



SAME Executive Committee Meeting Notes

0900 - 1320, Monday, March 27, 2023

Attended			
Mario Burgos*	Sally Clark	Craig Crotteau*	Mike Darrow
Rad Delaney	Brian Duffy	Mark Handley	Mike Huffstetler*
Charysse Knotts	Sharon Krock	Cindy Lincicome	Cindy Miller v
Dave Nash*	Dana Otto	Arpan Patel	Charlie Perham
Al Romano	Joe Schroedel*		
Did Not Attend			
Miro Kurka (cancelled flight)			

*Non-voting v Virtual Participation

Opening

Call to Order: A quorum was established (13 of 14 voting members) at 0905 hours. Cindy Lincicome, National President and Chair of the XC, called the meeting to order. The meeting was conducted in person at Capital Week, Bethesda, MD. The planned agenda (Encl 1) was executed.

President’s Introduction: Cindy provided gummy bears as a fun treat and said that we were going to have a fun meeting, and that everybody should engage and keep the dialogue open. She emphasized the primary importance of the meeting that was the consideration of the final draft of the Strategic Plan 2030 Development Charter which incorporated the thoughtful feedback the XC had provided. She then turned the floor over to the XD.

Decisions: There were three decisions proposed for the XC. All were approved with slight modifications as noted:

- BOD Agenda – Approved (Encl 2).
- Strategic Plan 2030 Development Team Charter – Approved (Encl 4)
- Strategic Plan 2030 Development Team Guidelines – Approved (Paragraph 4. b.)

1. XD Report:

Joe Schroedel briefed the XC, providing: the final draft BOD agenda for approval (Encl 2); the financial update (Encl 3); the final draft Strategic Plan 2030 Development Charter (Encl 4) and the Strategic Plan 2030 Development Team Guidelines. Briefing and discussion highlights:

- **Final Draft BOD Agenda (Encl 2).** It was determined that the BOD does not need to approve the Elected Director proposal from Mike Huffstetler. Further, the BOD will decide whether a Construction COI is constituted which the XC approved later in the XC meeting. **The XC approved the BOD Agenda.**
- **Bylaws Committee Task.** During the BOD agenda discussion, the Bylaws Committee agenda item was discussed. The Bylaws Committee was recently tasked to review the adequacy of the bylaws with respect to the three nonvoting members of the BOD: XD, Treasurer, and Counsel. The current bylaws only state that the three will be reviewed every three years. The Society has learned over time that the

three positions require very different approaches to the selection and performance management of each. This task grew out of the ongoing efforts to establish for the first time the detailed procedures for succession planning, selecting and managing the XD in light of Joe's plan to relinquish the position once a new XD is selected. Further, the realization that we need to place similar diligence into the other two positions affirmed the need for the Bylaws Committee review.

- **Membership.** Charlie Perham had asked during the last NLT call for a short discussion on membership prior to the BOD meeting. Joe provided a verbal update at the XC meeting, highlighting the following key points:
 - BOD: We will provide updated charts to the BOD (to the NLT on 19 April) depicting the detailed impact of the Dues Restructure Initiative on company revenue and membership (SREP conversion to individual member status). So far, there has been little impact on membership as a result of the elimination of the SREP. There was no revenue impact of the implementation of the Individual Membership dues restructuring.
 - Total SAME membership today based on the implementation of our new system (one unique record per individual) is roughly 25,000. That number will be affected by the SREP conversion which concludes on 30 Jun.
 - SAME membership and engagement continue to be flat (last 80 years) as evidenced by the relatively minor shift in total membership as the restructuring initiative is implanted and the continued very low national election voter turnout (avg 500 per year).
 - Companies have not pushed back on the dues increase, but we continue aggressive communications with individual companies well in advance of their renewal date to educate them on the dues restructure.

- **Financial Report.** Joe provided an update of national office finances (Encl 3); main points:
 - **General Points (see Encl 3, first slide):** Of note, our new controller begins on 3 April, hence we will have reconstructed our inhouse finance team. Joe emphasized that the previous outsourcing approach was not the root cause of the finance team challenges we faced in 2022. Like most businesses in the post COVID pandemic era, personnel turbulence is the issue. In CLA's case, they lost many key people which resulted in three different senior controllers being assigned to handle SAME accounts over a five-month period in 2022. That lack of continuity coupled with other staffing challenges inside CLA that were unknown to us resulted in CLA failing. A question came up about the audit committee. Joe refreshed memories that in fact the treasurer constitutes an adhoc audit committee to provide BOD oversight of the audit report which includes the taxes. That process has been routinely followed. Mario confirmed this year's committee process. Despite challenges such as we experienced with CLA over the years, the National Office has achieved an unqualified opinion 2014 through 2021 inclusive.
 - **SM Partnership Packages:** Joe detailed the recent problem that we had with a major SM that holds one of our 25 partnership packages. There is a feature in Nimble that when a contract expires, we cannot manually extend it. In the case of a corporate partner, their individual memberships that are part of the contract expire as well. Since E-show, our events module, is now integrated (goal of EMS initiative), those members who expired cannot get member rates when they register for events. This feature of Salesforce is a great business check.
 - **FY 2022 Close:** We closed the FY by conducting a thorough review of all accounts to identify errors that resulted from CLA's poor performance. After correcting all errors, the FY closed with actual exceeding budget by over \$18,00 - a successful year.

- **Treasurer Comment:** When Joe showed the current National Office Organization to emphasize the labor heavy nature of the national office budget, Mario Burgos emphasized that the senior controller should work directly for the XD. Joe explained that is customarily the case, but he decided to enlist the assistance of Ann McLeod to ensure another National Office Director was involved in the details of financial management to ensure continuity during the rebuilding of the finance team and ultimate transition of the XD. Charlie asked Ann if she was overloaded to which she pointed out on the organization chart that Alicia now handles the day-to-day event planning tasks that she used to handle.
- **FY 2023 Balance Sheet:** Joe presented the end of January balance sheet based on January close with a year-on-year comparison of 2022 vs 2023, indicating no major concerns in our budget process, budget execution or accounting practices. Joe explained the major year-on-year variances, the largest being the existence of the Century House sale proceeds in cash last year and the impact of the market fluctuations. He pointed out that advertising continues to fare well and our new outsourced ad manager is doing well.
- **XC Risk Question:** Charlie Perham asked if there is any risk of the financials being “off” because of staffing issues? The treasurer replied no. Joe added that we have had a clean audit every year and despite the challenges during 2022 we are managing our money well and have good management controls in place to mitigate the staff issues we faced. Joe also pointed out that we have routinely hired a new audit firm every 5 years to reinforce the independence of the audit. The new audit firm just hired has already started the detailed process of reviewing our management controls which includes a detailed weekly review by the XD.
- **Cash Flow:** Joe reminded the XC of the importance of our partnership package program. Since inception in 2015, that program eliminated the historic cash flow troughs that occurred in January and June. Partnership contract negotiations begin in October for the following year. Companies like the single negotiation for our services. Joe further pointed out that we begin each year with at least a \$1 million cash position which assures labor expenses and unexpected expenses. (Added NOTE: Historically our major event venues expect 50% deposits, especially for catering, in advance of our events. Last year we were asked for 100% (\$1 million) in advance).
- **Investments:** Joe summarized all investment accounts and major activity throughout FY 2022, especially the transfer of the Century House proceeds from a temporary money market fund to our investment management firm in August 2022 after the Investment Committee finalized the IPG.
- **Other XC Points:**
 - For future, separate reporting of the Foundation investments.
 - One XC member identified that posts are using the Post Funds service of the Foundation as a long-term investment strategy and suggested that we should establish guidance that encourages Posts to utilize the funds they raise.
 - We do provide training to Post Treasurers both on-line and through Post Leaders Workshop, in addition to personal assistance from the National Office.
 - Consider doing some risk analyses.

