



# SAME Board of Direction Meeting Minutes

Monday, May 6, 2019

Tampa Convention Center, Tampa, FL

<b>Attended</b>		
**Appt. Dir.: Mike Blount	**Appt. Dir.: Rad Delaney	**Appt. Dir.: Caroline Roberts
**Appt. Dir./E. Dir.: Mike Darrow	Chair APC: Dave Packard	Chair A&R: Michelle Chambliss
Chair CO: Seth Lorimer	Chair Cred: Tamara Olson	Chair E&S: Dave Howe
Chair Enlstd: Adam Boubede	Chair Env: Rick Cox	Chair FM: Mark Tomassoni
Chair Fndn: John Mogge	Chair Int: Blair Schantz	Chair Camps: Joe Angell
Chair Res: Joe Manous	Chair SB: Karen Buniak	Chair STEM: Scott Prosuch
Chair Mbshp/VP: Cindy Lincicome	Chair YM: Lisa Thoele	**Counsel: Hal Rosen
ED: John Accardi	ED: Bob Bevins	ED: John Cawthorne
ED: Candis Hamilton	ED: Ramon Herrera	ED: Anita Larson
ED: Ben Matthews	ED: Charlie Perham	ED: Yvonne Simon
ED: Marci Snyder	Past Pres: Sal Nodjomian	Pres/Past Pres: Marv Fisher
Pres Elect/ Pres: Buddy Barnes	RVP: John Blaisdell	RVP: Jackie Hacker
RVP: Tony Higdon	RVP: Rich Houghton	RVP: Scott Jarvis
RVP: Bob Keyser	RVP: Sharon Krock	RVP: Jay Manik
RVP: Patrice Melancon	RVP: Cindy Miller	RVP: Shawn Moore
RVP: Tricia Muxlow	RVP: Kenny New	RVP: Dave Newkirk
RVP: Tony Petrocitto	RVP: Janette Tudor	RVP: Eric Warner
**USPHS SLO: Steve Sauer	**USCG SLO: Beth Runco	**USMC SLO: Chris Scannell
**USN SLO: Ben Turner	**USAF SLO: Ronda Underwood	VP/Pres Elect: Heather Wishart-Smith
<b>Incoming (non-voting)**</b>		
Chair SB: Mario Burgos	Chair K-12: Jeff Leonard	Chair YM: Victoria Mechtly
ED: Bob Ruch	ED: Christine Tsai	ED: Matt Turner
RVP: Jason Sweet	RVP: Roberta Perry-Schlicher	RVP: Miro Kurka
RVP: Norm Campbell	RVP: Steve Pranger	RVP: Jeff Davis
VP: Neal Wright	VP: Mark Handley	RVP: Pete Delano
<b>Not Attending</b>		
**Appt. Dir.: Bo Temple	ED: Kevin Lovell	ED: JJ Tang
**USA SLO: Eric Collett	**USA SLO: Emily Ruegger	Chair: Bill Haight

\*\*Non-voting

## Call To Order

BOD Day was executed in accordance with the format approved at the August 2018 XC Meeting (Encl 1 & 2). Joe Schroedel presented an expanded and successful orientation of new BOD members which included a refresher for all board members. The formal BOD meeting began at 1230. A majority quorum of 2018-2019 voting Board members was established (see non-attendance list above). Marv reiterated that the driving force behind National operations is to provide value to members (SMs, IMs and Govt.). We want to establish and maintain National level programs that provide value to Post members without putting the burden on Posts to fund/execute.

## Standard Reports

- **National Office:** Joe gave a brief update on the national office. He outlined the progress on phase I of the Centennial Celebration Plan (all milestones are completed or on target). He mentioned the importance of metrics as a function of the National Office and updated the board on partnerships, membership, and event

attendance metrics. He handed out the National Office Priorities for 2019-2020: Centennial Celebration, 2025 Strategic Plan, and Membership Experience (Encl 3).

- **Finance:** Will Hoffman briefed the board on the general financial health of the Society. The Society has a net asset reserves of 10 months which exceeds the industry benchmark of 6 months. We had our fourth successful audit. Revenue is still event-heavy. While it is healthy to have revenue from sources other than dues revenue, continued revenue diversification needs to be a priority. The Comprehensive Membership Review will be a factor in this diversification. The finance team has undergone a transition with Allison Ingram's departure. Will Hoffman and Ekaterina Khoreva now make up the SAME Finance department with occasional temporary help from an outside finance temp. The investment portfolio is monitored quarterly by the investment committee. This Society's investment committee also monitors the Foundation's investments. Overall, performance is slightly below benchmark in a positive market, and exceeding benchmarks in a down market. We also have four current and active Posts with funds in our Foundation managed by the Investment Committee. Now that it is open to all Posts and testing is complete, we foresee more Posts placing funds with the Foundation.
- **Membership:** Jill Murphy briefed the board on the Comprehensive Membership Review. Posts can look forward to more streamlined membership reporting, enhanced communications, more user-friendly technology and more.
- **Centennial Commission:** Cindy Lincicome briefed the board on the progress of the Centennial Commission. As a part of the National Leadership Team, the Centennial Commissioner oversees coordination between the Centennial Task Force, the SAME Foundation, AOF, National Office and Board. Cindy gave an update for Phase II and III of the plan. It is extremely important that RVPs are engaged with their Post Centennial Coordinators as they plan Post events.
- **Academy of Fellows:** Buddy Barnes briefed the board on results of the 2018 AOF Action Plan. His team has accomplished most of the tasks taken on in May 2018. He also presented the new timeline for Fellow Nominations. Finally, he briefed the board on the selection of the Golden Eagle awardees. The Distinguished Fellows, led by Hal Rosen, are the selection committee for the award. In a later meeting at JETC, they agreed to pursue Gary Sinise as their first choice for the non-member award to be presented at 2020 JETC. Buddy is handing over the AOF Chair position to Vice President, Neal Wright.
- **Foundation:** John Mogge briefed the board on the progress of the Foundation. They will be conducting a fundraising campaign which will include several different types of giving (annual, corporate, planned). They have hired Impact Communications as a consultant in the process. The campaign will kick-off in June and finish through July. An RVP asked how he could alleviate Post fears that the Foundation was taking Post scholarship funds away from Posts. John once again explained the Foundation's role in relation to Post funds and directed him to the web page which includes an updated presentation, the Post Funds Policy, and FAQs. He mentioned that he will have 5 board positions to fill by the end of this year. Interested members should contact Joe Schroedel.
- **RVPs:** Heather Wishart-Smith updated the board on action items from the Post Leader Workshop to include a request for "SAME 101" at Post Leaders. She mentioned that 83% of Post annual reports were submitted on time which means that the National Annual Report is the most comprehensive report the Society has had. She outlined some best practices and presented next steps which included: identifying Centennial POCs, Annual Report awareness, IGE clarity, Post Service medal revisions, use of the national calendar and the addition of the Awards & Recognition and Membership COIs under the National Leader over RVPs.
- **C&Cs:** Cindy Lincicome provided an overview of what COIs had accomplished over the year. She then presented a decision brief to the board on COI governance which included two options for COI leadership: COA 1 added five strategic leads between COI Chairs and the National Leader overseeing COIs. COA 2 added a new National Leader to divide the scope of work for COIs. These options were generated by a board mandated work group, chaired by Cindy and Mark Handley, with guidance provided by the XC during 2019 Capital Week.

There was much discussion about both COAs with regard to the size of the board, the formation of the XC, and how additional positions would be filled. A final vote was conducted – results as follows:

COA 1: 17 Yes, 25 No

COA 2: 25 Yes, 16 No (one person refraining)

The adoption of COA 2 will require a Bylaws change and the addition of a new Vice President. The President will return to the nominating committee for Vice President to determine eligible candidates. If there was another candidate, the XC will vote in the new VP no later than the Post Leaders Meeting in August, in accordance with the Bylaws, Article VIII.1.b. If there was not, the XC will vote on a temporary VP until the next election cycle.

## Strategic Plan 2025

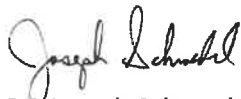
Sal Nodjomian gave a presentation at the beginning of board day which outlined the progress of the 2025 Team and the timeline for future work. Later on, Charlie Perham presented the draft goals the board into groups to discuss the proposed objectives and goal definitions (Encl 4). Group leaders were identified and are providing notes and changes to Charlie for consideration and implementation. All board members should circulate the draft document and provide feedback to Charlie Perham, [charlieperham@gmail.com](mailto:charlieperham@gmail.com).

## Consent Agenda

- [BOD Meeting Minutes Oct](#) - approved
- [XC Meeting Minutes Dec](#) – approved
- [XC Meeting Minutes Mar](#) - approved
- [Foundation Meeting Minutes Nov](#) - approved
- [Foundation Meeting Minutes Mar](#) - approved
- Foundation Bylaws Change (Encl 5 - changed term limits to accommodate a staggered turnover as normal order is achieved) - approved
- COI Decision Brief – COA #2
- COI Draft Operations Manual (Encl 6 - must be updated to accommodate COI governance decision) Additionally, Bylaws will be updated for presentation at November BOD Meeting.
- National Election Results – approved
- 2025 Strategic Goals & Objectives – final plan presented at November BOD Meeting
- Joe Schroedel presented a coin design for 2020. The board voted unanimously to produce the coin.

## Summary & Adjourn:

At the end of the meeting, Marv Fisher provided some remarks. He challenged board members to get to know each other and stressed that these board positions are really about relationships. Buddy Barnes, 2019-2020 President, also gave remarks. He mentioned that the nomenclature of our goals are irrelevant as they will soon be “Goals” in the 2025 Strategic Plan. He challenged the board to engage our Strategic Partners, government stakeholders at every level, and our sustaining member stakeholders. He stressed the importance of recognizing volunteers and defined his presidency as the “Sprint to the Start of the 2d Century.” The meeting adjourned at 1715 and board members made their way to the President’s Reception.



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

Encl 1: Meeting Agenda

Encl 2: Presentations

Encl 3: National Office Priorities

Encl 4: 2025 Goals & Objectives (DRAFT)

Encl 5: Foundation Bylaws Change

Encl 6: COI Draft Ops Manual

## ENCLOSURE 1

TIME	AGENDA	RESPONSIBLE
0700 – 0800	National Leadership Breakfast (Marriott Restaurant)	National Leaders ( <i>by invitation</i> )
0730 – 0800	Continental Breakfast	
0800 – 0830	2025 Strategic Plan Presentation	Sal Nodjomian & Charlie Perham
0830 – 0930	Board Training (all) <ul style="list-style-type: none"> <li>• Organization / National Entities</li> <li>• Authority / Bylaws</li> <li>• Management &amp; Governance Review / Battle Rhythm</li> <li>• Strategic Plan</li> </ul>	Kathy Off Joe Schroedel Marvin Fisher Marvin Fisher  Buddy Barnes
0930 – 1200	RVP Meeting (current & new)	Heather Wishart-Smith, Mark Handley, Jill Murphy
1100 – 1200	Elected Director and C&C Meeting (current & new) New Board Member Training wrap-up <ul style="list-style-type: none"> <li>• Roles / Responsibility</li> <li>• Expectations</li> <li>• Communication</li> </ul>	Cindy Lincicome, Kathy Off Joe Schroedel, Marv Fisher, Buddy Barnes
1200 – 1230	Lunch (new Board Member introductions)	Joe Schroedel
<b>Formal BOD Meeting – Standard Update Reports</b>		
1230 – 1235	National Office	Joe Schroedel
1235 – 1240	Finances	Will Hoffman
1240 – 1245	Membership (Individual Membership Strategy)	Jill Murphy
1245 – 1300	Centennial Commission	Cindy Lincicome
1300 – 1310	AOF (w/Centennial plan for GED)	Buddy Barnes
1310 – 1320	Foundation (w/Centennial plan input)	John Mogge
1320 - 1330	RVP Report	Heather Wishart-Smith
1330 – 1420	Committees & Council Report/ Work Group Recommendations	Cindy Lincicome
1420 – 1430	<b>Break</b>	
1430 – 1630	Strategic Plan 2025 (Goals, Objectives, next steps)*	Sal Nodjomian/ Charlie Perham
1630 - 1650	<b>Consent Agenda &amp; Discussion</b>	Joe Schroedel
Encl 1	BOD Meeting Minutes (Oct)	
Encl 2	XC Meeting Minutes (Dec - Budget)	
Encl 3	XC Meeting Minutes (Mar)	
Encl 4	Foundation Meeting Minutes (Oct & Mar)	
Encl 5	Foundation Bylaws Change	
Encl 7	Community of Interest Decision Brief	
Encl 8	Community of Interest Draft Operations Manual	
Encl 9	2025 Strategic Plan Goals & Objectives	
Encl 10	National Officer Voting Results	
<b>Direction</b>		
1650 – 1700	President's Closing (Review Actions and Direction)	Joe Schroedel & Marv Fisher
1700 – 1710	Recognize Outgoing Board Members	Joe Schroedel & Marv Fisher
1710 – 1720	President-Elect Remarks	Buddy Barnes
<b>Reception</b>		
1730 – 1900	President's Reception	Marv Fisher




1

# Stay Connected



NETWORK: SAME

PASSWORD: JETC19

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2



3

## Overview

- The Team
- The Timeline
- Perspective
- Vision and Mission
- Lines of Effort (Goals)
- Proposed Objectives
- Way Ahead
- Discussion

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4

## The Team

Deliberate blending of various demographic factors:

- Fellows/Young Members
- Small/Medium/Large Posts and Regional diversity
- Government (uniform/civil service) and Private Sector (SB/LB)
- Tremendous response – over 40 volunteers

Col Scott Grainger	Traci Dewar	Scott Griffin
Lt Col Matt Altman	Kathy Off	Jennifer Kilbourn
CDR Craig Clutts	Steve Pranger	NK Mbaya
Maj Seth Lorimer	Jeff Davis	Lisa Thoele
MSgt Amanda Jones	Steve Tupper	Bobbi Lang
Kathy Stewart	Pat Coullahan	



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5

## The Timeline

- ✓ February – Call for volunteers, team selection
- ✓ March – Senior mentor engagement, idea generation, mega-trend consideration, XC update
- ✓ April – Frame new Strategic Plan, team reviews, mission and vision review
- ✓ May – Share draft plan with BOD prior to JETC; working session during BOD
- June/July – Communities of Interest (COI) and Post feedback
- August – Post Leaders Workshop – utilize select attendees of PLW to formulate detailed tasks
- Sep/Oct – Finalize strategic plan incorporating new goals/objectives/tasks
- Nov – BOD approval and announce 2025 Strategic Plan at SBC
- Dec – Publicize plan in TME



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6

## Perspective

"We are establishing at this time a Society of American Military Engineers. This society will serve no selfish purpose. It is dedicated to patriotism and national security. Its objects are, in brief, to promote solidarity and co-operation between engineers in civil and military life, to disseminate technical knowledge bearing upon progress in the art of war and the application of engineering science thereto, and to preserve and maintain the best standards and traditions of the profession, all in the interests of patriotism and national security."

–The Military Engineer magazine, January 1920

The team started with shared beliefs that SAME is:

- A total volunteer organization
- One Society of vibrant posts supported by National
- The "Society of Choice" for young members, especially military members
- Striving to exceed expectations of sustaining and Individual members



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7

## Vision

- CURRENT 2020 Vision - "SAME is recognized as the multi-disciplined integrator of military, public, private, and academic national infrastructure-related capabilities to produce viable solutions for America's national security."
- DRAFT 2025 Vision: "Serve as the foremost integrator for leadership development and national security infrastructure collaboration within the A/E/C profession".



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8





## Mission

- CURRENT 2020 SAME Mission - "SAME leads collaborative efforts to identify and resolve national security infrastructure-related challenges."
- DRAFT 2025 Mission: "SAME builds leaders and provides the platform for government and private industry to find solutions to national security infrastructure challenges."



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9



## Lines of Effort/Goals

- Enhancing Industry-Government Engagement
- Developing Leaders for the Nation
- Producing STEM Professionals for the Nation
- Preparing Veterans for the A/E/C Industry
- Strengthening the Resilience of our Communities

MORE LATER....



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10



11

## Welcome to the SAME National Board of Direction

**Orientation Outcomes:**

- Know and Understand your role
- Know and understand the role of the national Board of Direction
- Have quick reference to enable effective execution of your role
- Properly integrate you into the BOD


**References:**

**SAME Constitution and Bylaws:** SAME is a non profit organization and is incorporated as a 501 c (3). When we were constituted in 1920, the standard was to have both a constitution (statement of enduring purpose) and bylaws (operating rules). Current industry standards (such as our Foundation) require only bylaws. To preserve our original purpose, we fixed our constitution and keep bylaws current to meet Society governance needs.

**Welcome Letter:** Your welcome letter outlines several important aspects of your role on the BOD and the Society's expectations of you. Most importantly, the letter outlines your *legal liability and authority* on the BOD.

**SAME National Governance Summary:** This is the single source of current documentation related to the governance and management of SAME. It is reviewed annually by the XC in August during the Post Leaders Workshop.

**Associations NOW Board Brief ((2017):** This is a great reference to help you understand the your role and the role of boards in nonprofit organizations such as SAME.




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12




# SAME National Culture



**“SAME is One Society of Vibrant Posts that are Relevant Locally and Contribute to the National Direction.”**

The BOD ... is accountable for:

- setting the National Direction (Strategic Plan),
- enabling National and Post success,
- measuring progress (IMPACT),
- recognizing our members for their volunteer contributions!

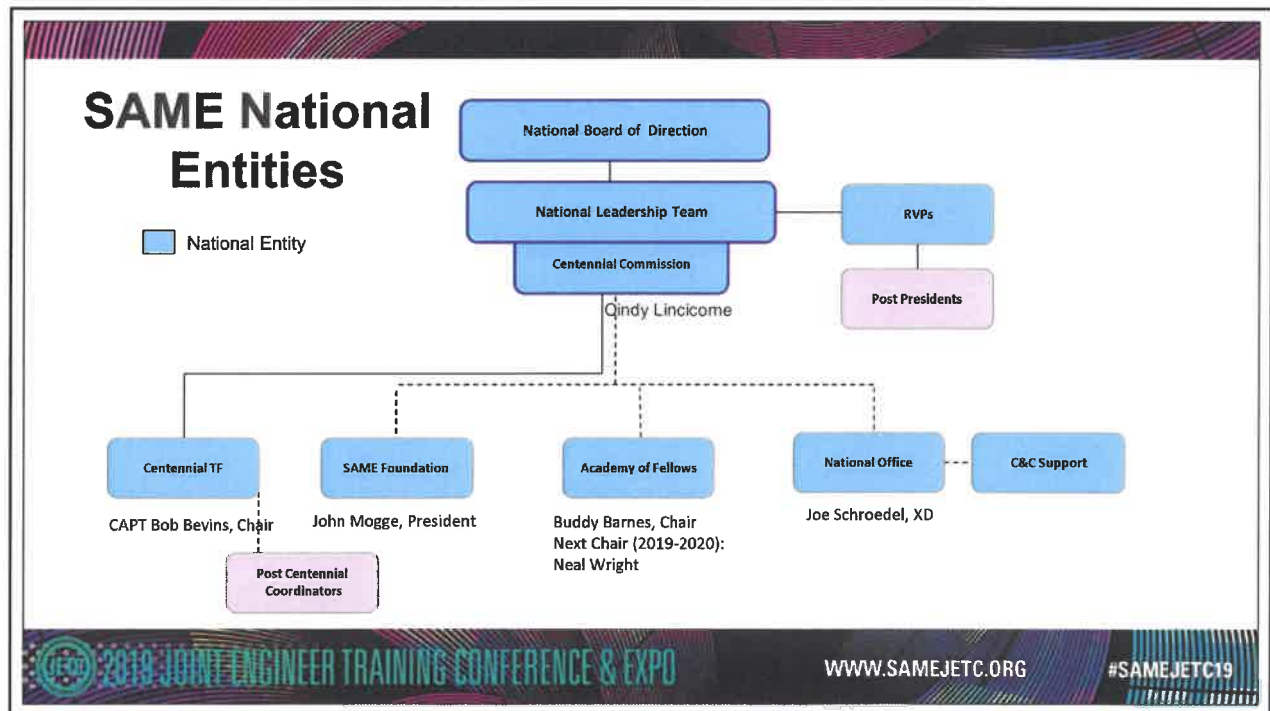


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13



14

## Primary Focus

**Role of Commission:** Part of the National Leadership Team; National Coordination of Centennial Activities

**National Office:** Overall Management of Centennial Celebration; Phase II (JETC 2020) planning and execution; further C&C role as extension of national office by involving C&C's in centennial planning and execution

**SAME Foundation:** LDP Implementation (first graduation at JETC 2020); Foundation Fundraising Campaigns; Special events at JETC 2020 as desired

**AOF:** AOF Action Plan Implementation (Fellows focus now is to support posts); LDP Implementation; Reset Fellows Investiture to JETC in 2020; Special Fellows events at JETC 2020 as desired

**Centennial TF:** Dialogue w/ Post Centennial Coordinators – share Phase III plans among posts, keep leadership and members informed of centennial activities



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15

## Some Nuances

- **National Governance Summary:**
  - **Governance vs Management:** BOD Governs, National Office manages
  - **Executive Committee (XC):** Read the bylaws – some decisions vested in XC (eg. National office budget)
  - **Fiduciary Responsibility:** We all carry legal liability
  - **Strategic Plan:** We drive the organization with our 5 year plan
  - **National Leadership** recruiting and selection: We are all recruiters; we have disciplined process for selection
  - **AOF Action Plan:** We have redefined Fellows – still early in implementation – get behind it
  - **Committee and Council TF:** Key initiative – defining additional capacity of national office (limit full time staff)
  - **Comprehensive Membership Review:** We need to get with the times – enhance the “Member Experience”
- **BOD:** XD Relationship: Professional BOD holds XD accountable
- **National Leadership Team (Pres, Pres elect, Past Pres, VP's, XD) Calendar Management:** Bi weekly detailed process in national office
- **National Office Management:** Disciplined procedures; family climate; 3 reasons exists
- **Stakeholder Management:** Heavy external focus
- **Communications ... Communications ... Communications:** “Who else needs to know; BOD is most informed – take the time to read: RealTIME; TME Columns; National Leadership memos
- **Non Federal Entities (NFE):** Value trumps the lawyers – don't focus on lawyers
- **Volunteer Recognition (Coins, Pres Coins, Awards):** Good leaders say thanks in meaningful ways – we need to fix this once and for all



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16

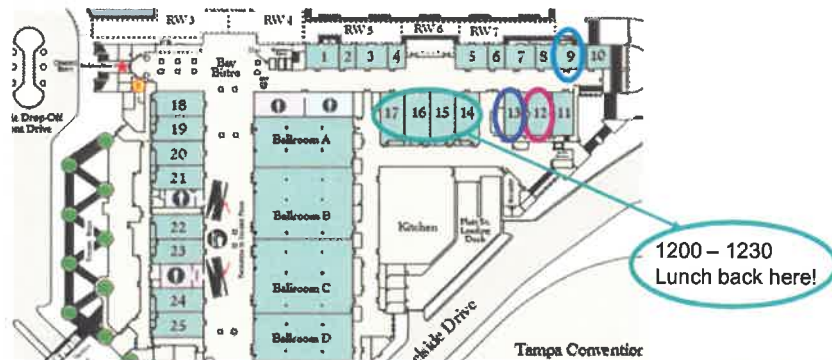
# Summary

- *Thanks for volunteering to serve on the national BOD and congratulations on your selection!*
- *You have a critical role to play as a BOD member – we are a professional society among professional societies in our industry ... SAME deserves a professionally oriented BOD.*
- *The National Office Team is here to serve the Society and you.*
- *We are almost ready to begin our next century of service to our nation, our profession – this will be an important year of final preparations to kick off our second century on 29 May 2020!!*

17

# Breakout!

- 0930 – 1200 RVP (current & new) – Rm 12  
Directors + C&C Chairs (current & new) – Rm 9
- 1100 – 1200 New Board Member Training wrap-up (new) – Rm 13



18

## WELCOME NEW BOARD MEMBERS!

- Mario Burgos
- Norm Campbell
- Jeff Davis
- Mike Darrow
- Pete Delano
- Mark Handley
- Miro Kurka
- Jeffrey Leonard
- Victoria Mechtly
- Roberta Perry-Schlicher
- Steve Pranger
- Bob Ruch
- Jason Sweet
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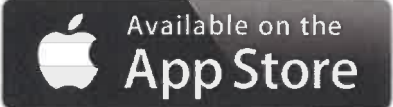
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19

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20

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21

CONTACT US

**National Office**

Joe Schroedel & Staff

22

## SAME Centennial Celebration Plan (May, 2018 to May, 2021)

**OUTCOME:** The overall expected outcome of SAME's 3 year long Centennial Celebration is to set the stage for and gain momentum going into SAME's second century of service to our nation.


**PHASES:**

**PHASE I: *The Run to 2020 and Beyond* (May, 2018 - May, 2020):** increase member participation in and enthusiasm for SAME by getting members involved in centennial activities at the post and national levels – ultimate result is long term active participation, especially at the post level, in SAME because of the positive experience with the centennial.

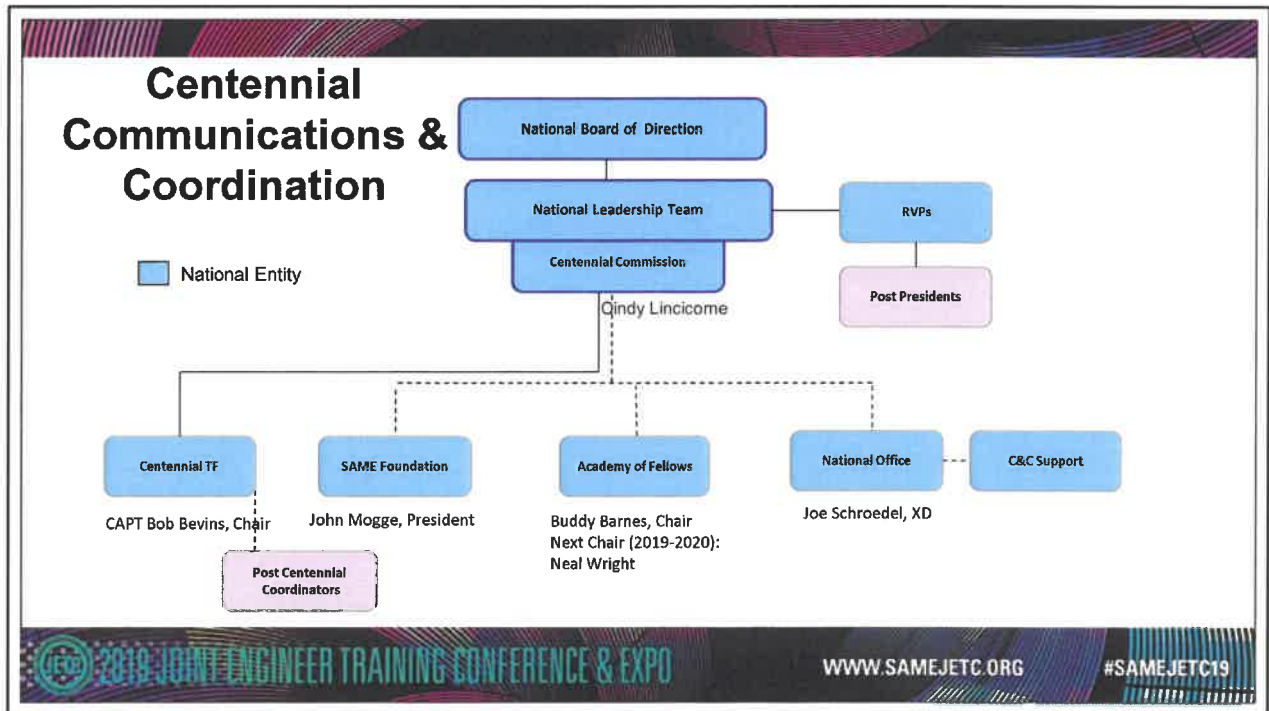
**PHASE II: *National Kick-Off Celebration* (27-29 May 2020):** at JETC 2020 in Washington, DC, formally signal the end of our first century and beginning of our second century; celebrate the important juncture in our history by conducting a memorable national Centennial Society Ball on 29 May 2020.

**PHASE III: *Post Celebrations* (May 2020 - May 2021):** focus on posts for the first year of our second century by highlighting post celebrations of what is important to them and their local stakeholders; use the 1919 Eisenhower convoy as a virtual thread to tie post celebrations together nationally – simply to underscore SAME's and our military's contributions to our national infrastructure and to the development of our profession.

**CONTEXT:** To fully understand our history, our future and the importance the three year Centennial Celebration ... READ pages 1-5, 9, and 78-95 of the *World War I Commemorative Edition of TIME!*


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23



24




## SAME Centennial Celebration Plan

### Phase I: The Run to 2020 and Beyond (May, 2018 – May, 2020)

**OUTCOME:** Increase member participation by engaging members in important initiatives and activities that help SAME increase the value we offer as we enter our second century.

1. Planning and Coordination: Establish the national centennial planning team and finalize concept for all three phases (DONE; May 2018)
2. Centennial Logo: design logo; begin advertising; produce logo apparel; generate awareness and enthusiasm for the Centennial (DONE; Feb 2018)
3. National Governance and Management Review: Complete to clarify roles (DONE; Aug 2018)
4. Establish Leadership of Collaboration Role (2020 vision): Fully integrate the VA into the Small Business Conference; DHS next ... (DONE; Nov 2018)
5. Establish National Leadership Team participation in Post events: National Leadership Calendar refined and working! (DONE; Jul 2018)
6. Develop and Implement the AOF Action Plan: to focus Fellows on supporting posts and sustain their active commitment to SAME (DONE; May 2018)
7. Publish *WWI Era TME Commemorative Edition*: to help members and stakeholders understand our past, present and future as well as our Centennial Celebration (DONE; Nov 2018)
8. Complete the archival of all TME's : now electronically available to the public (DONE; Aug 2018)
9. Develop and Implement a National Leader Development Program: first program sponsored and underwritten by the SAME Foundation (DONE; Starts at JETC 2019)
10. Launch the SAME Foundation Fundraising campaigns: (WORKING; ON PLAN)
11. Draft Strategic Plan 2025: draft will be presented to BOD in May 2019, vetted with posts; finalized at SBC 2019 in Dallas (WORKING; ON PLAN)
12. Complete a Comprehensive Membership Review: fix CLAS, make MEMBER EXPERIENCE WORLD CLASS ... (WORKING; ON PLAN)
13. Conduct special projects to enhance the Centennial: (Century Book) (WORKING; ON PLAN)



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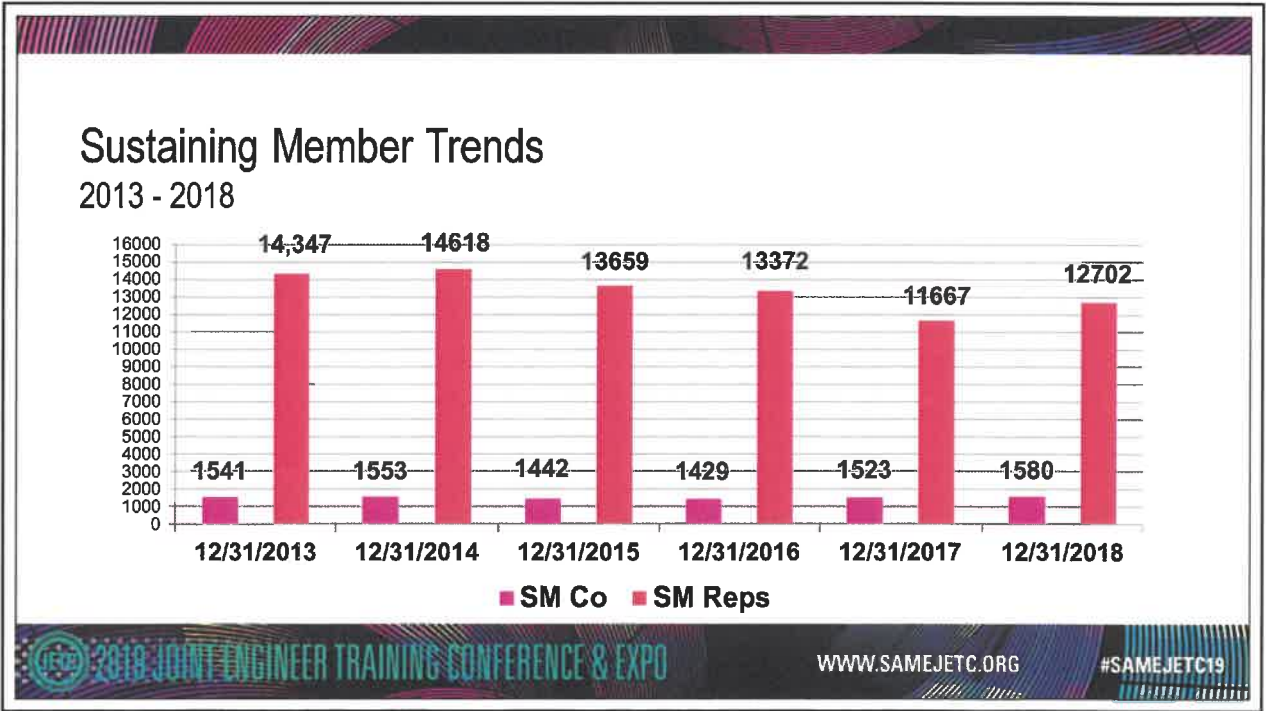
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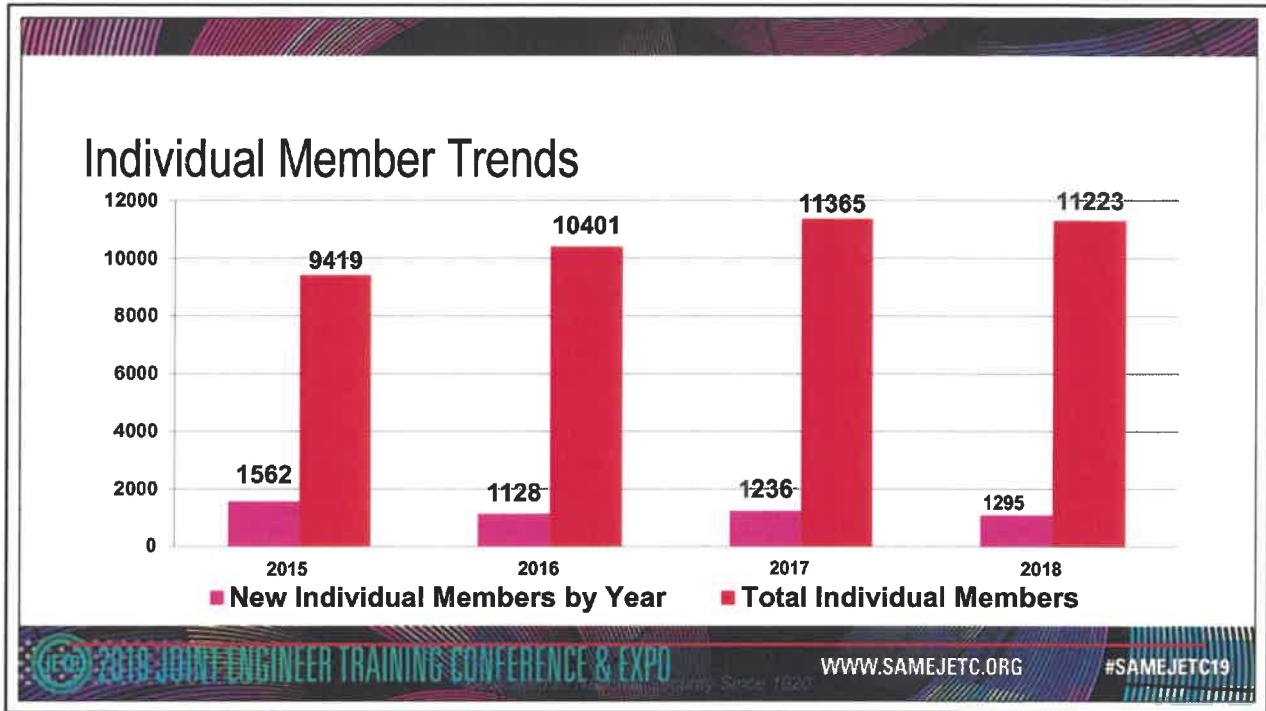
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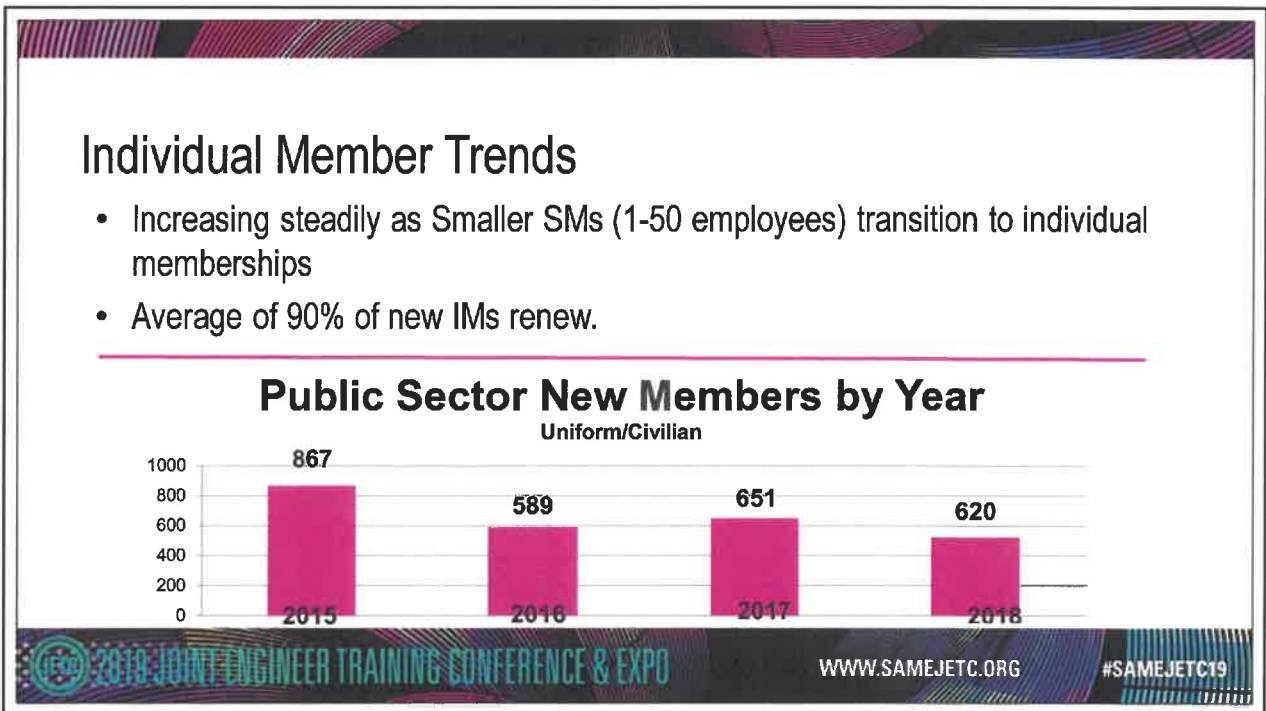
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28



29



30

## FM Workshop Emerging Tri-Service Interagency Workgroup

Year – Date	Location	# Attendees	# Exhibitors/Sponsors	Net Profit
2019 – Feb 6-8	San Antonio	476	32	\$37,500
2018 – Feb 7-9	San Antonio	430	29	\$5,401
2017 – Feb 9-10	San Antonio	329	19	\$23,947
2016 – Feb 24-25	San Antonio	269	21	\$10,139

An RFP will be issued for 2020 dates upon return from JETC.

We are working with Army IMCOM to co-locate their Public Works Leadership Workshop with the FMW! Due to their requirement their event be in San Antonio, we will hold the FMW in San Antonio.



31

## Capital Week

Year – Date	Location	# Attendees	# Exhibitors/Sponsors	Net Profit
2019 – March 11-13	Reston, VA	696	24	\$160,000
2018 – March 6-7	North Bethesda, MD	678	31	\$145,484
2017 – March 7-8	North Bethesda, MD	631	30	\$151,788
2016 – March 8-10	Alexandria VA	721	27	\$170,748

### **Future Years**

2019 – March 10-11, Herndon VA

2020 – March 16-17, North Bethesda MD



32

## JETC

Year - Date	Location	# Attendees	#Exhibitors/Sponsors	Net Profit
2019 - May 7-9	Tampa, FL	1,950 projected	212	\$315,000 projected
2018 - May 23-25	Kansas City	1,820	199	\$359,818
2017 - May 23-25	Columbus, OH	1,687	197	\$266,820
2016 - March 8-10	Phoenix, AZ	1,647	189	\$252,401

### Future Years

2020 - May 27-29, Washington DC

2021 - May 18-20, Portland OR

2022 - May 10-12, Aurora CO

2023 - May 2-4, San Antonio TX



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33

## SBC

Year - Date	Location	# Attendees	#Exhibitors/Sponsors	Net Profit
2019 - Nov 20-22	Dallas	3,100 projected	500 projected	
2018 - Oct 31-Nov 2	New Orleans	3,091	482	\$767,227
2017 - Nov 15-17	Pittsburgh PA	2,583	385	\$737,962
2016 - March 8-10	Phoenix, AZ	2,343	328	\$658,310

### Future Years

2020 - Nov 4-6, Dallas

2021 - Nov 17-19, Atlanta

2022 - Nov 2-3, Nashville

2023 - Will go out to bid after JETC

2024 - Nov 20-22, New Orleans



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34



35

## SAME Finance Update

- **Financial Health:**
  - 2018:
    - Successful budget execution despite market
    - Independent Audit: Completed (Mar); 4<sup>th</sup> Consecutive Year – “Unqualified Opinion”
  - Reserves: Over 10 months (standard: 6 months)
  - Investment Committee: Strong joint SAME and Foundation team; in transition
  - Revenue Diversity: event heavy
- **Foundation:**
  - Four Posts participating in Foundation Investment fund (restricted accounts)
  - Annual Fundraising Campaign set to launch in June
  - Foundation underwriting National LDP
- **Centennial Budget:**
  - XC authorized \$250k in December, 2018
  - Century Book: XC approved expenditure of \$95k (contract signed) plus \$30k earmarked for publication
- **Finance Staff Transition:**
  - Allison's departed 1 March 2019 (3.5 years); potential to come back as treasurer
  - New Financial Management Team:
    - Will Hoffman and Ekaterina Khoreva
    - Temporary contract senior comptroller (up to one year; monthly close out, forecasting, etc.)

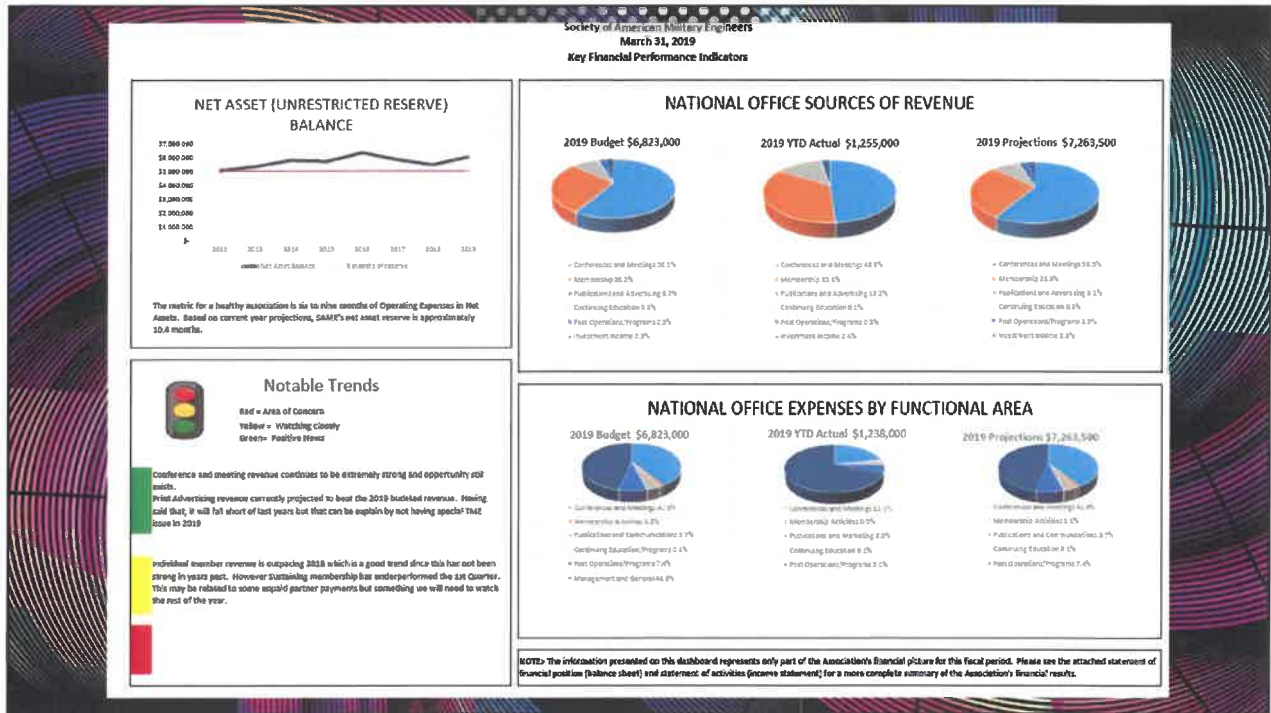


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36



37



38

## Member Experience

The interactions that members have with the society and how it makes them feel.

Managing the member experience is the purposeful design of their interactions to *meet the expectations of the member*  
= enhanced member focus.

This is a journey that encompasses all areas of the society.

**Some of what we have already completed:**

- Enhanced online member accounts
- Streamlined Post Rosters

**What's in development:**

- Home Post
- Enhanced Post information for members
- Enhanced Communities of Interest information for members
- New member welcome series
- Membership structure and dues review





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39

## Member Experience

**Other Areas of Evaluation/Consideration**

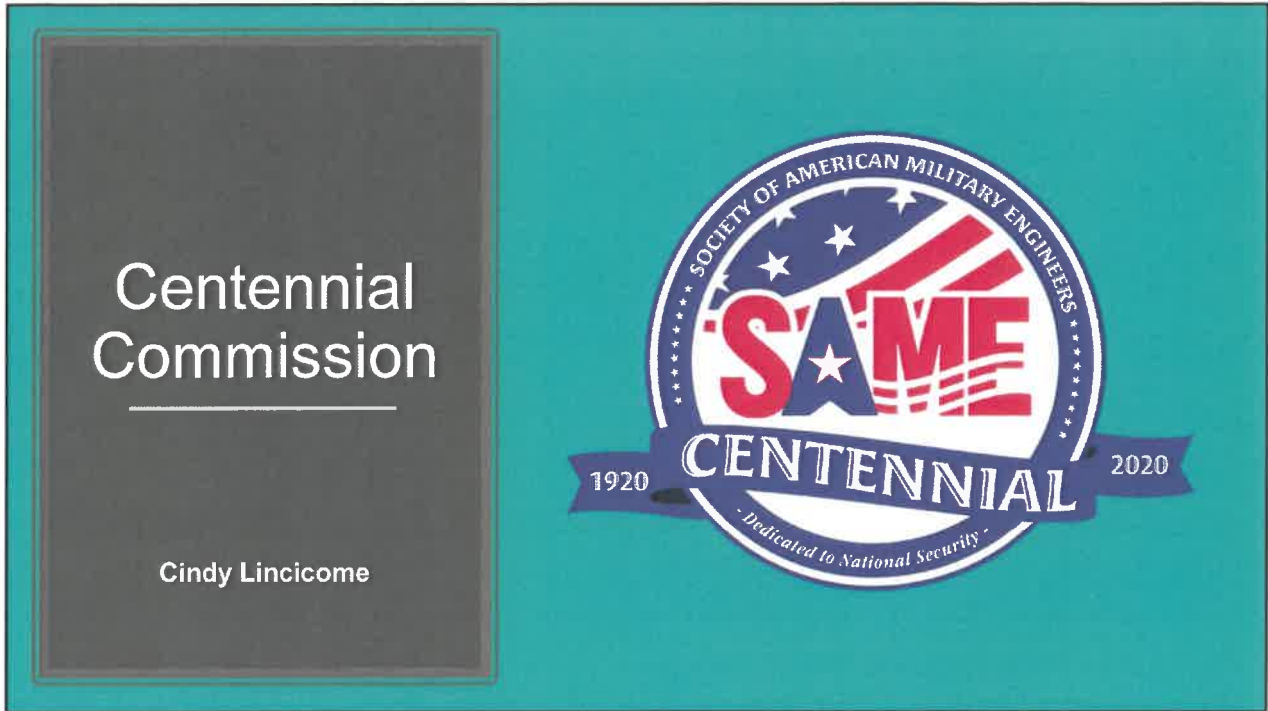
- Online join process
- Automated membership renewal for individual members
- Website
- Event registrations
- Mobile App
- Virtual Posts
- Online member communities
- IT and systems capabilities
- Professional development tracking



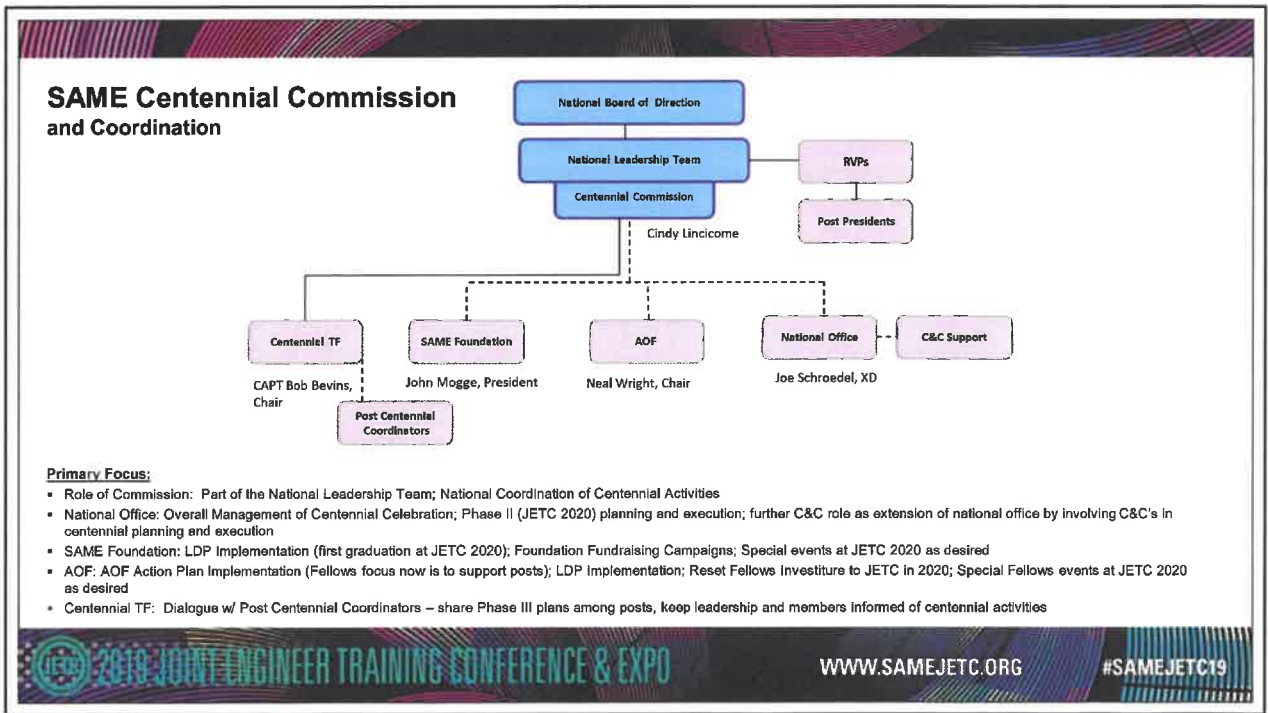

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40





41



42

## PHASE I – Run to 2020 (May, 2018 to May, 2020)

**OUTCOME:** *Increase member participation by engaging members in important initiatives and activities that help SAME increase the value we offer as we enter our second century.*

**UNDERWAY & ON PLAN**

- Launch the **SAME Foundation Fundraising campaigns** – Launch Date: **June 1, 2019**
- **SAME Centennial website launches in April 2019** (<https://www.same.org/sc100>)
- **Draft Strategic Plan 2025: draft will be presented to BOD in May 2019**, vetted with posts; finalized at SBC 2019 in Dallas
- Complete a Comprehensive Membership Review: fix CLAS, make MEMBER EXPERIENCE WORLD CLASS

**ADDITIONAL ACTIONS**

- Services Historian Engagement – documenting and History channel coverage through Phase III
- **Post Centennial Coordinator/CTF Liaison Workshop is scheduled for 8 May 2019 at JETC**
- Developing a “Push Package” for the Posts, and Centennial items in SAME Store at SBC 2019
- Foundation Fund Raising Campaign - Evaluate methods to generate funds for Foundation at JETC 2020
- Academy of Fellows - Golden Eagle Nominations are due 15 April 2019
- Post Leaders Workshop





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43

## PHASE II: Centennial Kick-Off Celebration (27-29 May 2020, Washington, D.C.)

**OUTCOME:** *Conduct a memorable, well-attended National Celebration of our first 100 years and officially kick off our second century.*

**UNDERWAY/ON PLAN**

- Special Centennial Coin; All Post flags present; volunteers come from all posts; Post Awards Lunch; robust training program
- Enhancements in the exhibit hall and throughout the venue depicting our history and our future.
- Invite participation of stakeholders and sustaining members to celebrate their achievements in the last 100 years!
- Establish Joint Staff declaration that JETC is the premier annual joint and interagency training conference in the world; all COCOM engineers participate in Table Top Exercise and professional development training as does the right segment of industry
- First National Leader Development Program graduation hosted by the *SAME Foundation*
- Foundation Fund Raising Campaign
- Recognition of Past Presidents – get national VP there (VP was the president)
- Second Century Kick Off Ceremony (including beginning the reenactment of the Eisenhower Convoy)
- Special Fellows recognition and Investiture of Fellows moved to JETC – begins in 2020.
- Potential for special tours and opportunities for those who decide to use Memorial Day week to spend time in our nation’s capitol; possibly a local post golf tournament
- Huge Gala Ball – theme – “Supporting our Veterans”; AOF is working early selection of someone of the stature for the 2020 Golden Eagle Award; tentatively – include GED at the Centennial Ball)



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44

## PHASE II: Centennial Kick-Off Celebration (27-29 May 2020, Washington, D.C.)

**OUTCOME:** Conduct a memorable, well-attended National Celebration of our first 100 years and officially kick off our second century.

### SPECIAL PROJECTS

- Develop Centennial Celebrations for other SAME National events will recognize the Centennial Celebration (June 2020 – May 2021), such as Small Business Conference, Capital Week, etc.
- Awards & Recognition COI to establish a one-time award program recognizing the top 1-3 Post celebrations held between June 2020 – May 2021.
- **Determine how we will integrate OCONUS into the Phase II and Phase III activities**
- Academy of Fellow evaluating if/how/when the AOF will celebrate AOF since 1972

45


## PHASE III: Post Celebrations (May 2020 - May 2021)

**OUTCOME:** Use the SAME Centennial to celebrate one or more Post accomplishments and as a tool for assisting posts with membership involvement in SAME

### UNDERWAY/ON PLAN

- Recognizing a lot of energy by the Posts. **45% of the Posts have identified a Post Centennial Coordinator and are already planning a variety of events. RVPs engagement!!**
- **Assigned a Centennial Task Force Leader to each Region** and hosting a CTF/Post Centennial Coordinator Workshop – 8 May at JETC
- Celebrate a post level accomplishment or recurring event (that contributed to SAME) – involve partners (chapter/local level), community leaders, etc. Celebrate big events in the lives of stakeholder and partner organizations.
- Synchronize the virtual Eisenhower convoy with post celebrations – bring attention to “solutions, not problems” being brought to the nation by SAME and our profession (enhance collaboration at local level).
- Posts create public awareness of the importance of SAME locally through their events – positive messages about collaborating with local stakeholders to produce solutions to challenges – share results with the society through the Centennial Task Force.
- Track celebrations throughout year in *TME* and other Society News media.
- Capture post celebrations for inclusion in the *SAME Century Book* and other industry publications.

46




## **Centennial Vision**

**By November 2021 ...**

- ... our Centennial Celebration has concluded ...*
- ... our Century Book is published, capturing national and post celebrations, but more importantly providing a guide to the future ... based on our Strategic Plan ...*
- ... SAME is more widely recognized as a leader of collaboration ...*

***... and our second century is off and running!!***


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47

# Academy of Fellows

Buddy Barnes



48

## 2018 AOF Action Plan Results

- Item 1: Fellow Role – Service to Post
- Item 2: Selection Criteria – Added
  - ✓ Society Knowledge
  - ✓ What IMPACT did they make?
  - ✓ Passion & Commitment for the Future
  - ✓ 3 Phase evaluation
- Item 3: Selection Committee – AOF XC & RFPOCs
- Item 4: Revised AOF Operations Manual

49

## Timeline for 2020 and beyond Fellow Nominations

- April webinar
- First Monday August: RFPOC submittal of nominees with packages @ 50%
- Last Monday in August complete draft of nomination to RFPOC
- Early September RFPOC complete reviews and send comments
- October 1 completed Nomination Packages for SAME Fellow due to SAME National Office
- October go/no go by RFPOCs
- November selection committee reviews and votes
- December Recommended Fellows presented to SAME President
- End of December results provided Nominees, Nominators and RFPOCs
- Investiture at JETC

50

## Golden Eagle Selection

- Nominations by members of SAME
- Distinguished Fellows are the Selection Committee
- For 2020 the non-member selection has been accelerated to ensure time for notification of selectee
- For 2020 Golden Eagle (member) selection will be in accordance with the AOF Operations Manual selection calendar

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51



# SAME Foundation

John Mogge

52

## Fundraising Pilot Update

Consideration given to different types of fundraising:

- Annual Fund (individuals; internal)
- Corporate Major Donors (corporate; initially external)
- Planned Giving (individuals; internal)

Realized need to develop “message”

Internal providing message “test pad”

Decision to pursue Annual Fund with guidance from Impact Communications

Society contract with Impact

Entailed “educating” Impact about SAME and Foundation purposes

Impact outlined process “steps” in context of “deliverables”

Introductory email from XD alerting all to coming letter

Letter from Board Chair/President with flyer and donation return card

Follow up emails and talking points



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53

## Fundraising Pilot - continued

Joint effort by Impact and Foundation to draft wording complete

Art work design and production by national office underway

Database management by national office

Admin for printing/mailing by national office

Intended audience: 12,000 +/- individual members

Prior E&M Fund donors (900)

Fellows (615)

Life Members (1,270)

Leadership throughout Society (580)

Individual members 10+ years (4,350)

Individual members 5-9 years (4,340)

No redundancies

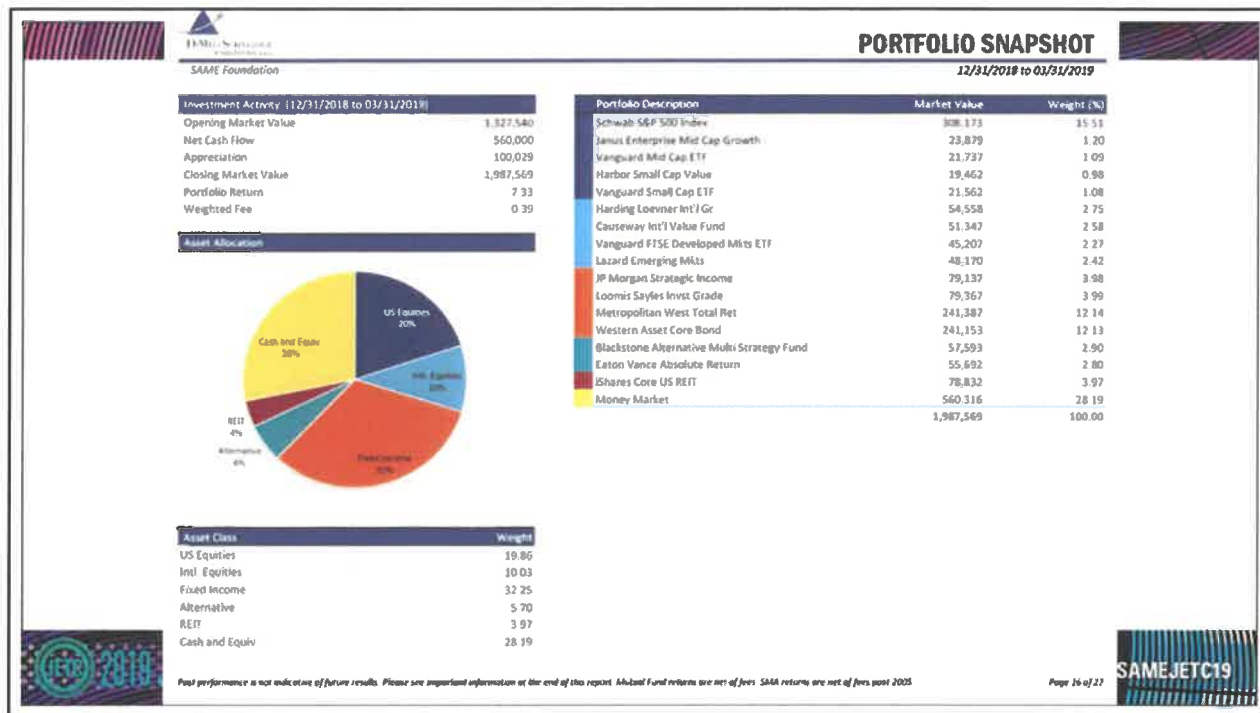
Kick-off in June; finish up through July



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54



55

### Stewarded Post Funds Summary

- ❖ 4 Posts participating: Houston, Northern VA and Narragansett Bay and Omaha. Total invested to date is ~ \$949K.
  - ❖ Houston: Contribution: \$225K 31 Mar Balance: \$223.7K
  - ❖ Northern VA: Contribution: \$108.4K 31 Mar Balance: \$111.7K
  - ❖ Narragansett Bay: Contribution: \$39K 31 Mar Balance: \$ 40.2K
  - ❖ Omaha Post: Contribution: \$560K 31 Mar Balance: \$565.1K
- ❖ Some other Posts starting to show interest. Omaha Post signed an agreement and transferred funds in early March 2019. Some other post inquiries – Orange County was one.
- ❖ Funds are managed by DiMeo Schneider, LLC and comprised of 32% Bond Funds, 30% Equity Funds, 28% Cash and 10% other. (Cash amount is to hedge risk with the bond market downturn and for careful entry into equity funds given that the market is at an all time high).
- ❖ Each participating Post gets a quarterly statement.

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56



## 2019-2020 Inaugural LDP Class

- Ilana Almquist, Coffman Engineers Inc. (Pacific Region)
- Holly Bigelow, P.E., Wood (Europe Region)
- Maj. Craig Bryant, USA, Fort Hood, Texas (TEXOMA Region)
- Maj. Mark DeSouza, P.E., USAR, Thomas & Hutton (Carolinas Region)
- Angela Gomez, KOMAN Construction LLC (Southwest Region)
- Patricia Graham, EnSafe Inc. (New England Region)
- Lt. Mike Guaigua, P.E., CEC, USN, NAVFAC EURAFSWA (International Committee)
- Erin Krug, P.E., USACE St. Paul District (Great Lakes Region)
- Sean Lebel, P.E., AECOM (Mid-Atlantic Region)
- Lt. Cdr. Samuel Lee, P.E., CEC, USN, University of Washington (Northwest Region)
- Melissa Lewis, Scott AFB, Ill. (Missouri River Region)
- Capt. Brendan Maestas, USAF, Air Force Institute of Technology (Ohio Valley Region)
- Benjamin Nichols, Harkins Builders Inc. (North Atlantic Region)
- Zakary Payne, P.E., Matrix Design Group (Rocky Mountain Region)
- Claudia Penny, HCR Construction Inc. (South Atlantic Region)
- Jorge Rodriguez, P.E., M.S. Hatch Consulting (California Region)
- Mary Ruiz, Quaternary Resource Investigations (Lower Mississippi)
- Stephen Shattuck, formerly with LandMark Engineering and Land Planning Inc. (South Central Region)



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57

## LDP Support

### LDP at JETC

<b>Monday, May 6, 2019*</b>	
3:00 p.m.–5:00 p.m.	<b>Classroom Session (Tampa CC, Room 3)</b>
5:00 p.m.–7:00 p.m.	<b>President’s Reception (Tampa CC, Pre-function Area)</b>
<b>Tuesday, May 7, 2019</b>	
8:00 a.m. – 11:30 p.m.	<b>Classroom Session with Facilitator (Tampa CC, Room 3)</b> Group will convene with the facilitator to begin the full day training.  Classroom session will cover: <ul style="list-style-type: none"> <li>• Leadership Style Assessment</li> <li>• Build the Team</li> <li>• Listening Skills</li> <li>• Emotional Intelligence</li> </ul>
11:30am	<b>Task Force Members Recognized at Classroom Session</b>
12:00 p.m.–1:15 p.m.	<b>Society Leadership &amp; Post Awards Luncheon (Tampa CC, Ballroom A-C)</b>
1:30 pm. – 4:00 p.m.	<b>Classroom Session with Facilitator, cont.</b>
4:00 p.m. – 5:00 p.m.	<b>Personal Branding Session</b> Session provided by the Victoria Mechtly, Task Force Member
6:00 p.m. – 8:00 p.m.	<b>Opening Reception</b>
<b>Wednesday, May 8, 2019</b>	
8:30 a.m.–10:00 a.m.	<b>Class Introduction at General Session w/Keynote (Tampa CC, Ballroom A-C)</b>
10:00am	<b>Full Task Force and Participants convene on stage at the end of the session to take group photo.</b>

### LDP After JETC

- Assigned mentors will meet regularly with their participant, virtually or in-person.
- Monthly webinars lead by SAME volunteer instructors.  
Confirmed so far:
  - June: Team Performance, BG Holland, USACE
  - July: Leading Global Teams, MB Milhorn, USACE
  - August: Business Acumen, Speaker TBD
  - September: Time Management, Chris Collie
- Quarterly book assignments with discussions led by SAME volunteers
  - o May/June/July: *21 Irrefutable Laws of Leadership*
  - o Aug/Sept/Oct: *Good to Great*
  - o Nov/Dec/Jan: *How to Win Friends and Influence People*
  - o Feb/Mar/Apr: *Start with Why*
- Regular Google Classroom Discussions led by Task Force Co-chair, Caroline Roberts



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58

## LDP Budget Update-FY19


SAME LDP Cost Estimates--FY2019		Number of Participants	20	Includes one LDP per Region (18) and 2 LDP Committee members	
Cohort 1		Per Person Estimate	Total Estimate	Actual	
<b>JETC 2019 - Induction</b>					
	SAME branded swag	\$ 100.00	\$ 2,000.00	\$ 794.00	Coins, shirts, binders
	Flight	\$ 500.00	\$ 10,000.00	\$ -	
	Hotel	\$ 500.00	\$ 10,000.00	\$ -	2 nights at \$250/night
	Catering	\$ 60.00	\$ 1,200.00	\$ -	Coffee, Beverages, Lunch x 1
	Facilitator Flight	\$ 500.00	\$ 500.00	\$ -	
	Facilitator Hotel	\$ 500.00	\$ 500.00	\$ -	2 nights at \$250/night
	Facilitator Fee for Service - 8 hr	\$ 5,000.00	\$ 5,000.00	\$ 4,000.00	Professional Leadership Coach
	Participant Self-Assessment (Myers Brigg)	\$ 41.50	\$ 996.00	\$ 830.00	For 24 Assessments
	Participant Self-Assessment (EQ-I Workplace)	\$ 74.84	\$ 1,796.16	\$ 1,496.80	For 24 Assessments
	Miscellaneous Support Costs		\$ 5,000.00	\$ -	Support materials
		<b>Total Fiscal Year Cost</b>	<b>\$ 36,992.16</b>	<b>\$ 7,120.80</b>	


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59

## LDP Budget Update-FY20

SAME LDP Cost Estimates--FY2020		Number of Participants	20	Includes one LDP per Region (18) and 2 LDP Committee members	
Cohort 1		Per Person Estimate	Total Estimate	Actual	
<b>JETC 2020 - Graduation</b>					
	Flight	\$ 500.00	\$ 10,000.00	\$ -	
	Hotel	\$ 500.00	\$ 10,000.00	\$ -	
	Catering	\$ 60.00	\$ 1,200.00	\$ -	
	Possible End of Program Participant Assessment	\$ 75.00	\$ 1,800.00	\$ -	Assess professional development of participants (for 24 assessments)
<b>Cohort 2</b>					
<b>JETC 2020 - Induction</b>					
	SAME branded swag	\$ 100.00	\$ 2,000.00	\$ -	Coins, shirts, binders
	Flight	\$ 500.00	\$ 10,000.00	\$ -	
	Hotel	\$ 500.00	\$ 10,000.00	\$ -	2 nights at \$250/night
	Registration	\$ -	\$ -	\$ -	Assumes Comp Registration
	Catering	\$ 60.00	\$ 1,200.00	\$ -	Coffee, Beverages, Lunch x 1
	Facilitator Flight	\$ 500.00	\$ 500.00	\$ -	
	Facilitator Hotel	\$ 500.00	\$ 500.00	\$ -	2 nights at \$250/night
	Facilitator Fee for Service - 8 hr	\$ 5,000.00	\$ 5,000.00	\$ -	Professional Leadership Coach
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	Participant Self-Assessment (EQ-I Workplace)	\$ 74.84	\$ 1,796.16	\$ -	For 24 Assessments
	Miscellaneous Support Costs		\$ 5,000.00	\$ -	Support materials
		<b>Total Fiscal Year Cost</b>	<b>\$ 59,992.16</b>	<b>\$ -</b>	


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60

## **Centennial Update**

- **Tony Leketa, Foundation Board Rep to Centennial Commission**
- **Commission kickoff session at Capital Week**
- **1<sup>st</sup> Meeting (telephonic) held 9 April 2019**
- **Looking for ways to leverage Foundation to support Centennial**
- **Seeking input to Centennial Planning from Foundation**
- **Discuss Centennial opportunities to support Foundation**

61

## **Succession Planning Update**

**Three vacancies to fill at the end of the year**

Col John Mogge (Board processes)  
Lt Gen Van Antwerp  
Mr. Roger Wozny

62



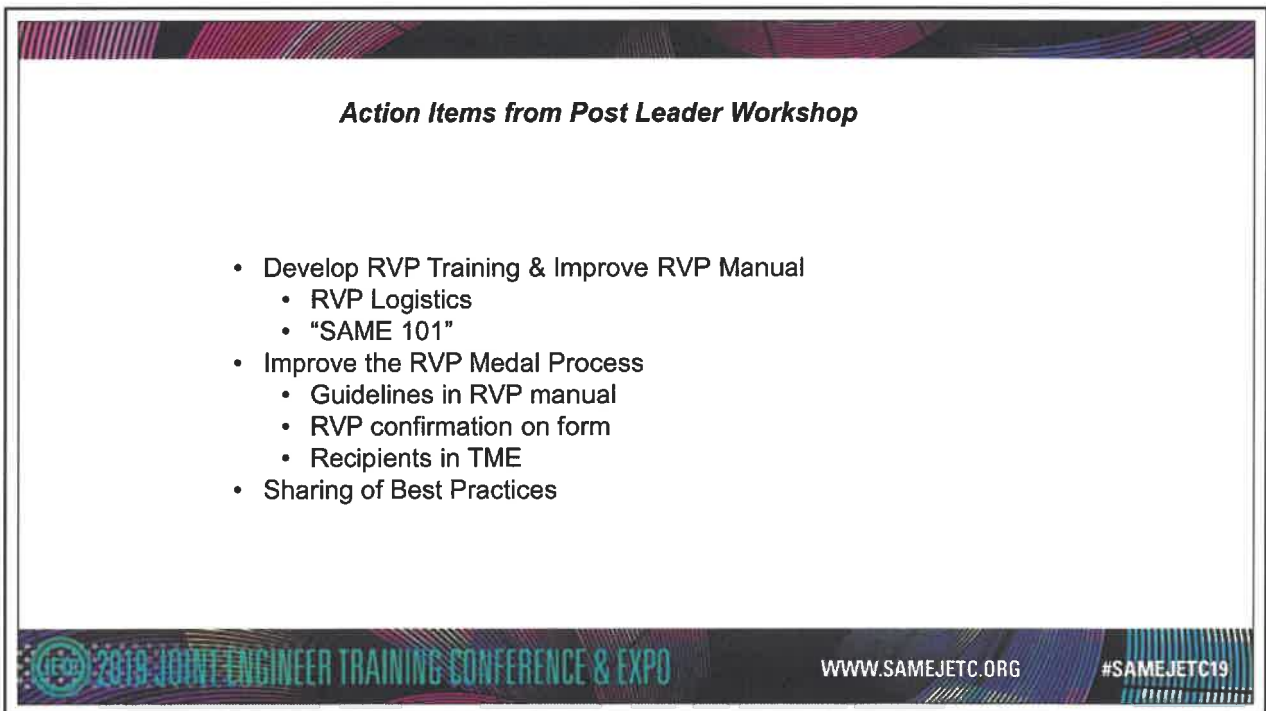
**RVP Report**

Heather Wishart-Smith

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63



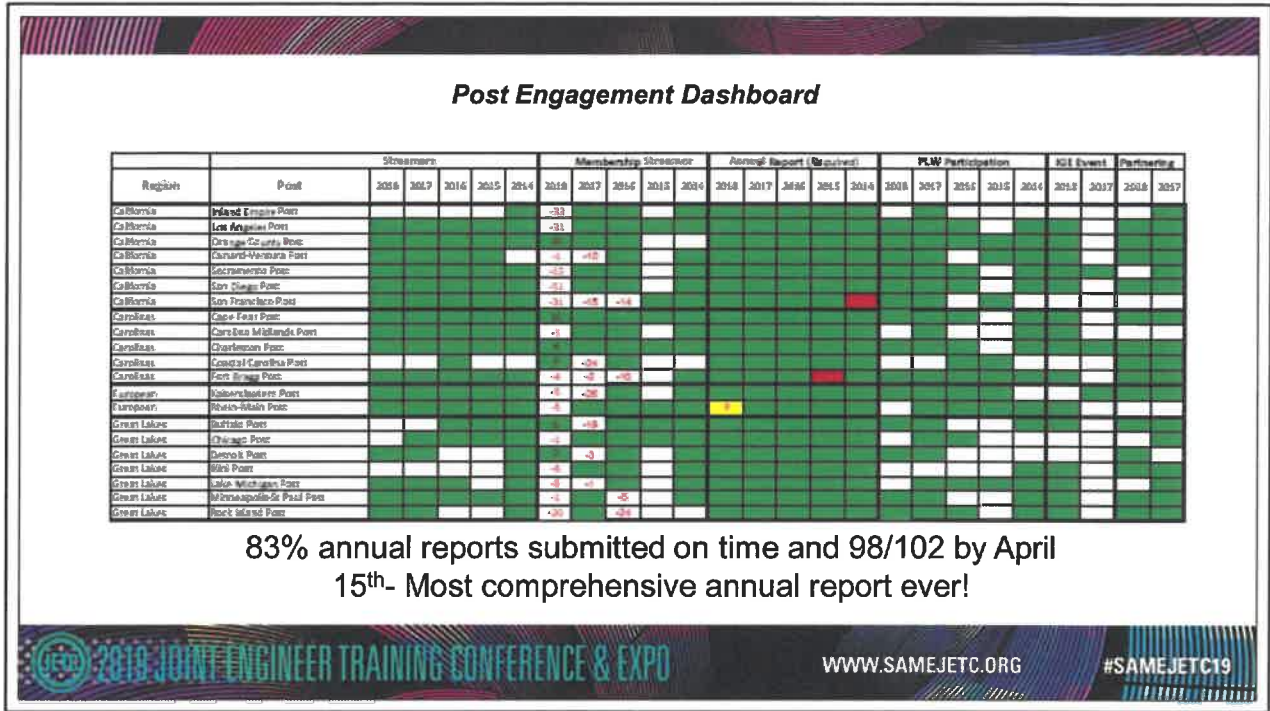
***Action Items from Post Leader Workshop***

- Develop RVP Training & Improve RVP Manual
  - RVP Logistics
  - "SAME 101"
- Improve the RVP Medal Process
  - Guidelines in RVP manual
  - RVP confirmation on form
  - Recipients in TME
- Sharing of Best Practices

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64



65



66

**Next Steps**

- Centennial
  - