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Key Leadership Development Commission
XC Update

Col Matt Altman, USAF, P.E., F.SAME

KLDC 2.0 Members

- Lt Col Graham Auten, USAF
- CMSgt Adam Boubede, USAF
- Mr. Pete Delano
- Mr. Troy Hamilton
- Ms. Massie Hatch
- Ms. Suzanne Grix
- Ms. Angela Nocera
- Col Sal Nodjomian, USAF (Ret)
- Ms. Kathy Off
- Capt Sid Osgood, USCG (Ret)
- Mr. Justin Payne
- Ms. Lisa Thoele
- Ms. Carrie Ann Williams

KLDC 2.0 Burn-In LOEs

- 2021-22 Lines of Effort:
  - SAME Governance
  - COI Engagement
  - Academy of Fellows Engagement
  - RVP / Post Leader Engagement
  - Elected Director Engagement
  - Military / Federal Engagement
  - Diversity, Equity, and Inclusion
  - KLDC Transition Plan
- Recent Events:
  - 8 Aug PLW Leadership & Succession Planning Workshop
  - 30 Sep National Leadership Opportunities Webinar

Executive Committee IGE Project Selection

Prepared for:

Executive Committee

October 20, 2021

10/20/21 XC Meeting Outcomes

- Outcomes:
  - Score, Approve / Disapprove Current *Pending Pressing Issues*
  - Approve XC Champion assignments
- Read Ahead:
  - IGE Matrix
  - Justification for each *Pending Pressing Issue*
  - Score sheet (Excel form)
  - Suggested scoring for each *Pending Pressing Issue*

Current IGE *Project* Status

(IGE Project Matrix included in the read-ahead package)

SAME INDUSTRY-GOVERNMENT ENGAGEMENT (IGE) PROJECTS MATRIX **AS OF: 10/5/21 (Includes 6/29/21 EAG Pressing Issues)**													
				IGE Team			**Resources**		**Schedule**			**PM Plan (Y /N)**	**Notes**	**Impact**
Pending Pressing Issues	**Source**	**Strategic Goal**	**Impact (Education, Advocacy)**	**Project Manager**	**XC Champion**	**Lead COI**	**Level of Effort**	**Adequate Resources**	**Completion Date (Initial)**	**Completion Date (Revised)**	**Progress**			
PROJECT DELIVERY														
SDVOSB Certification	-	1	Advocacy	Neeld Wilson	N/A	N/A	LOW		N/A	MAY'23		N/A	Legislation enacted (NDAA/'17), supporting implementation through National Veterans Small Business Coalition (NVSBC)	
Cost Engineering	-	1	Education	Miro Kurka	N/A	N/A	MED		N/A	NOV'21		N/A	White Paper to be presented to EAG, 11/2021; Final Industry RT held 8/26/21; final recommendations complete 10/8/21; possible follow-on activity from those recommendations…	
Task Order Requirement Notice (TORN)	-	1	Advocacy	Bob Keyser	N/A	N/A	LOW - MED		N/A	FEB 22, DEC 22**		N/A	Continued coordinating with USACE HQ to implement changes, and with ASA-ALT to encourage USACE to drop its restrictive interpretation of FAR 36.6 and the Brooks Act; ** if legislative change required vs USACE policy change	
Project Partnering	-	1	Education	Sal Nodjomian	N/A	N/A	LOW		N/A	EAQ Q1'22		N/A	Progress brief to EAG (SBC); PMA tool delivered to OSD, NAVFAC rewrote Partnering instructions, providing communication and collaboration platform	
Alternative Project Delivery (ADM)	-	1	Education	Sal Nodjomian	N/A	N/A	HIGH		N/A	MAY'23		N/A	Progress brief to EAG (SBC); Webinar (MAR'21, 400 attendees), WGs formed, DRAFT white paper, SBC panel planned	
Small Business size Standards: Challenges Facing Transitioning Federal Small Businesses: A Proposed Framework & Solution	COI	1	Advocacy	Mercedes Enriquez	Sally Clark	SB	MED		TBD	N/A		Y	White paper produced; IGE Team forming for next steps, PM Plan submitted	- SBA implements a five-year (5) moratorium program for businesses in NAICS Sector 23 allowing transition into the unrestricted market. A five-year moratorium would aid the transition once the $39.5 million cap has been exceeded and substantially alleviate the current obstacles small businesses face as they transition into the unrestricted market.
Contractor Performance Assessment Reporting System (CPARS) Education & Reform	EAG	1	Advocacy	Michael Blount	TBD	FAM	HIGH		TBD	N/A		Y	Team formed, Initial project kick-off complete; PM Plan submitted	- Ratings consistency within an Agency and across all Agencies; - Incorporation of CPARS definitions and understanding into Partnering; - Establish a dispute resolution process for low ratings; - Establish correlation between meaning of CPARS scores given during and after a project; and interpretation by source selection board; - Promulgate and support CPARS training for vendors.