2. Reports:

a. IGE Report: Rob provided a summary of what he will report at the BOD meeting. One major effort was providing Posts with tools to conduct IGEs, led by Charlie. They are currently documenting that work. We have eight active projects. Three are on pause, waiting for results of different actions and five are being actively worked. Two completed projects are Cost Engineering and the SDVOSB certification process. No new projects but we anticipate new projects by SBC. We have the Warfighter and FAM Forum at JETC as well which could generate new IGEs.

- Will our EAG meeting reports be stale? No, there is significant progress on ongoing projects. Additionally, more will come out of the EAG than what we get out of SLOs. We got eight topics the first time around, so not concerned with the fact that we don't have new ones at this time.
- Should consider sharing Perspectives papers beyond SAME – other associations and more. Need to highlight IGE activities at major events.

b. Elected Director Utilization Recommendations. Mike Huffstetler gave a summary of the recommendations that had already been seen by NLT and the Executive Committee (Encl 3). We will have on-site board training at JETC – to include all Directors, RVPs, and COI Chairs. The NLT suggested that we do a year-long pause on revising the Bylaws and Nominating Procedures until we can evaluate implementation.

- Bylaws revision would just fill a gap (EDs not addressed at all in the Bylaws). It would not be prescriptive and may refer to a short manual that would be more detailed.
- The recommendation does not require a board vote.
- The number of EDs was addressed and it was determined that this would be examined more fully as we move into our 2030 Strategic Plan Development.
- Instead of focusing on the organizational composition (how many EDs), take a hard look at the whole organization – when was the last time we cut something out? Use the strategic planning process to answer some of these questions.
- Having more EDs rather than less engages more people.

c. Construction Task Force Recommendation. Mike Wehr briefed the XC on the work the Construction Task Force has done (Encl 3). We have a high level, diverse team that represents several segments of membership and industry. We are ready to make a recommendation to be a COI in May. The IGE Construction Summit is a great example of the work that the group would do as a COI.

- The formal recommendation to the board is that we institute a Construction COI.
- This is an opportunity to really provide value to the industry and government. We are answering a gap that we had as an organization.
- All members of the team were also actively involved with the LDP.

d. National Camps Program Update. Sharon Krock gave an update on the National Camps Program, meant to decrease risk and increase transparency of operations. This is a working document as we work through the process. One major concern is the single point of failure with Camp Directors and their volunteer workload. Clear definitions of assignment of responsibilities will be helpful. Camp Directors are on board with the idea, but we are still working on some of the accounting issues.

- Camps are a year-round endeavor and not seasonal. Do we need staff dedicated only to camps?
- Do we have the right and enough staff support for the camp program? Once we establish clear responsibilities, we will be better able to answer that question. Staff workload occurs primarily leading up to camp dates. With total staff support (marketing, finance, etc...), not just the liaison assigned to camps, we can support. Additionally, what is the scope of work we are looking at.
- We are also working on unity of effort through the National Camps Program.
- We need to look at the risk involved in this program and if this is what we want to do strategically. “Start with the end in mind.” The rest can be addressed after this.

e. Foundation Update. Dave Nash gave an overview of the reception for that evening. He said the fundraiser was well in hand and that we would assess the success afterwards. The Case Statement is finalized. The Foundation is focused on raising money. The Foundation will no longer decide how the Society spends the money, but they will require feedback to feed their fundraising activities.

- Mark described how the Ranking and Review Committee will look at resource requests, rank them, and then bring them to the XC for final determination. The Society will then provide feedback to the Foundation. It is important that work plans are submitted on time.
- The Foundation will use a corpus approach to spending money. October 15 is the date that the Foundation will provide a number to the Society.
- People can restrict their donation to a particular program.

3. XD Succession:

Cindy gave an update on the efforts of the XD Succession Planning. The application period ends on April 3, there are a few applications that have come in. We are fortunate that Joe is willing to stay until we find the right person. If we need to extend the application period, we have that flexibility and will decide if we need to put together a Search Committee. The Selection Committee is now constituted by position: Cindy Lincicome (President), Charlie Perham (President-Elect), and Dave Nash (Foundation Chair). Once the process starts, those individuals remain the selection committee until the position is filled, regardless of changes in positions. A detailed process for XD succession and management was developed before this process began. Applications are submitted directly to the National Office HR Consultant and will not be shared with anyone until after the close of the application window, then with the Selection Committee. Discussion highlights:

- Would we use a professional head-hunter? We will use that as a last resort. They are expensive and will produce the same result. It will take time to get the right person.
- If this process takes longer than position terms, should a non-voting member be added as an observer? The team will look at that.
- The search has been passive vs active. The Search Committee efforts will be more intentional.
- What has been the effort to engage younger members in this effort? We did conduct a blind National Office staff survey and did reach out to YPs and other demographics to ask them about certain desired traits of a future XD. Continuity of the process is being handled by the HR Consultant.

4. Strategic Plan 2030 Charter:

a. **Charter:** Joe presented the latest (third) coordinated draft of the Charter which had the latest XC comments on the second draft highlighted. He explained that the major difference in this version was the elimination of references to the organization of the Development Team, noting that instead we recommend that the XC establish Development Team Guidelines which he presented after the Charter discussion. Charlie asked why this level of organization (charter, development team guidelines) is necessary since we did not go to this extent for the development of Strategic Plans 2020 (our first 5-year plan) or 2025. Joe explained that the detailed discussion in the Strategic Assessment of December 2022 and the earlier (1986 and 1997) strategic assessments clearly mandated that we must not only carefully organize the effort, but be critical or as some XC members have insisted, be bold. Joe also noted that given the ongoing efforts to succeed the XD and the upcoming transition of national presidents, this level of organization now will ensure the much-needed continuity through the next two years. Joe noted the timeline in the draft charter (Encl 4) provides for the backward planning that is necessary to enact the 2030 plan in 2025, especially allowing Posts and COI's time to develop supporting work plans prior to the effective date of the new plan. Joe pointed out that we did not allow that time, hence Strategic Plan 2025 was a year late in implementation. At the heart of the upcoming effort, we must figure out how to balance the diverse interests of our diverse membership while gaining better focus on the core mission of the Society. It's time to be bold in how we look at the strategic direction of our Society and do a better job of streamlining and focusing. **The charter was approved as indicated at Encl 4.** Highlights of discussion:

