp in 2022	\$33,400	\$31,705	\$12,653	\$64,634	\$50,300

# Camps Program – A Potential Way Forward – Organization

- Direct hire Camp Project Manager
  - Provide **XX** hours a year for camp support
  - Develop a clear summary of the job and its responsibilities in coordination with Camp COI and Camp Directors
  - Include Camp COI and Camp Directors in hiring interviews and selection of Camp PM
  - Costs covered by SAME National



- **Coordinate** with National Registration / Registration Process
  - Customer support
  - Develop forms & manage application portal
  - Database maintenance
  - Manage application review
  - Camper/parent/post communication
- Reporting
- **Coordinating** with National's Marketing & Recruitment
- Financial management
  - Invoicing & receivables
  - Disbursements
  - Grant management
  - Mentor travel disbursement
- Stakeholder liaison
- Camp COI Meeting support
- Responsible for camp insurance acquisition
- Feedback/survey/review collection

# 2024 Camps Program – Execution Timeline

Activity	Start Date	End Date
Marketing to Campers	1-Oct-23	15-May-24
Marketing of Camps to Stakeholders	1-Oct-23	1-Oct-24
Application for Campers (Discount Fee)	15-Dec-23	31-Jan-24
Application for Campers	15-Dec-23	15-Mar-24
Applications for Mentors	15-Dec-23	15-Mar-24
Selection of Campers	7-Apr-24	7-Apr-24
Camp Held	May-24	Jul-24
Camp Financial Closeout	May-24	Dec-24

# Region & Post Assessments Membership COI Awards Committee

Mike Huffstetler, Vice President



- ***RVP Assessments***
- ***Membership COI***
- ***Awards Committee***

# RVP Assessments

## 2023-2024 Regional Vice Presidents:

**California:** Jim Carter, F.SAME, EMAX Laboratories Inc.

**Carolinas:** Lt. Col. Frank Mondo, LEED AP, P.E., F.SAME, Jacobs

**Europe:** Lt. Col. Christian Knutson, CEng, P.E., PgMP, F.SAME, USAF (Ret.), Jacobs

**Gulf Coast:** Lt. Col. Ryan Elliot, P.E., USAF (Ret.), K.S. Ware & Associates LLC

**Heartland:** Robert Burton, P.E., Benham Design LLC

**Lakes:** David Johnson, Consor

**Mid-Atlantic:** Summer Gladden, LEED AP, Leebcor Services LLC

**Missouri River:** Julia Pluff, Farnsworth Group Inc.

**North Atlantic:** Carlos Sanchez, MBP

**Northeast:** Lisa Brandon, GHD Inc.

**Northern Tier:** Caroline Roberts, GISP, Jacobs

**Ohio Valley:** Alex Masters, Siemens Industries Inc.

**Pacific:** Joshua Biggers, P.E., LEEP AP, PMP, USACE Pacific Ocean Division

**Rocky Mountain:** Aaron Murray, Wood

**Southeast:** Pamela Little, P.E., Pond & Company

**Southwest:** Bruce Preston, RA, Larson Design Group

**Tennessee/Kentucky:** Ted Foster, P.E., CxA, PSP, Smith Seckman Reid

**Texas:** Col. Eric Wilbur, P.E., F.SAME, USAF (Ret.), Wilbur Consulting



### RVP Guidelines for 2023 Annual Post Assessments

Each Post will be evaluated annually starting with the Foundation level and building from there. These are guidelines for evaluating Posts. RVPs should use their best judgement on where a Post falls in these categories. Posts may be "green" and "red" for something in each level. Please complete one form for each Post.