Current *IGE Project* Highlights

- Cost Engineering:
  - White Paper to NOV'21 EAG
  - If no additional questions or requested actions, SAME Perspectives produced and sunset project
- Project Partnering:
  - Progress brief to NOV'21 EAG
  - EOQ Q1'22 scheduled project sunset and SAME Perspectives production
- SB Size Std & CPARS: PM Plan received; projects underway
- CPARS: Need XC Champion

Pressing Issue Status

(IGE Project Matrix included in the read-ahead package)

Society of SAME American Military Engineers	SAME INDUSTRY-GOVERNMENT ENGAGEMENT (IGE) PROJECTS MATRIX AS OF: 10/5/21 (Includes 6/29/21 EAG Pressing Issues)							
Pending Pressing Issues	**Source**	**Strategic Goal**	**Impact (Education, Advocacy)**	**IGE Team**			**Notes**	**Impact**
				Project Manager	**XC Champion**	**Lead COI**		
PENDING PRESSING ISSUES								
Avoiding PFAS Information Overload: Targeted Training for Operational Entities (OSD)	EAG	1	Advocacy / Education	Bill DiGuiseppi	Jeff Davis	ENV	ENV COI Meeting discussion 8/18/21; justification received 9/15/21	- Enables DOD, other Public personnel, and contractors to effectively address PFAS issues by providing accurate, concise, tailored and digestible PFAS knowledge.
Cybersecurity: Raising Awareness of Current & Emerging Cyber Threats to Smart Operational Technologies (OT) & Development of Effective Policy & Standards Enhancing Cybersecurity Resiliency for Federal Facilities & Infrastructure (CG)	EAG, COI	1	Advocacy / Education	Lucian Niemeyer, Brian May	Heather Wishart-Smith	RES	LN/BM developing "charter", should have NLT 8/13/21; received 8/17/21	- Raising awareness of current and emerging cyber threats to smart operational technologies (OT) used in federal facilities and infrastructure; - Facilitate development of effective policy and standards aimed at enhancing the cybersecurity and resiliency of federal facilities and infrastructure.
Climate Change: Sea Level Rise in Coastal Regions and its Effect on Military and other Public Infrastructure (OSD)	EAG	1	Advocacy / Education	Albert Romano	Carrie Ann Williams	RES	RES Chair developing justification, NLT EOM 08/21. (8/9/21); received 9/13/21	- Provides resilience education, awareness, and best practices related to climate change and adaptation (CCA) focusing attention on Military and other public infrastructure impacts and best practices.
SAME SP Goals 3-5 (NAVFAC)	EAG	3-5	Education / Advocacy	N/A	Jeff Davis	N/A	NO SCORING: Preparing a summary document to submit to the EAG in SAME SP Goals 3-5 current efforts	- Efficiently inform EAG members of ongoing SAME Goal 3-5 efforts and impacts.
Joint Industry - Government Training (Business acumen, procurement, etc.) (OSD)	EAG	1	Education	TBD	TBD	FAM	NO SCORING: Requested additional scope clarification from the EAG (thru SLOs)	
Energy Resilience (CG)	EAG, COI	1	Advocacy / Education	TBD	TBD	E&S	NO SCORING: Requested additional scope clarification from the EAG (thru SLOs)	
Construction means and methods (prefabrication, etc.) (NAVFAC, USACE)	EAG	1	Education / Advocacy	TBD	TBD	JECO	NO SCORING: Requested additional scope clarification from the EAG (thru SLOs)	

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Pending Pressing Issue Highlights