- We want to make sure that the charter is not overly prescriptive. We do not feel that it is too prescriptive. It is important for all of us to agree on the “macro-level” focus items in the charter to avoid team members trying to solve individual issues.
- It is outward looking which is good.
- How will items outside the charter be brought back to the XC? (avoiding the rabbit holes and digging too deep into the problem solving). We need a process and battle rhythm for how the team will report back. There is no information about the Strategic Plan in the Bylaws. An NLT member will oversee this process and be the liaison with the XC.
- The XC will deliberate any governance issues as the team provides feedback to the XC.
- These are initial focus areas, more may come up or be uncovered.
- Why do we need to change the process from the last iteration (2025 Strategic Plan) – what is the difference in approach? This charter provides some more detailed direction to the team. We have codified some of the process and have engaged the XC more as the governance surrounding that group has matured. We are not looking as tactically, but more strategically with this plan.
- Charlie gave a quick summary of how the previous Strategic Planning Team conducted their work. A lot of the work happened organically. The group kept coming back to IGE and leadership.
- Are the current strategic goals prioritized? Yes. Many people at the Post level do not understand that. This is why we adjusted our streamer requirements to focus on IGE. The “why” needs to be part of every goal.
- 74% of our membership said that they want IGE to be the focus – according to our member needs survey conducted every three years.
- The final draft needs to be approved at JETC vs SBC so that Posts are not a year behind in the implementation of the plan.
- Charlie asked Kathy Off (involved in 2025 effort) for her thoughts on the charter – she felt that it would provide much needed direction to the group compared to volunteers from the previous effort that weren’t quite sure of their mission.
- This is meant to be an evolving document, so we don’t really need to deliberate it in such detail. Let’s get the ball rolling.

b. Development Team Composition Guidelines: Joe provided some suggested guidelines as we compose the 2030 Strategic Plan Development Team (Encl 3). The only discussion point was the role of the XC. The XC agreed that the NLT would appoint the chair or co-chairs (vice the XC in the draft). **The XC approved the guidelines as shown below.**

- Team Leadership (NLT appoints; cannot be chair of previous Development Team but can be member of previous Development Team).
- Diversity (thought, strategic planning experience, experience in SAME and sister organizations, government experience, gender, race, age, company affiliation, technical background).
- Representation and Inclusion (government, industry, levels across SAME, SAME Foundation).
NOTE: get the right representative, not necessarily the chair or leader (too busy)
- Form a *Development Team Advisory Group* (members of the previous development teams).
- Include the National LDP Guided Pathways TF.
- The National Office will provide one staff coordinator (the full staff will support the Team as required).

Highlights of discussion:

- The Guided Pathways component will be key to ensuring our LDP program is engaged in a focused way. **We need to formalize the Guided Pathways Task Force.**

- There needs to be a consolidation of our human capital COIs which the Guided Pathways Task Force can assist with.
- Need to add guidance on meeting frequency – set expectations on engagement.
- We are not changing Bylaws, but just keeping in mind in order to codify the process for the future.

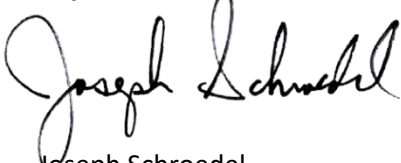
c. Future Strategic Planning (Bylaws): Lastly, Joe presented a draft bylaws reference (Encl 3) for future XC consideration. The intent is to review the draft throughout the upcoming development process to identify (while the discussions are fresh) what (if anything) needs to be captured in our governance to ensure continuity of our strategic planning and execution over time. He pointed out that many still relevant issues were addressed in the 1986 and 1997 Strategic Assessments and quickly forgotten.

5. New Business

a. Marketing & Business Development Working Group: This group, under the Small Business COI, would like to propose that they become a COI. They do not need to become a Task Force but can make a proposal using our established governance system – NLT, then XC, then BOD. April 19 would be the earliest NLT meeting.

Next: BOD, 1 May 2023.

Adjourn: 1320 hrs.



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

- Encl 1: XC Agenda
- Encl 2: Approved BOD Agenda
- Encl 3: Presentation Slides
- Encl 4: Approved Strategic Plan 2030 Development Charter

ENCLOSURE 1



SAME Executive Committee Agenda

Monday, March 27, 2023, 0900-1200 EST

Click this link: <https://global.gotomeeting.com/join/482478309> to join.

TIME	AGENDA	RESPONSIBLE
0900 - 0905	Call to Order, Pledge, Remarks	Cindy Lincicome
0905 – 0930	BOD Preview	Joe Schroedel
0930 – 0945	<ul style="list-style-type: none">• BOD Agenda	Rob Biedermann
0945 – 1000	<ul style="list-style-type: none">• National Office Update	Mike Huffstetler
1000 – 1015	<ul style="list-style-type: none">• IGE Update	Mike Wehr
1015 – 1030	<ul style="list-style-type: none">• ED Proposal	Sharon Krock
1030 - 1045	<ul style="list-style-type: none">• Construction TF Proposal	Dave Nash
1045 - 1100	<ul style="list-style-type: none">• National Camps Program Update	
1045 - 1100	<ul style="list-style-type: none">• Foundation Update & Event info	
1045 - 1100	Bylaws Sub-Committee Task	Joe Schroedel
1100 - 1130	Strategic Plan Charter Decision	Cindy Lincicome
1130 – 1145	XD Succession Update	Cindy Lincicome
1145 – 1200	Closing Remarks & Summary	Cindy Lincicome

ENCLOSURE 2



DRAFT SAME Board of Direction Agenda

Monday, May 1, 2023

HemisFair Ballroom C2, Henry B. Gonzalez Convention Center

TIME	AGENDA	RESPONSIBLE
0830 - 0900	Continental Breakfast	
0900 – 0930	National Leadership Team Discussion (all board present) <ul style="list-style-type: none"> • Governance • Looking Back: 2022-2023 • Looking Forward: 2023-2024 	Joe Schroedel Cindy Lincicome Charlie Perham
0940 – 1130	BOD Training & Discussions <ul style="list-style-type: none"> • RVPs • COI Chairs • Elected and Appointed Directors 	Jill Murphy/Mike Darrow/Mike Huffstetler Rob Biedermann/Sharon Krock/Ben Matthews Cindy Lincicome/Charlie Perham/Kathy Off
1130 – 1220	Lunch & Networking	
Formal BOD Meeting		
1230 – 1235	Call to Order, Pledge, Welcome	Cindy Lincicome
1235 – 1250	<ul style="list-style-type: none"> • 2030 Strategic Plan Development • XD Succession Update • Bylaws Committee Task 	Cindy Lincicome
1250 - 1310	Executive Director Report <ul style="list-style-type: none"> • Finance • National Office Priorities • Membership • EMS 	Joe Schroedel
1310 - 1320	IGE Update	Rob Biedermann
1320 - 1335	ED Governance Update	Mike Huffstetler
1335 – 1350	Construction TF Proposal - Decision	Mike Wehr
1350 – 1400	Foundation Update	Tim Byers
1400 - 1430	Strategic Plan Progress <ul style="list-style-type: none"> • Goal 1 – Strengthen Industry-Government Engagement • Goal 2 – Build and Sustain Resilient Communities • Goal 3 – Develop Leaders for the Profession • Goal 4 – Enrich the STEM Pipeline for the Nation <ul style="list-style-type: none"> • National Camps Program Update • Goal 5 - Prepare Service members and Veterans for the A/E/C Industry 	Mike Darrow, Rad Delaney, Sharon Krock, Charlie Perham
1430 - 1445	Consent Agenda (items without unanimous pre-vote will be moved from the Consent Agenda for BOD discussion)	Joe Schroedel/ Cindy Lincicome

	<ul style="list-style-type: none"> • BOD Meeting Minutes 11-1-22 • XC Meeting Minutes 11-30-22 • XC Meeting Minutes 3-27-23 • Foundation Meeting Minutes 1-20-23 • Foundation Meeting Minutes 3-27-23 • 2023-2024 Board of Direction & Executive Committee • 2023 Election Results • Fort Drum Post Closure 	
1445 - 1500	Outgoing BOD recognition Incoming Swear-in Short introductions (2 min each)	Cindy Lincicome
1500 – 1510	President’s Closing (Review Actions and Direction)	Cindy Lincicome
1510 - 1520	President Elect Remarks & Initiatives	Charlie Perham
1520 – 1730	Break	
1730 – 1900	President’s Reception	Cindy Lincicome

ENCLOSURE 3



Executive Director Finance Update

Executive Committee

27 March 2023

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SAME National Office FY 2023 Priorities

2023 National Office Priorities to Support Strategic Plan 2025:

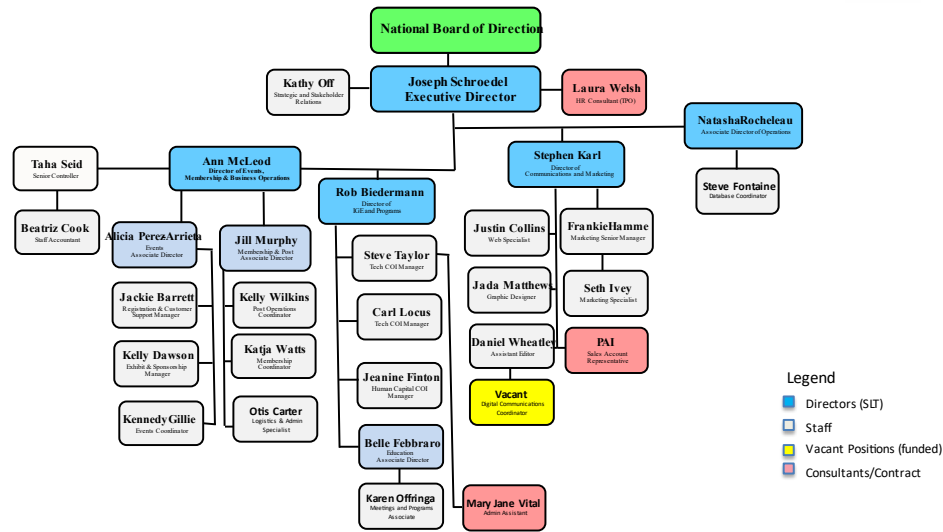
1. **Grow IGE Impact:** Enable measurable progress on IGE efforts at national and post levels; continue to mature the EAG and the IGE management system; continue to grow tech COI engagement in support of IGE and grow the membership of technical COIs to increase SAME's technical reach to serve IGE and Post needs.
2. **Fully integrate the EMS:** Leverage the integration of the AMS, CMS, FMS, SAME APP and 3rd party systems to: better inform decision making; increase efficiency and effectiveness of the staff; enable COI and Post leaders (train them to use the system to better communicate and manage the members and stakeholders); and refine business operations.
3. **Operationalize COI's:** Train COI's to effectively use the AMS Community module to grow technical capacity, develop and deliver relevant program content, recruit members, and manage stakeholders; finalize the National Camps program; leverage National LDP projects; grow the Membership COI ability to recruit engaged members; deliver measurable progress on: Service Member Working Group and Construction TF. Implement Special COI Event Policy.
4. **Support the SAME Foundation Board**: Routinize the relationship between the Society BOD and the Foundation Board to better generate and manage resources in support of SAME program delivery and enable the Foundation Board to better manage and grow the corpus.
5. **Stimulate Member Engagement**: Capitalize on the Dues Restructuring Initiative, EMS (treat every member as a valued individual) and our Brand to motivate member engagement and contributions.

FOCUS ON DELIVERABLES ...
IMPACT

4/3/2023

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FY 2022 Budget Status: Just completed a thorough check of CLA and consultant work in 2022. Ended the year **+\$18,482** (actual vs budget)– see slide 6.

FY 2023 Budget Status:

- Budget vs Actual: delayed uploading budget until review of 2022 completed and budget revised to reflect updated chart of accounts (in process); FY2023 budget actual report at BOD (thru 1Q close)
- Strong Positive Cash flow - see slide 7.
- Balance sheet as of January close- see slide 8.
- Completed Staff Annual Salary Increase Compensation Panel on 23 March.

2022 Audit: New Auditor is on board learning SAME. Field work will be scheduled (likely June) now that our new controller is on board. Audit likely done by September (taxes due 15 Nov).

Finance Team Status: Hired Dr. Taha Seid as Senior Controller (starts 1 April). Beatriz continues to perform well. Retained temp help for short term to assist during transition.

Investment Committee Status: Going strong under Joe O'Brien's leadership. Added a new member (Ayesha Walden). Need to plan succession for chair (Joe has done a great job, but time to plan succession).

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EMS: Activation of Post web sites underway. Just hired Steve Fontaine, database coordinator.

Company (SM) Dues Restructure:

- Initial company dues renewal cycle on plan (1 July '22- 30 June '23)
- No major impact on membership (SREP conversion to IM) or revenue through Jan 2023
- Partnership Contracts (EMS/Dues Restructure):
 - 25 participating companies in annual contract approach
 - *Dues Restructure:* SREP conversion applies; negotiate rates
 - *EMS: (system insures we have contracts to do business)*
 - Nimble is date driven (cannot be changed)
 - If SM does not sign contract on time (after 60-day grace period):
 - memberships associated with the SM contract automatically expire and
 - since Nimble is now integrated with Show, cannot get member rate unless membership is paid up
 - Financial Workaround: contract signed but no payment– memberships move to accounts receivable (not a preferred COA)

2022 Statement of Activities – Actual vs Budget

Revenue	Actual	Budget	Variance
Dues	\$2,306,867	\$2,437,735	\$ (130,868)
Advertising	\$ 683,978	\$ 312,000	\$ 371,978
Conferences	\$6,228,653	\$6,557,930	\$ (329,277)
Other Income	\$ 58,551	\$ 46,000	\$ 12,551
Investments	\$ 324,024	\$ 100,000	\$ 224,024
Grants	\$ 374,500	\$ 374,500	\$ -
Total Revenue	\$9,976,572	\$9,828,165	\$148,408
Expenditures			
Employee-Related Expenses	\$3,142,712	\$3,204,845	\$ (62,133)
Professional Fees	\$ 403,410	\$ 269,500	\$ 133,910
Meeting Expenses	\$4,274,763	\$4,132,865	\$ 141,898
Other Expenses	\$2,137,205	\$1,949,173	\$ 188,032
Total Expenditures	\$9,958,090	\$9,556,383	\$ 401,707
Total Change In Net Assets	\$ 18,482	\$ 271,782	\$ (253,300)

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Cash Flow as of March 20, 2023

Checking Account Balance	2,302,425
MM Account Balance	755,843
Available Cash Balance	3,058,268
Less AP:	
Bill.com Payables (Total bills to pay)	(837)
3/31/23 401K Contributions	(13,450)
3/31/23 Net Payroll	(72,600)
3/31/23 Net Payroll Tax	(21,300)
AMEX exposure balance	(47,700)
Total AP, Payroll, 401K & AMEX	(155,887)
Available Cash as of 3/20/2023	2,902,381
Available Cash as of 03/20/2023 (Less MM)	2,146,538
ANTICIPATED REVENUE	
AR in Nimble (advertising, partnerships, etc)	268,000
Company memberships = 80% of renewal invoices	312,000
JETC - outstanding booth/sponsorship balances	83,775
Total AR	663,775
Total ANTICIPATED Cash	\$ 3,566,156

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Balance Sheet as of January 31, 2023

	Current Year -to-Date Balance	Prior Year -to-Date	Difference
Assets			
Cash and Cash Equivalents	2,322,948.24	3,322,990.20	(1,000,041.96)
Accounts Receivable, Net	560,122.87	567,073.32	(6,950.45)
Other Current Assets	308,338.19	534,190.17	(225,851.98)
Total Current Assets	3,191,409.30	4,424,253.69	(1,232,844.39)
Long-term Assets	2,726,949.77	2,408,183.34	318,766.43
Investments	8,087,735.43	7,574,643.22	513,092.21
Total Assets	14,006,094.50	14,407,080.25	(400,985.75)
Liabilities			
Short-term Liabilities			
Accounts Payable	62,678.76	112,167.50	(49,488.74)
Accrued Liabilities	191,120.62	545,130.50	(354,009.88)
Deferred Revenue	3,119,123.45	2,284,866.58	834,256.87
Withholding Tax Payable	9,785.72	7,458.60	2,327.12
Other Short-term Liabilities	1,967,304.41	2,057,835.12	(90,530.71)
Total Liabilities	5,350,012.96	5,007,458.30	342,554.66
Net Assets			
Net Assets	8,394,791.88	9,833,570.70	(1,438,778.82)
Operating Revenue	622,865.77	(53,795.96)	676,661.73
Expenditures	361,576.11	380,152.79	(18,576.68)
Change In Net Assets	261,289.66	(433,948.75)	695,238.41
Total Net Assets	8,656,081.54	9,399,621.95	(743,540.41)
Total Liabilities and Net Assets	14,006,094.50	14,407,080.25	(400,985.75)

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Bottom Line Up Front (continued)

Investments:

Summary:	Start Value	4QTR	YTD	End Value	Notes
RBC (SAME):	\$2,880,265	5.93%	-15.39%	\$2,557,789 (incl	-\$500k, EMS)
RBC (Home Fund)	\$2,070,000	.04%	+ .58%	\$2,082,079 (*86.2% in T	-Bills)
Fiducient (SAME):	\$3,273,480	.83%	-15.73%	\$3,103,618 (incl	-\$400k, EMS)
Fiducient (Foundation):	\$3,152,076	6.04% + 2.95%		\$3,151,063	

EMS: \$1M XC authorization fully liquidated and all initial expenses paid; steady state from here out (budget)

4QTR22 Post Funds Reports sent to Posts

*Home Fund activated (Investment Committee) – gradual investment by RBC IAW IPG

Foundation Finance Meeting (TBD):

Planned Outcomes:

Clarify roles, responsibilities, procedures for integrated SAME/SAMEF financial management.

Integrate new players

Draft discussion outline being reviewed by Foundation Board.

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Post Funds Status by Post

Post	Initial Contribution	31 Dec 2021 Balance	31 Dec 2022 Balance	Value Change YTD	Return Since Contribution
Houston	\$225.0k (Nov 17)	\$299.7k	\$254.2k	-\$45.5k	+12.99%
NOVA	\$108.4k (Nov 17)	\$144.4k	\$122.5k	-\$21.9k	+12.97%
Narragansett Bay	\$ 39.0k (Nov 17)	\$ 51.9k	\$ 44.0k	-\$7.9k	+12.94%
Omaha	\$560.0k (Mar 19) (\$40k,+\$60k)	\$682.8k	\$631.7k	-\$51.1k	+12.81%
Panama City	\$ 30.0k (Sep 19)(-\$10k)	\$ 37.8k	\$ 23.3k	-\$14.5k	-22.18%
Mid-Maryland	\$ 30.0k (Nov 19)	\$ 36.7k	\$ 31.1k	-\$ 5.6k	+3.69%
Tampa Bay	\$250k (May 20)	\$302.8k	\$255.0k	-\$47.8k	+2.02%
Huntsville	\$ 80.0k (Aug 20)	\$ 95.8k	\$ 81.2k	-\$14.6k	+1.29%
Hampton Roads	\$459.5k (Dec 20)	\$520.1k	\$441.2k	-\$78.9k	-3.97%
Orange County	\$100.0k (Nov 21)	\$101.5k	\$ 86.1k	-\$15.4k	-13.90%
Central Virginia	\$ 20.0k (Mar 22)	\$ 17.9k	\$ 16.9k	-\$ 1.0k	-10.28%

Pittsburgh Post agreement signed Transfer of funds pending.

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Summary

We are financially healthy and focused on our XC approved 2023 priorities.

We are rapidly rebuilding our inhouse finance team.

We are adapting to our new system and developing a new financial policy to reflect new capabilities.

We are off to a good start with a new auditor.

Investment returns near benchmark; IPGs still valid; Post Funds recovering after positive 4QTR22; 1QTR23 positive so far.

Deeds Not Words!
Schroedel (2014 – 202x)

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Elected Director Utilization Recommendations

Michael Huffstetler, Kathy Off

27 March 2023
XC Meeting

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Thank You to all *“Interviewees”*

Past Presidents:

- John Mogge
- Marv Fisher
- Tony Leketa
- Sal Nodjomian
- Buddy Barnes
- Gary Engle
- Mark Handley
- Heather Wishart-Smith

Elected Directors:

- NK Mbaya
- Arpen Patel
- Anita Larson
- Nick Desport
- Adam Boubede

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The SAME bylaws and National Leaders Nominating Procedures Guide should be updated to include new language that clearly defines the expectations of the Elected Directors (ED) during each of their 3years of tenure, as well who on the NLT has oversight of each “class” ofEDs. The Guide should also include a new provision outlining a preference for each ED nominee to bring prior BOD or similar leadership experience to their new role as a Director of the Society.

As a significant group that is ELECTED every year by the general membership, our goal with these enhancements is to ensure our (and their) investment is not wasted. As a result, every EDs’ potential for future society leadership and impact to our national governance will only be further enhanced.

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- Issue/Problem Statement
- Proposed Changes
- Proposed Action Items

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- We are not consistently fulfilling the intended purpose of a “director” – to use each person’s experience and knowledge to the betterment of the Society
- ED nomination process lacks prescriptive qualifications
- Many members view the ED as something to be “bestowed” and as a “SAME resume builder”
- Although our membership at large elects them, the ED is widely considered to be the least demanding (“skate” position)

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- EDs are clearly only effective when they are tasked to do something - preferably planned, intentional (not reactive)
“Right now, we are all cowboys!”
– current Elected Director
- No single NLT member can oversee all 12 EDs
- We do not currently maximize the EDs’ growth and impact as not all will be asked to lead task forces

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- Prefer each ED nominee to demonstrate prior BOD or similar leadership experience (SAME or other) as a minimum requirement
 - National office will convey the current Presidents Strategic Plan focus areas/priorities into that year's call for ED nominations
 - Revised Guidelines will require each ED nominee to explain how they will contribute their experience and expertise to these priorities in support of the SAME Strategic Plan
 - Require each of the 4 new EDs to attend the May BOD and to receive on-site orientation/training (breakout session w/ all EDs)
-

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- **New ED Progression- Engagement and Leadership!**
 - Year 1 EDs: *“Our Ambassadors”*
 - As they each articulated in their nominations, this first year is focused on serving and supporting the Strategic Plan and the President's priorities
 - Year 2 EDs: *“Our Voices”*
 - As general membership elected, their second year is focused on seeking out and bringing perspectives of certain member segments to the President/NLT
 - Year 3 EDs: *“Our Champions”*
 - Their third year is focused on mentoring Year 1 EDs, transitioning task forces, and assisting the current PresidentElect
-

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- New ED Oversight:

"Class" of Elected Directors (4 each):	ED Focus	ED Oversight / Mentoring:	Pres-Elect	Pres	Past-Pres
During their 1 st year	President's Agenda	Current Past President (oversees 4 new EDs)			
During their 2 nd year	Voice of Membership (and as-assigned Task Forces)	Current President (oversees 4 EDs)			
During their 3 rd year	Mentoring (and as-assigned Task Forces)	Current President-Elect (oversees 4 EDs)			

- Pairs the most "senior" NLT member (Past -President) with the most "junior" ED (Year 1)
- Provides pass it forward/mentoring opportunities to every ED during their final year
- Maintains flexibility for Task Force assignments (Year 2 and 3 EDs only)

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Recommended Action Items and responsible parties:

1. Update National Leadership Nominating Procedures Guide (see report and draft edits) - **Action: National Office**
2. Update Bylaws (see report) - **Action: Bylaws Subcommittee**
3. Consider developing an Elected Director Manual, similar to the RVP manual - **Action: EDs task group lead by a 3rd Year ED, with SAME National staff support**

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Note: Per the NLT's decision on 11 Jan 2023, any of the proposed updates to the Bylaws and Nominating Procedures Guide should be "paused" for one year, to allow for these changes to first be implemented and monitored.

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Construction Task Force Update

Prepared for
SAME National Leadership Team
Wednesday, February 22, 2023

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BLUF: Form a Construction Community of Interest IOT to solve Construction industry issues as SAME fulfills the larger mission of serving as the premier facilitator of industry-government engagement in the Architecture / Engineering / Construction industry.

Background:

- TF appointed by SAME 2022/2023 President, Cindy Lincicome, at JETC 2022 to “Confirm or Deny the need for a Construction COI by forming an inclusive TF for diversity of thought, enabled by enough leadership to deliver timely recommendations that make progress on addressing today’s challenges in the Construction Industry...”
- Chaired by MG Mike Wehr, USA (RET), initial TF membership consisted of professionals from across the public and private sectors of the A/E/C industry
- Initial Way Ahead proposed a recommendation to the BoD NLT SBC2023

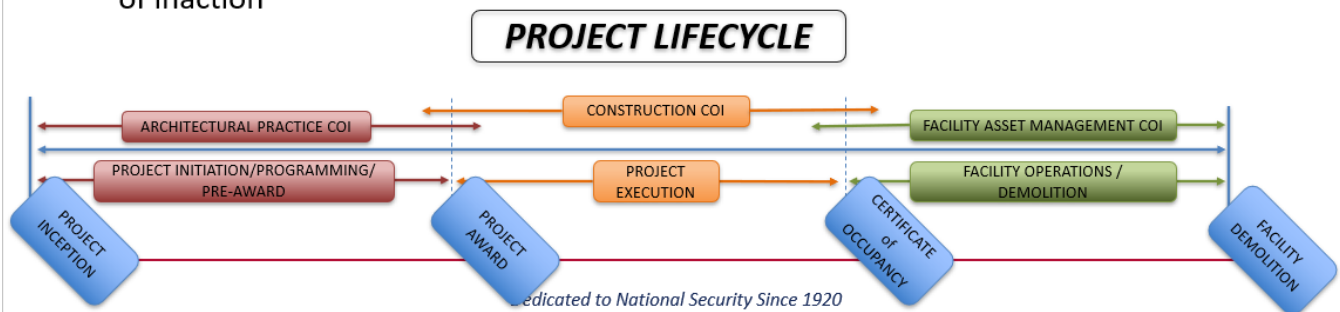
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How does SAME facilitate industry-government engagement (IGE) in order to improve the construction delivery of federal projects in an environment of heavy competition for talent and resources, lack of pricing predictability, and competing investment priorities?

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Construction Task Force Update – Analysis of On-going Activities within SAME

- Construction challenges not directly addressed in any formal function within SAME. At times construction challenges addressed as a by-product of other activities and initiatives.
- No other existing COIs adopt Construction as their purview. Currently 3 on-going IGE efforts would be best stewarded by the proposed Construction COI.
- Construction Task Force hosting *Inaugural IGE Summit* during Capital Week 2023 to address 3 key project delivery topics: shrinking contractor base, risk tolerance, risk of inaction



Construction Task Force Update – Proposed COI Mission and Strategic Alignment

PROPOSED MISSION: The Construction Community of Interest (CCOI) improves construction delivery of federal projects to keep them on budget, on schedule and of the highest quality in order to reverse our growing inability to do so, which is threatening the infrastructure security of our Nation.

STRATEGIC ALIGNMENT

- **Goal 1: Strengthen Industry -Government Engagement:** *Lead efforts to foster communication and build relationships among military, public, academic, and professional organizations; further collaboration to identify issues and develop solutions in support of National security*
 - Serve as focal point for engagement between the Construction Industry and public sector agencies to improve construction project delivery.
- **Goal 3: Develop Leaders for the Profession:** *Lead efforts to enhance leadership development and cultivate the talent necessary to address the nation's grand challenges; ensure the enduring stewardship of the A/E/C profession.*
 - Create opportunities to develop the next generation of Construction industry leaders for the Nation.

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- Proposed Initial COI Leadership Structure
 - Chair
 - Vice Chair
 - Secretary
 - Vice Chair, Programs
 - Vice Chair, Communications

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- Active TF Membership:
 - MG(R) Mike Wehr, Atkins Defense Sector Manager, Large Business
 - Ben Nichols, Harkins Builders, Medium/Large Business
 - Kevin Wimsatt, CEO, Bold Concepts, Small Business
 - LTC Craig Bryant, USACE, Tulsa District Deputy Commander
 - Mario Burgos, President & CEO at Burgos Group, LLC, Small Business
 - Angie Martinez, VP Business Development at Martinez Construction Services, Small Business
 - Curt Haldeman, Regional VP, Federal Division at Granite Construction, Large Business
 - CAPT (R) Julius C. "Jake" Washington, Jacobs, large business
 - RADM(R) John Korka, Clark Construction Group, Division President, Large Business
 - Rob Biedermann (SAME Direct Support, along with Jeanne LeBron & Merle Keener)

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- Formal establishment of COI
- Identify and emplace COI leadership
- Develop CCOI Workplan, lines of effort

DRAFT

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BLUF: SAME MUST form a Construction COI to focus on Construction challenges in national security related infrastructure projects. Inaction will result in failure

TASK	INITIAL	ACTUAL / CURRENT
Brief SAME Board of Direction (BoD)	11/1/2022	11/1/2022 (A)
Brief SAME Executive Advisory Group (EAG)	11/3/2022	11/3/2022 (A)
Gather inaugural Construction TF for initial guidance (SBC)	SBC'22	SBC'22 (A)
Finalize additional TF members	11/4/2022	11/4/2022 (A)
Conduct Survey to inform focus areas	NOV-DEC 2022	
Initiate routine weekly TF meetings	DEC 2022	11/17/2022 (A)
Report to NLT on initial findings		2/22/2023 (A)
Incorporate guidance from BoD NLT	Post-JETC'23	Pre-CW'23
Conduct IGE Summit		CW'23
Report to BoD on initial findings	JETC'23	
Conduct IGE Summit Follow-up		
Make recommendation to BoD	SBC'23	JETC'23

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Strategic Plan 2030 Development Executive Committee 27 March 2023

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Setting the Conditions for Success

- **Situation:**
 - **Governance:**
 - Established a strong volunteer national leadership model which includes disciplined governance and a more empowered XC (big XC decisions: dues restructure, sale of Century Houser, EMS, etc.).
 - **Strategic Plan:**
 - Low member engagement, flat membership for 80 years ... need to focus organization ... and membership (“take organization to members”) to truly **grow impact while balancing the diverse interests of our members with the urgently needed focus on SAME’s core deliverables (IGE, Leadership).**
 - Pandemic has changed context ... labor market ... definition of “engaged” member (virtual) ...
 - Established 5-year plan approach – 2020, 2025 ... right pace, well integrated governance and management.
 - Need to institutionalize our strategic plan requirement and approach (include requirement in bylaws) at end of this cycle ... not lose goodness (’86 and ’97 assessments, ’20, ’25 progress) ... sustain momentum of ongoing initiatives (e.g. operationalizing COL’s, etc.).

THEREFORE --- this XC has an important opportunity to exercise its authority and judgment to make a huge short- and long-term contribution to SAME ... let’s get organized NOW ... build on our progress ... be deliberate, thoughtful, critical and bold about our approach to develop Strategic Plan 2030 ... to strategically FOCUS SAME.

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XC Task 1: Approve Charter

Recommend: XC Approve Charter
Draft V3, 23 March 2023 incorporates XC input.
Key General Comments:

“The Charter is a great foundation for our efforts to rethink our direction for the next five years.”

“We need to be bold.”

“I agree wholeheartedly with taking the society to members. I would pair that with efforts to increase involvement from those members.”

“We need to answer the very tough question of who we want to be in 2030 and how we need to evolve for our evolving membership? Amazing work has been done over the past 10 years (and especially the past 5) to get SAME organized and forward thinking. Now, how are we going to evolve to really effectively define who we are? The number of COIs and even the number of focus areas in the draft charter speak to the diversity of SAME as an organization. We need to harness that and use it to grow. I would argue that every focus area identified ties back to a different value statement defining SAME’s purpose. You can ask 10 people in the same room what the value is of SAME to them and get 20 different answers. This is our biggest challenge.”

XC Task 2: Approve Development Team Composition Guidelines

Recommend: XC Approve Development Team Composition Guidelines

OUTCOME: constitute a team that brings fresh ideas, wide member engagement, avoids rice bowls or pet projects ... is truly strategic.

HOW: Constitute within the following guidelines:

- Team Leadership (NLT recommends, XC appoints; cannot be chair of previous Development Team but can be member of previous Development Team).
- Diversity (thought, strategic planning experience, experience in SAME and sister organizations, government experience, gender, race, age, company affiliation, technical background).
- Representation and Inclusion (government, industry, levels across SAME, SAME Foundation).
NOTE: get the right representative, not necessarily the chair or leader (too busy)
- Form a *Development Team Advisory Group* (members of the previous development teams).
- Include the National LDP Guided Pathways TF.
- The National Office will provide one staff coordinator (the full staff will support the Team as required).

XC Governance TASK: During the upcoming journey to develop Strategic Plan 2030 (our third 5-year strategic plan), contemplate how we will codify our 5-year strategic planning requirement in SAME's bylaws.

Recommend: The following draft be reviewed periodically and developed by the NLT and XC for approval with the final draft plan in 2024.

DRAFT Bylaw

- 1. Strategic Plan.** The Strategic Plan will be a five-year plan with planning for the subsequent Strategic Plan beginning two years in advance. The Strategic Plan will be developed by a Development Team that is proposed by the National Leadership Team and appointed by the Executive Committee. The Development Team will be guided by a charter that is approved by the Executive committee. Members of the Development Team will be selected in accordance with the XC approved Team Composition Guidelines. Members who served on previous Strategic Plan Development Teams will serve on the Development Team Advisory Group which serves as an advisory body for the Development Team. Because this is a multi-year endeavor, the National Officers will recommend a Team Chair for XC approval. The National Leadership Team will oversee the Development Team. The Board of Direction will be updated on progress and approve the final Strategic Plan in time for all elements of SAME to develop supporting work plans prior to the effective date of the new strategic plan.

ENCLOSURE 4

Strategic Plan 2030 Development Charter

1. Strategic Direction: As indicated in the recent Strategic Direction Review (December 2022), the Society has begun shifting to meet member's needs and today's operational environment by focusing on membership. Fundamentally, we need to grow our impact while balancing the diverse interests of our members with the urgently needed focus on SAME's core deliverables (IGE, Leadership). The results of our most recent professionally conducted Member Needs Analysis, the impact of the recent Pandemic on virtual participation, downward trends in member engagement, and the positive momentum of goals 1 and 2 of our current strategic plan (IGE and Leadership Development) strongly suggest that the development of Strategic Plan 2030 is an important opportunity to focus our efforts. This will require thoughtful consideration of some hard questions, making some hard decisions, and determining the sequence of actions over time that will move us forward.

2. Outcomes: The ultimate task is to set the goals and objectives that will guide the evolution of actions that contribute to achieving our vision and mission. Strategic Plan 2030 (the Plan) will:

- accelerate SAME's vision to become recognized as the A/E/C industry leader of collaboration to support Industry-Government Engagement (IGE);
- focus SAME goals and objectives on the Society's core deliverables (IGE, Leadership);
- contribute to expanding membership growth and engagement by taking the Society to members (eg. expanding services offered).
- clarify and codify the concept SAME being the "synergizers" (leaders of collaboration) amongst a family of professional organizations that can help bridge gaps between needs & knowledge.

3. Assumptions:

- a. SAME's Mission, Vision, and Values are enduring but should be reviewed and validated.
- b. SAME's history of service is important, but traditions can change over time.
- c. Membership data (professionally conducted Member Needs Assessment, etc.) is current.
- d. The Plan will be supported by the SAME Foundation since decisions regarding the allocation of Foundation financial support are the purview of the Society.
- e. The Plan must be adaptive in execution.
- f. The Plan must not just be a self-fulfilling restatement of our values – it can be bold and controversial if necessary.

4. Organization: The Board of Direction will ultimately approve the Plan. The XC will exercise oversight of the development of Strategic Plan 2030. A member of the National Leadership Team (NLT) will provide direct oversight of the team and liaison with the NLT and XC to monitor progress and ensure SAME leadership (BOD, XC, NLT) is kept informed. The NLT will appoint the chair (or co-chairs) of the development team. The Chair will work with the NLT and National Office Staff to constitute the Development Team within the guidelines approved by the XC on 27 March 2023. The Development Team will establish a frequent and routine communications plan and advise the XC of that plan.

a. Member Focus Groups: The Team will constitute focus groups as appropriate to gather member input, vet their ideas, develop drafts and assist in the development of strategic questions. Focus groups will be constituted from all segments of our membership – individual members, sustaining members, military and government agency members, partners (academic, non-profit, etc.), but organized around specific focus areas (below) that have been identified.

b. References. In addition to this charter and all associated documents, the Team will begin their efforts by reviewing the professional Member Needs Assessments that were conducted in 2015, 2018 and 2021, Post Annual Reports and Streamer submissions, RVP Assessments, and COI Assessments. RVP and COI assessments done by the NLT must address the challenges Posts and COIs are encountering. The development team will ensure focused discussions are conducted to enhance the quality of the input provided to effectively represent Posts and COIs. These references provide a valuable starting point to assess: “What is working well?”; “What is not working well?”; “What are we doing that contributes little to our core purpose (lead collaboration – IGE) yet consumes resources (national office staff, volunteer leader, financial, etc.) with very little return for the investment?”. The National Office staff will respond to all requests for information and analysis.

5. Focus Areas: The Team’s effort will be guided by asking and objectively answering tough strategic questions. One of the first steps will be to identify the truly strategic questions. The focus areas described below are provided as a basis for constituting focus groups as a means of identifying the truly strategic issues. The governance focus area will be deliberated by the XC.

- a. **Stakeholders:** We serve our national security by bringing the power of the A/E/C industry and all other relevant disciplines to meet the needs of the agencies we serve. Are we focused on contributing to our stakeholders’ efforts to posture themselves to meet future national security demands (e.g. Ukraine reconstruction, China, etc.)? Do we have adequate government engagement to support our core goals (IGE)? Is our National LDP Program aligned to produce leaders who can provide strategic leadership for and productive engagement with industry and government leaders?
- b. **Governance:** We have come a long way in changing the leadership and management culture of SAME. Our disciplined governance system is now routine with: the NLT firmly established as the volunteer leadership team of the Society; the XC routinely exercising decision authority and the National Office led by the XD in full support of volunteers at every level. Is it time now to consider the role and composition of the BOD? Is SAME’s BOD too large? Does the large, representative nature of the BOD contribute to an inability to focus Society efforts?
- c. **Membership Growth:** We have already identified COI’s a major source of membership growth and launched efforts to operationalize COI’s. What other target populations offer potential membership growth? How do we use our core mission (IGE) to focus recruiting efforts?

- d. **Membership Engagement:** How do we define “member engagement” in the virtual age? How do we accommodate those (e.g. billable technical members) who cannot physically participate in meetings, but can contribute? What supporting actions can we take to fully operationalize our definition of engagement (such as: incorporating commitment statements (vis a vis Fellows) into other ranks; overhauling our awards and recognition system to better tie it to motivating engagement vice history, etc). How much discretionary time do you have to commit to non-work-related activities?
- e. **Operationalizing COI's:** What steps must be taken to accelerate the vision of operationalizing our COI's to grow SAME's reach (capabilities) necessary to support a wider range of IGE projects and to grow technical membership? How can we use the SAME APP (arrives Jun 2023) to expand virtual participation in COI's by technical experts? How can the National Office COI Managers more fully assist COI's achieve the member reach envisioned?
- f. **Member Interests:** How do we accommodate the wide diversity of member interests such as STEM, Camps, college outreach, and veteran support without losing sight of our core mission? Can individual member interests be accommodated at the Post level without specifically embracing them in our strategic plan? We have struggled to define our role in these and other areas, producing anecdotal results while consuming precious resources (volunteer time on top of that list). Veteran support is a good example. There are 44,000 organizations that provide the full range of veteran support and exist to provide that support. Why are we trying to compete with them? Perhaps SAME's role should be redefined (e.g. provide our veteran members with a service that describes what these organizations do to help guide them as they seek the services of these organizations).
- g. **Services to Members:** What services should we provide to members? This is tantamount to “taking the Society to members”. How do we focus the services we already provide to gain greater member participation?
- h. **Metrics:** The streamer program has been the only way of measuring post contributions to the strategic plan. Is that adequate? Are RVP and COI assessments adequate to assess progress? Don't the RVP and COI assessments still rely heavily on post-collected data and the post leaders' ownership of tracking their results (feedback loop)? Does the “skin in the game” and friendly competition provided by the streamer program aid our success measurements? Would simply asking posts to “report out” to RVPs and COIs still get the same results, or not?

6. Major Milestones.

- a. **7 March 2023:** Provide the XC with Strategic Direction background information, draft Strategic Plan Charter for staffing.
- b. **8 March 2023 (XC Call):** Inform XC of Strategic Plan Development intent (way ahead).

- c. **27 March (XC Meeting at Capitol Week):** Strategic Plan Development Charter and Team Composition approved by XC. Begin building core development team (call members, etc).
- d. **19 April (NLT Call):** Announce NLT designated member for 2023-2024 Strategic Plan oversight.
- e. **1 May (BOD):** Brief Strategic Direction, Strategic Plan 2030 Development Plan (Charter), Development Team; reset XC for 2023-2024 (BOD approval).
- f. **Aug 2023 (PLW):** Brief participants on Strategic Plan Development; establish focus groups.
- g. **Nov 2023 (BOD):** Update progress.
- h. **May 2024 (BOD): Approve Final Draft** (describe how the plan will focus SAME's efforts and impact; describe how the plan will expand SAME's reach by taking the Society to existing and new members). Present metrics, including revised Streamer Program. Begin development of all supporting work plans.
- i. **Nov 2024 (BOD):** Approve supporting Post and CDI plans for 2025.
- j. **Dec 2024 (XC):** Incorporate any supporting resource requirements into the National Office Budget proposal to the XC.
- k. **January 2025:** Strategic Plan 2030 and supporting Streamer Plan and metrics in effect. Posts and CDI's begin execution of their approved plans.

Approved by the Executive Committee: 27 March 2023, XC Meeting at Capitol Week



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