**Minimum Post Requirements:** Leadership in place, succession plans, at least 10 individual and 3 corporate members.  
 \* Green – fully functioning \* Yellow – functioning at some level \* Red – not functioning

Post/Region:  RVP/DRVP Name:

Post Size: L/M/S Scale responses based on Post size

#### Foundation Level:

Full board = major positions filled <input type="checkbox"/> Do they rotate on/off <input type="checkbox"/> What is the strength of leadership <input type="checkbox"/> Any challenging/difficult volunteer(s)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Regular meetings = scheduled and relevant <input type="checkbox"/> Who shows up – same people or variety <input type="checkbox"/> Are regular meetings held (monthly/quarterly) <input type="checkbox"/> Variation of in-person/hybrid meetings	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Financial <input type="checkbox"/> Annual report submitted on time <input type="checkbox"/> Annual audit completed <input type="checkbox"/> 990 tax return submitted	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Website Audit – current information, post contacts listed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Planning for 2024 <input type="checkbox"/> Using 2025 Streamers for programs <input type="checkbox"/> Understanding Streamers are now required as part of the Annual Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Streamers - Entering information into the Streamer Portal	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



***Minimum Post Requirements: Leadership in place, succession plans, at least 10 individual and 3 corporate members***

- Number of Posts: 94 (down from 98 reported last Fall BOD)
- Post closures:
  - Moody Valdosta (pending approval of consent agenda)
  - Illini (RVP recommendation)
- Post consolidations
  - Chicago and Lake Michigan (in discussions)

## Data summary of assessments:

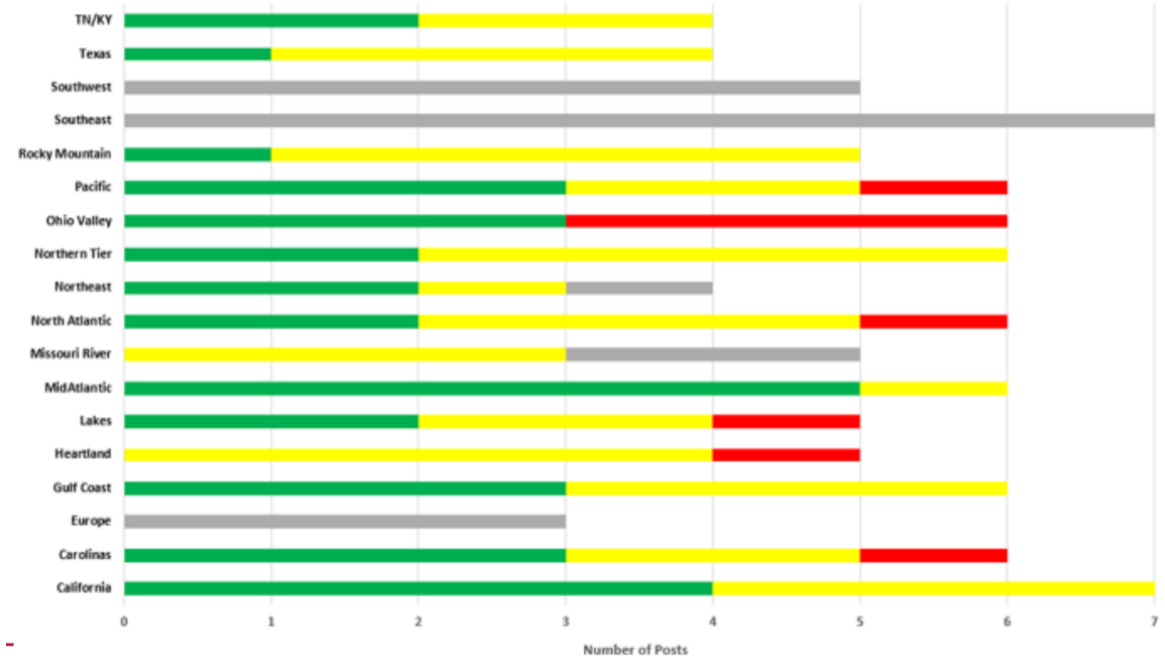
- **Green** = fully functioning, **Yellow** = functioning at some level, **Red** = not functioning
- Available Tools to help:
  - Leverage speakers and expertise from COIs
  - National office assistance
  - Other RVPs – sharing best practices