- PFAS, Cyber & Climate Change: Scored, ready for approval

- SAME SP Goals 3-5: White Paper to NOV'21 EAG

- Joint Industry-Gov't Trng, Energy Resilience & Const Means & Methods: Requested additional clarification from EAG (SLOs)

- Energy Resilience: Energy & Sustainability developing a project submission

Pressing Issue Completed Scoring

Pending Pressing Issues	Source	Strategic Goal	IGE Team			Impact	AVERAGE SCORE
			Project Manager	XC Champion	Lead COI		
Avoiding PFAS Information Overload: Targeted Training for Operational Entities (OSD)	EAG	1	Bill DiGuiseppi	Jeff Davis	ENV	- Enables DOD, other Public personnel, and contractors to effectively address PFAS issues by providing accurate, concise, tailored and digestible PFAS knowledge.	17.06
Cybersecurity: Raising Awareness of Current & Emerging Cyber Threats to Smart Operational Technologies (OT) & Development of Effective Policy & Standards Enhancing Cybersecurity Resiliency for Federal Facilities & Infrastructure (CG)	EAG, COI	1	Lucian Niemeyer, Brian May	Heather Wishart-Smith	RES	- Raising awareness of current and emerging cyber threats to smart operational technologies (OT) used in federal facilities and infrastructure; - Facilitate development of effective policy and standards aimed at enhancing the cybersecurity and resiliency of federal facilities and infrastructure.	20.56
Climate Change: Sea Level Rise in Coastal Regions and its Effect on Military and other Public Infrastructure (OSD)	EAG	1	Albert Romano	Carrie Ann Williams	RES	- Provides resilience education, awareness, and best practices related to climate change and adaptation (CCA) focusing attention on Military and other public infrastructure impacts and best practices.	18.13
SAME SP Goals 3-5 (NAVFAC)	EAG	3-5	N/A	Jeff Davis	N/A	- Efficiently inform EAG members of ongoing SAME Goal 3-5 efforts and impacts.	NO SCORING -- Preparing a summary document to submit to the EAG in SAME SP Goals 3-5 current efforts
Joint Industry - Government Training (Business acumen, procurement, etc.) (OSD)	EAG	1	TBD	TBD	FAM	TBD	NO SCORING -- Requested additional scope clarification from the EAG (thru SLOs)
Energy Resilience (CG)	EAG, COI	1	TBD	TBD	E&S	TBD	NO SCORING -- Requested additional scope clarification from the EAG (thru SLOs)
Construction means and methods (prefabrication, etc.) (NAVFAC, USACE)	EAG	1	TBD	TBD	JECO	TBD	NO SCORING -- Requested additional scope clarification from the EAG (thru SLOs)

Pending Pressing Issue to *IGE Project* Recommendations

- Approve and transition to IGE Project:
  - *Avoiding PFAS Information Overload: Targeted Training for Operational Entities*
  - *Cybersecurity: Raising Awareness of Current & Emerging Cyber Threats to Smart Operational Technologies (OT) & Development of Effective Policy & Standards Enhancing Cybersecurity Resiliency for Federal Facilities & Infrastructure*
  - *Climate Change: Sea Level Rise in Coastal Regions and its Effect on Military and other Public Infrastructure*
- Approve, move to Parking Lot (resource constraint):
  - None
- Disapprove and notify Submitter:
  - None

XC Champion Recommendations

- Small Business Size Standard: Sally Clark
- CPARS Education & Reform: TBD
- Avoiding PFAS Information Overload: Jeff Davis
- Cybersecurity: Heather Wishart-Smith
- Climate Change: Carrie Ann Williams

IGE Program Communication Plan

- The Military Engineer (TME), NOV-DEC'21:
  - IGE Program Update article including new process and newly approved projects
  - Project list sidebar including all projects and brief status update
- IGE Webpage:
  - Revamped webpage including tabular project list with impacts
  - "Do You Want to Know More" button for each linked to project documents
- *SAME Perspectives:*
  - Documents all completed projects: Results, impacts, efforts expended
  - Forms important resource for future *Thought Leadership*

IGE Program Management Plan Development Major Milestones

Phase I: Governance	Target
Project Management Matrix (Workload Management)	**3 QTR 21**
Executive Committee Role (Determine Priorities)	**3 QTR 21**
Executive Advisory Group (EAG) Role (Government Perspective & Needs)	**4 QTR 21**
Industry Role (Industry Perspective & Needs)	4 QTR 21
Operationalize COIs (Expand technical member support for XC Priorities, Stakeholder management)	2 QTR 22

IGE Program Management Plan Development Major Milestones

Phase II: Management	Target
National Industry-Government Engagement Plan (NIGEP)	
Responsibilities	**3 QTR 21**
Collection, Identification of Issues (Pressing, Project Delivery, Joint Engineering)	**3 QTR 21**
Selecting Priority Issues	**3 QTR 21**
Determining Impact, Task Organizing, Assignment	**4 QTR 21**
Project Management	**4 QTR 21**
Metrics (measuring impact)	4 QTR 21
Other IGE Programs (COI initiatives, Post support, webinars, education, etc.)	4 QTR 21
Communications (Reporting progress, Sharing perspectives, Celebrating impact)	4 QTR 21
Resource Strategy	4 QTR 21

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Diversity, Equity & Inclusion Action Plan

Status Update

20 Oct 2021

Purpose of Presentation

- Raise awareness of DEI Action Plan

- Provide a status update

- Request feedback by 3 Nov 2021

Overview of DEI Action Plan & DEI Subcommittee

As a Society, our mission is to build leaders and lead collaboration among government and industry to develop multidisciplined solutions to national security infrastructure challenges. Over the course of a century, SAME has created opportunities for leadership development, networking, and technical collaboration across the A/E/C profession. All over the world, an increasing awareness of the business case for diversity and inclusion (D&I) is on the rise. Research consistently cites D&I as a source of competitive advantage and a key enabler of growth.

- Developed a detailed Pathways Action Plan.

- Consolidated number of Paths Forward from 6 to 4 to focus efforts.

- Scheduling these actions over the next year and beyond.

- Collaborating and engaging across Society, engaging on DEI.

Pathway 1: Commit & Cascade |
Articulate the Society's vision and cascade accountability for delivery to the Posts.

Task Description & Purpose

Executive Commitment. Develop Executive Letter of Commitment to be included on website and similar materials to demonstrate top-level Society commitment to DEI. Work with Society President/Office to craft document. Expand diversity commitment beyond gender, race/ethnicity, and professional background.

DEI Toolkit. Establish DEI toolkit in support of the strategic plan's objective to "provide a repository of industry-government engagement tools, resources, and lessons learned on the SAME national website." Decide on composition of toolkit and what content should be in the toolkit.

External Communications. Create external messaging for DEI in support of "communications to inform, educate, and reinforce SAME's impact to the nation." Tout/advertise DEI toolkit events, Post activities, goals achievements, etc. Review SAME website content for current DEI terminology and modify as needed. Add more imagery reflective of current/future membership, Recommend changes as needed. Work with Jill for approvals.

Leadership Representation & Training. Support the Posts, COI, National Leader Development Program in ensuring diverse representation of Post/COI leaders and of classes.
--look at current make-up of classes and Post/COI leaders. --review recruiting efforts and criteria to support inclusion. --look at curriculum to address DEI.

Industry-Government Engagement Workshop. Identify Industry-government engagement workshops to develop relationships and collaboration in addressing national, state, and local needs to build equitable infrastructure and communities. Conduct tabletop exercises at Posts/Regions to stimulate collaboration among military & civilian engineers & planners.

Conduct Membership Survey and Analyze Demographics. Follow up on 2020 survey every to gauge member perceptions on diversity, equity and inclusion and analyze member demographics.

Consider DEI award (post and individual).

Engage across COIs. Hold targeted conversations and set goals with COIs to explore diversity efforts, offer opportunities, scholarships and outreach to underserved communities (K12, Camps, LDP, etc.)

Steamers. Codify DEI into the Streamers (to include STEM programs/ K12 outreach)

Determine actions to ensure continuity beyond 2022/2023.

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Pathway 2: Link DEI to Membership Growth

**Demonstrate SAME's commitment to advancing the future
of the AEC industry & increase interest in SAME membership.**

Task Description & Purpose

DEI Toolkit. Identify strategies to attract more diverse and equitable populations that reflect the Society's commitment to recruitment, advancement and retention. Work with internal COIs/Program leaders to determine best ways to engage and collaborate with them.

Member Recruitment. Work w/ sustaining member companies & military representation to broaden inclusion of the SAME representatives and, through SAME participation, to provide development opportunities for member employees.

External Communications. Publish SAME DEI article in Diversity in Action looking for members who are like-minded believing in a strong United States.

Explore SAME's demographics compared to USG/US Military. Look into why SAME does not reflect the military's diversity: conduct interviews & listening sessions, and respond by addressing those issues (e.g. STEM interest) -- Understand how they find value (how do you find value by being a member here?)

Collecting demographic information. Consider collecting diversity demographic information for benchmarking and progress measurement

Communicate diversity of SAME membership. Review TME and website for diversity of photos. Work with communications team to set guidelines to reflect DEI goals. Member spotlights in the TME to spotlight the diversity of membership in SAME

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Pathway 3: Mentoring & Training

Task Description & Purpose

DEI Toolkit. Develop DEI classes for Post leaders (which would be included in Toolkit) to provide basic literacy on DEI and how they can support efforts w/in Posts. Determine type of training needed. May incl. Relationship Building, Bias training, Allyship, etc.

DEI Toolkit. Develop an unconscious bias training video to develop awareness that we all have unconscious bias. Provide video to leadership groups within Society.

DEI Toolkit. As part of DEI Toolkit, provide resources to help sustaining members bring DEI initiatives to their firms.

Leadership Development. Work with Leadership Development Program (LDP) COI to develop DEI-content for LDP curriculum to educate emerging leaders on DEI

Mentoring. Develop/enhance current strategy for member mentoring to include/set DEI goals for existing Society programs. Review scholarship programs for colleges and camps to better target underrepresented communities. Work with internal COIs/Program Leaders to facilitate buy-in and engagement.

Credentialing. Support credentialing & training of underrepresented groups of service members. Develop plan to use scholarship funds to support training for licensing.

Camp/Scholarship Program Recruitment. Develop handout/ppt slide that SAME Posts and member companies can use to share information and aid in recruiting underrepresented communities for camps and college scholarships. Create customizable document for use by local Posts.

Camp/Scholarship Program Requirements. Examine/Revise requirements for scholarships and camp admissions with the goal of recruiting diverse campers and camplers who have not been exposed to STEM previously. Work with Camp COI in providing support inclusive camp membership. Look into communities to bring people who have never been involved in STEM - introduce them to camps. Alter criteria.

Scholarships. At post level, provide assistance to families to support first generation college goers, which may include $$ assistance to cover incidental costs or internships.

STEM Programs. Reach new students through STEM programs that have not been exposed to engineering previously. Develop programs that reach students (and their families) at all levels - elementary, middle, and high school.

STEM Programs. Stand-up, man training rooms for weekend or after school programs. Develop kit, webinar for Posts (projects for kids)

Approach Eng Firms for sponsorship

Example: Goodwill Houston has training rooms, the employees inviting students, SAME teaching

STEM Programs. Organize/sponsor/participate in a STEM competition or activity for K-12 audience, targeted to underrepresented communities.

Develop a conference mentoring program: pair underrepresented attendees with an experienced mentor to talk for several months before and be introduced at the icebreaker.

Include HBUs, online programs, and Tech Schools in scholarship Programs

Ask Fellows to take on at least one mentee from an underrepresented group

Work with KLDC for transparent & open communication and recruitment

Develop DEI curriculum for Post Leaders workshop

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Pathway 4: Partnering with Other Organizations

Task Description & Purpose
Prioritize strategic partners
Mentor the underrepresented groups in the partner organizations
Look at existing partnerships to see where we can increase recruiting efforts to expand outreach to underrepresented groups
Set up meetings with strategic partners
Invite diverse engineering organizations to our meetings, events, training, etc. at the National Level/COIs
Seek alignment with strategic partners like NSBE, SHPE, BEYA.
Engage with Association of Engineering Societies on its DEI initiative and cross-sharing of experience and content.
Review current partners and identify if we are missing any strategic partners

Next Steps

- Prioritizing and Scheduling Actions with Champions from DEI Subcommittee

- Make Action Plan available on SAME website (membership section)

- Request Feedback on Action Plan by 3 Nov 2021

Questions to answer:

1. Are current bylaws (dated 19.7.21) fit for purpose?
2. What is the absolute minimums required for bylaws for a non-profit corporation?
3. What can come out of the bylaws? Do we want it out of the bylaws? Why does it need to be added / deleted?
4. If the bylaws isn't the right location for it, where does it go (e.g. operations manual)? Who is responsible for making this change?
5. Is the Society membership better served by a recommended change? Does it make governance more functional?

Separate question for us to answer:

Does the bylaws subcommittee remain as a standing body? If so, what are its business rules? (I.e. where does it reside, who picks members, how long do the members sit on the subcommittee, etc.)

Bylaws of the Society of American Military Engineers

(As approved by the Board of Direction, July 19, 2021)

Article I: Name of Organization

1. This Nonprofit organization is named the Society of American Military Engineers (SAME) and hereto after, referred to as SAME or the Society.
2. The National Office will be located in Alexandria, VA, or as determined by the Board of Direction.

Article II: Corporate Purpose

1. **Nonprofit Purpose.** SAME is organized exclusively for education, training, charitable, and collaborative purposes, including, for such purposes, the making of distributions to organizations that qualify as exempt organizations under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code.
2. **Specific Purpose.** To honor the enduring purpose of SAME as established in the original Constitution (Article II). The original Constitution will remain fixed as originally written.

Article III: Membership

1. **Eligibility.** Any individual, private company, public agency, non-profit organization, academic institution or division thereof desiring to become a member shall make application to SAME National Office using SAME's membership application forms or online application. There are no eligibility requirements for membership.
2. **Membership Business Procedures.** The Executive Committee has the authority to oversee business related aspects of membership. Changes to membership structure will be approved by the Executive Committee. Dues changes will be approved by the Board of Direction. The National Office will maintain the SAME Membership Business Procedures Guide.
3. **Rights of Members.** Only Members of SAME who are current in dues may vote, hold office and receive the benefits of membership in SAME. At the discretion of the Executive Director, individual membership may be extended into their retirement in recognition of good and faithful service.
4. **Resignation and Termination.** Members may be dropped for unpaid dues or cause by a majority vote of the Executive Committee; provided, that the members shall have been given full opportunity for a hearing in their own defense; provided further, that members so dropped may be reinstated at a later date by a majority vote of the Executive Committee; provided further, that prior to such reinstatement the Member shall liquidate all their indebtedness to SAME.

Article IV: Meetings of Members

1. **Annual Meetings.** SAME shall hold an annual meeting for members. Notice of the place, day, and hour shall be published at least two months prior to the date of the meeting.

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Bylaws Subcommittee

Milestones

- 20 Oct: update on info subcommittee actions, intended focus, schedule – ask for adjusts
- 16 Nov: provide BOD update on subcommittee actions, work plan & schedule
- 15 Dec: present XC first recommendation for changes
- Jan – Feb:
  - Determine final round of changes / coordinate
  - Outline subcommittee business rules for comment
- 21 Mar: XC update on final recommendations
- Apr: finalise all recommendations
- 9 May: outbrief BOD on final recommendations for bylaw adjustments & subcommittee plan

2021-10-06	Wed	1200-1300	NLT Call	Virtual	
2021-10-20	Wed	1100-1300	XC Meeting	Virtual	
2021-11-03	Wed	1200-1300	NLT Call	Virtual	
2021-11-16	Mon	1100-1400	BOD Meeting	In Person	SBC
2021-11-18	Thu	1200-1400	EAG Meeting	In Person	SBC
2021-12-01	Wed	1200-1300	NLT Call	Virtual	
2021-12-15	Wed	1100-1300	XC Meeting (Bud	Virtual	
2022-01-12	Wed	1200-1300	NLT Call	Virtual	
2022-01-19	Wed	1200-1300	XC Call	Virtual	
2022-02-02	Wed	1200-1300	NLT Call	Virtual	
2022-02-16	Wed	1200-1300	XC Call	Virtual	
2022-03-02	Wed	1200-1300	NLT Call	Virtual	
2022-03-21	Mon	1100-1300	XC Meeting	In Person	Capital Week
2022-04-06	Wed	1200-1300	NLT Call	Virtual	
2022-04-20	Wed	1100-1300	XC Call	Virtual	
2022-05-04	Wed	1200 - 1300	NLT Call	Virtual	
2022-05-09	Mon	1100-1400	BOD Meeting	In Person	JETC