# RVP Assessments

2023 Overall Post Assessments by Region



2022 Overall Post Assessments by Region



# RVP Assessments

2023 Overall Assessment by Region



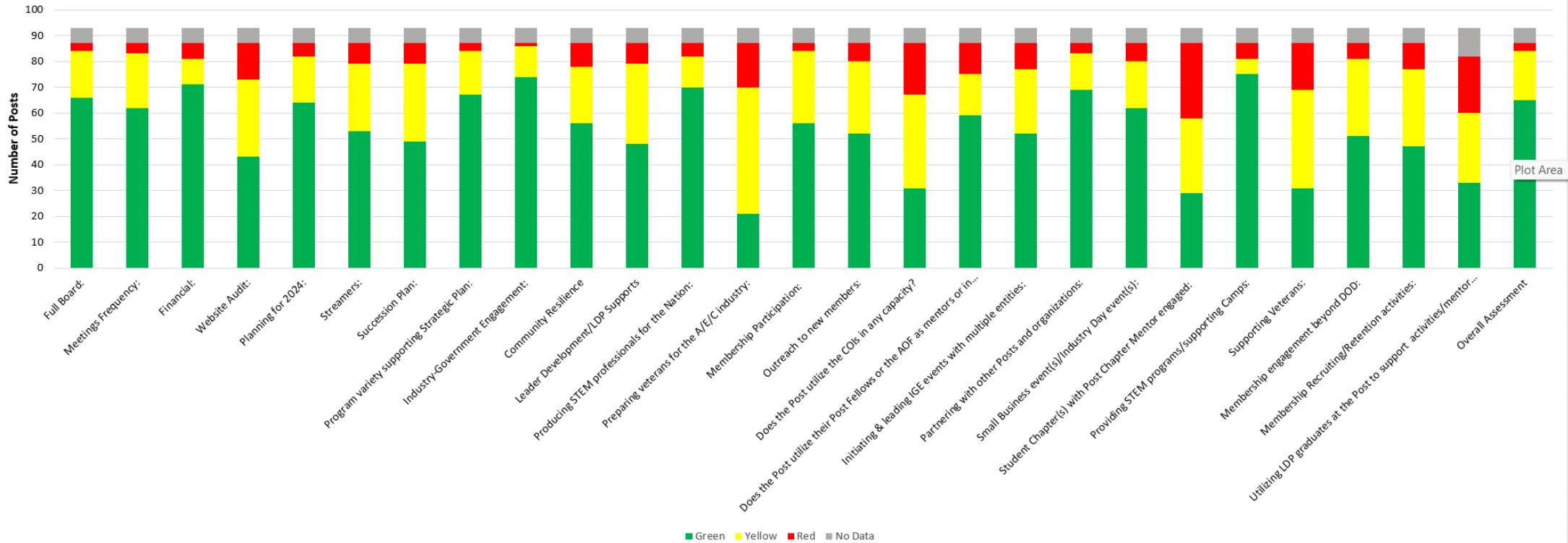
- 17/18 Regions completed all assessments
- 2 posts still pending



# RVP Assessments

Rating	Full Board	Meetings	Financial:	Website A	Planning	Streamers	Successio	Program	Industry-	Communi	Leader De	Producing	Preparing	Members	Outreach	Does the	Does the	Initiating	Partnerin	Small Bus	Student C	Providing	Supportin	Members	Members	Utilizing L	Overall Assessment
Green	66	62	71	43	64	53	49	67	74	56	48	70	21	56	52	31	59	52	69	62	29	75	31	51	47	33	65
Yellow	18	21	10	30	18	26	30	17	12	22	31	12	49	28	28	36	16	25	14	18	29	6	38	30	30	27	19
Red	3	4	6	14	5	8	8	3	1	9	8	5	17	3	7	20	12	10	4	7	29	6	18	6	10	22	3
No Data	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6	6
<b>Total Post</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>	<b>93</b>

Assessment by Activity



## Strongest Posts – Overall Rating Green – Fully Functioning

- **62 total Posts (65% of all Posts)**

Savannah (Carolinas)  
 Fort Bragg (Carolinas)  
 Charleston (Carolinas)  
 Coastal Carolina (Carolinas)  
 Cape Fear (Carolinas)  
 Central VA (Middle Atlantic)  
 DC (Middle Atlantic)  
 Northern Virginia (Middle Atlantic)  
 Hampton Roads (Middle Atlantic)  
 Blue Ridge (Middle Atlantic)  
 Mid Maryland (North Atlantic)  
 Baltimore (North Atlantic)  
 New York City (North Atlantic)  
 Philadelphia (North Atlantic)  
 Pikes Peak (Rocky Mountain)  
 Denver (Rocky Mountain)  
 Great Basin (Rocky Mountain)  
 Frontier (Rocky Mountain)

Lake Michigan (Lakes)  
 Rock Island (Lakes)  
 Minneapolis St Paul (Lakes)  
 Chicago (Lakes)  
 Pittsburgh (Ohio Valley)  
 Kittyhawk (Ohio Valley)  
 Huntington (Ohio Valley)  
 Cincinnati (Ohio Valley)  
 Buffalo (Ohio Valley)  
 Honolulu (Pacific)  
 Anchorage (Pacific)  
 Guam (Pacific)  
 Omaha (Missouri River)  
 Greater Kansas City (Missouri River)  
 Fort Leonard Wood (Missouri River)  
 St. Louis (Missouri River)  
 Tennessee Valley (Tennessee/Kentucky)  
 Nashville (Tennessee/Kentucky)  
 Huntsville (Tennessee/Kentucky)

Houston (Texas)  
 San Antonio (Texas)  
 Fort Worth (Texas)  
 Dallas (Texas)  
 Kaiserslautern (Europe)  
 Rhein Main (Europe)  
 San Diego (California)  
 San Francisco (California)  
 Sacramento (California)  
 Oxnard-Ventura (California)  
 Orange County (California)  
 Atlanta (Southeast)  
 Tampa Bay (Southeast)  
 Jacksonville (Southeast)  
 Robins AFB (Southeast)  
 Tulsa (Heartland)  
 Memphis (Heartland)  
 Wichita Mountains (Heartland)  
 Oklahoma City (Heartland)  
 Panama City (Gulf Coast)  
 Mobile (Gulf Coast)  
 Pensacola (Gulf Coast)  
 Portland (Northern Tier)  
 Seattle (Northern Tier)

## **Struggling/Could Use Some Help – Overall Rating Red – Not Functioning**

- Southern Nevada (Small Post)
- Tularosa Basin (Small Post)
- Illini Post (Medium Post) - RVP is recommending consolidation or closure

## **Pulling out the trending - Top 5 challenges per the RVP scoring:**

- 1. Preparing Veterans for AEC Industry***
- 2. Utilization of COIs***
- 3. Student Chapter w/ Post Mentor engaged***
- 4. Supporting Veterans***
- 5. Utilizing LDP grads at the Post to support activities/mentor others***

## Organization Structure

COI Chairperson: Dana Otto

Vice Chair, **Strategic Direction**: Bobbi Jo Lang

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

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

Vice Co-Chairs, **Diversity, Equity & Inclusion**: Debra Crafter, Elaina Edwards

Immediate Past Chair: Mike Huffstetler

Staff Liaison: Jill Murphy



## Progress and Outcomes Summary

### Strategic Direction Subcommittee

- Established a monthly Membership POC call that truly exemplifies the mission of the Membership COI: “meeting the Posts where they are at and supporting”
- Advocating Membership COI reps be included in development of Strategic Plan as representative of membership at the Post level

### Tools & Resources Subcommittee

- New Tools Subcommittee Vice Chair identified: Dick Kochanek
- Revised work plan after hiatus to:
  - Develop training materials for Post Membership POCs
  - Update the membership reports system to enhance tracking all segments of membership

## Progress and Outcomes Summary

### DEI

- Work to ensure DEI is included in the Strategic Plan as noted in the DEI Action Plan
- One-on-one outreach with subcommittee to identify potential successors and establishing a network focused on DEI w/i SAME to establish allies and advocates on other COIs
- Continued emphasis on celebrating diversity in membership

### Interagency/Service Member Initiative

- Two meetings conducted with enlisted task force led by Vice Chair Lee Ann Zelesnikar; Ray Deering to lead future efforts; tasked to identify POCs for branches and coordinate w/ Membership COI
- Membership COI plans to evaluate “low-hanging fruit” including: 1) Revisit marketing materials; 2) Encourage Posts to identify an NCO rep; 3) Identify “liaison” to attend Membership COI and other COIs to reduce the silo effect
- Identified need to better define “student member” to ensure it is inclusive: 2-year programs, traditional 4-yr programs, vocational/technical schools, etc.

## Progress and Outcomes Summary

2023 Workplan Submitted – Focus remains on three main topics:

- 1) **Execute DEI Action Plan** and 2023-2025 DEI National Plan to fulfill DEI executive statement
- 2) Work with National Office **to educate Posts on benefits and uses of the SAME EMS**
- 3) Develop a **portfolio of communications** to reinforce SAME's impact to the nation across all segments of membership



# Awards Committee

## 2023 Awards Committee Members – *Thank You!*

- **Chair:** RVP/Membership VP – Mike Huffstetler, F.SAME
- **Technical COI VP** – Ben Matthews, F.SAME
- **Membership COI Chair** – Dana Otto
- **Small Business COI Chair** – Sally Clark
- **Young Professional COI Chair** – Suzy Grix
- **Member at Large** – Erin Krug (MSP Post VP, Inaugural LDP Class)

## **Annual Review Objectives:**

- Review/recommend/deny any new award proposals
- Recommend consolidation and/or sunseting of awards
- Review criteria for awards

## **4 Recommendations submitted to and approved by the NLT (20 Sep 2023):**

1. Establish the “Leader Development Award” as a new individual award
2. Consolidate the Tudor and Sverdrup medals and rename as “Young Professional Excellence in Engineering Leadership” medal; preserve the heritage of both original medals in all nomination materials/website
3. Replace the word “sustaining” with “corporate” on all company awards to be consistent with new membership structure/terminology
4. Remove the Post size references (Small, Medium, Large) from the STEM Post Award

## Process Enhancements:

- Committee created a comparison chart for future committees' use to provide better transparency on award features and potential overlaps and to aid annual review discussions
- Committee to ensure National Awards Manual incorporates all necessary administrative changes for use in 2024

# 2030 Strategic Plan Update

Sharon Krock, President-Elect

Brian Duffy, Co-Chair

Albert Romano, Co-Chair





## Today's Agenda

- Opening Remarks
- Task / Focus / Authority / Approach / Guidelines
- Organizational Framework
- Actions Completed
- Summary Feedback from Stakeholders
- Draft Vision, Mission, Goals, & Contributing Factors
- Alignment of Draft Framework with Stakeholders
- Other Considerations
- Discussion



# 2030 Strategic Plan Update

## Opening Remarks

*President Elect – Sharon Krock, SPWS, F. SAME*

## Task / Focus / Authority / Approach / Guidelines

- **Task:** Review & Update the SAME Strategic Plan
- **Focus:** What Should Our Society Be Concentrating on By 2030 & Beyond?
- **Authority:** SAME Strategic Plan Development Charter Approved by XC, 27 Mar 23
- **Approach:** MDMP-like (Mission Receipt/Analysis, COA Development/Comparison, Production)
- **Guidelines:** Use History as a Guide, not a Constraint -- Be Simple, Focused & Think Broadly!
- **SAME (Now & Future)** – *“Evolving with an Enduring Mission”*

## Organizational Framework



## Organizational Framework

### Strategic Advisor Group (SAG):

- Mike Wehr (XD)
- Cindy Lincicome (Past Pres)
- Mark Handley (Past Pres)
- John Mogge (Past Pres)
- Rad Delaney (Appt Dir)

### Strategic Plan Working Group (SPWG):

- Josh Graham (Human Capital COI)
- Rick Wice (Technical COI)
- Bill Haight (Technical COI)
- Arpan Patel (Guided Pathways TF)
- Carlos Sanchez (RVP-"East")
- Julia Pluff (RVP-"West")
- Charysse Knotts (RVP-OCONUS)
- Craig Bryant (Elected Director)
- Blair Schantz (Appointed Director)
- Kathy Off (National Office)
- Ann Ewy (Academy of Fellows)
- Susan Thames (SAME Foundation Board)
- Kellie Sak (Post Representative)
- Melvin Williams (External Stakeholder)
- Shea Delutis-Smith (External Stakeholders)
- Kevin Remley (SLO Representative)\*

\* Added based on XC feedback

## Actions Completed (Since Mar '23!)

- ✓ Established Implementation Framework – Scope, Schedule, Structure and Process
- ✓ Executive Committee Briefing
- ✓ Post Leader Workshop Engagement
- ✓ Strategic Plan Wkg Grp & Advisor Grp Engagements
- ✓ Developed & Distributed Initial Questionnaires
- ✓ Set up and Solicited Input from Membership at Large through the SAME National Website
  - ✓ [SAME 2030 Strategic Planning – SAME](#)
- ✓ Integrated & Synthesize Feedback Received
- ✓ Holding Monthly Coordination calls with SPWG
- ✓ Having Monthly Briefings to the SAG
- ✓ Developed Draft SP2030 Framework:
  - ✓ Vision Statement
  - ✓ Mission Statement
  - ✓ Goals

## Stakeholders' Feedback - Summary

### Feedback Summary Received from Stakeholders (SPWG, SAG, & Membership at Large, & from PLW):

- Focus on being recognized as the A/E/C industry leader for engagement and collaboration to solving national security and related infrastructure challenges
- Focus SAME's strategic goals & objectives on core deliverables
- Continue to create value for members, diversify and strengthen membership and increase members' engagement
- SAME should seek to be the Society of choice as collaborators and facilitators for addressing industry and government needs and providing expert technical knowledge
- SAME's mission should continue to prioritize national security challenges and the growing global threats facing our nation
- Ensure that SAME's organizational and governance structure are optimized to support the vision, mission and top goals of the society
- SAME's Mission and Vision should be foundational, enduring, concise and relevant
- There should be a focus on developing and sustaining our profession to meet future challenges to our national security and critical infrastructure

## Draft Vision, Mission, & Goals

- **Vision Statement:**  
*Serve as our Nation's Foremost Integrator Across the A/E/C and Interdependent Industries*
  
- **Mission Statement:**  
*Lead Industry-Government Collaboration on National Security Infrastructure Challenges Globally*
  
- **Goals:**
  - No. 1 - Drive Focused Industry-Government Engagement*
  
  - No. 2 - Develop Adaptable Solutions to Global, National & Local Critical Infrastructure Needs*
  
  - No. 3 - Strengthen & Advance our Nation's Professional Pipeline*



## **DRAFT Vision: Serve as our Nation's Foremost Integrator Across the A/E/C & Interdependent Industries**

### ➤ **Supporting Terminology:**

#### ▪ **Foremost:**

- "...Most Important or Best; Leading..." (Source: Merriam-Webster Dictionary)

#### ▪ **Integrator:**

- "...Puts together the pieces..." (Source: Cambridge Dictionary)

#### ▪ **A/E/C:**

- "Architectural, Engineering, and Construction Professions in the built environment"

#### ▪ **Interdependent (Related) Industries:**

- Professions that work alongside or in support of the A/E/C industry, including, but not limited to STEM professionals, as well as environmental, business development, marketing, cost estimating, etc.

# 2030 Strategic Plan Update

## **DRAFT Mission: Lead Industry-Government Collaboration on National Security Infrastructure Challenges Globally**

### ➤ Supporting Terminology:

- **Industry:**
  - Architecture/Engineering/Construction & related professions (i.e., business development, cost estimation, environmental, etc.)
- **Government:**
  - Federal , State, Territorial & Local
- **National Security:**
  - “Security and Defense, including citizens, economy, and institutions, which is regarded as a duty of government” (source: EPA.gov)
- **Infrastructure:**
  - Includes sixteen “Critical Infrastructure Sectors per DHS” (Chemical, Commercial Facilities, Communications, Critical Manufacturing, Dams, Defense Industrial Base, Emergency Services, Energy, Financial Services, Food & Agriculture, Government Facilities, Healthcare & Public Health, Information Technology; Nuclear Reactors, Materials, & Waste; Transportation Systems; Water & Wastewater (Cybersecurity & Infrastructure Agency
  - Also includes “Natural Infrastructure” and “Environmental Stewardship” elements
- **Challenges:**
  - Something new and difficult which requires great effort and determination” (Collins Dictionary)

## ***DRAFT Goal No. 1 - Drive Focused Industry-Government Engagement***

### ➤ **Contributing Factors:**

- **Create Opportunity/Platforms to Facilitate Engagement between Public, Private, & Academic Sectors:**
  - Example Platforms include SAME JETC, SBC; COIs, Regional & Post Events, Virtual Meetings (all levels), TME Articles, etc.
  
- **Strategic Partnerships:**
  - Key Public Sector Agencies, Universities, Centers of Excellence, & Other Professional Organizations
  
- **Engagement:**
  - Integrates Efforts across CONUS & OCONUS Activities & Challenges

## ***DRAFT Goal No. 2 - Develop Adaptable Solutions to Global, National, & Local Critical Infrastructure Needs***

### ➤ **Contributing Factors:**

#### ▪ **Current Needs:**

- Construction COI, Energy & Sustainability COI, Environmental COI, Resilience COI, JECO COI

#### ▪ **Emerging Needs (Source: 2022 National Security Strategy):**

- Examples include Arctic, Artificial Intelligence, Climate Effects, Energy Security, Food Security, Security Cyberspace (as related to Infrastructure), Transportation Networks, etc.

#### ▪ **Global Needs:**

- Looking beyond our original mandate post-WWI (post-Isolationism); US should maintain a preeminent place in the world

#### ▪ **Local Needs:**

- Topics & issues germane to a SAME POST, or Group of POSTs

#### ▪ ***Transient Needs:***

- *Topics that warrant short-term actions, or initiatives*

## ***DRAFT Goal No. 3 - Strengthen & Advance our Nation's Professional Pipeline***

### ➤ **Contributing Factors:**

#### ▪ **Pipeline:**

- This includes People, Financial, Organizational/Governance (Leadership & Organizational Structure), etc.

#### ▪ **Foundation:**

- Embrace the SAME Foundation as the Philanthropic Source to Support Priority Projects and Initiatives

#### ▪ **Youth/Student Members:**

- Science fairs, Engineers Week Events, Construction Camps, Vocational Schools, Scholarships, etc.

#### ▪ **Young Professionals:**

- Personal & Professional Development Opportunities. Examples include Leader Development Program (LDP), Post/Regional/National leadership Opportunities, Professional Development Hour (PDH) Credits, Career Transition Workshops, etc.

#### ▪ **Seasoned Members:**

- Career Transition Workshop, Post/Regional/National leadership opportunities, SAME Fellows, etc.

## Alignment of DRAFT Framework to Stakeholders

- Framework aligns well with most internal stakeholder functional areas
- Need to assess alignment with External Stakeholders and Strategic Partners
- Some overlap or gaps may exist amongst functional areas
  - Creates Opportunity for Dialog, Understanding, & Growth

Functional Areas	Internal Stakeholders' Alignment				
	Mission	Vision	Goal 1	Goal 2	Goal 3
XC	✓	✓	✓	✓	✓
BoD	✓	✓	✓	✓	✓
Nat'l HQ	✓	✓	✓	✓	✓
POSTs/Regions	✓	✓	✓	✓	✓
Cols	✓	✓	✓	✓	✓
Acad. of Fellows	✓	✓	✓	✓	✓
Young Profs.	✓	✓	✓	✓	✓
Corp Members	✓	✓	✓	✓	✓
Foundation	✓	✓	✓	✓	✓

## Other Considerations in Support of SP2030 Implementation

- Assess Progress towards meeting Goals & Objectives
  - Consider Qualitative/Quantitative measures for Goals/Objectives
  - Develop a Structure/Timeline to Accomplish (ex: include engagement by Past President, VPs, Elected Directors etc.
  - Consider Biennial Review of Progress made
- Review Alignment of Communities of Interest to Strategic Plan
  - Enact New, Sustain Existing, Re-Focus Existing, Retire
- Review Alignment of our Overall Governance Structure
- Update Streamer Guidance & Review Alignment of Initiatives



# 2030 Strategic Plan Update

**Discussion**

***Thank You!***



# 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

## Charlie Perham



# President's Reception

5:30 p.m.  
River Level – LDR Room

The LDR Room:  
President's Reception

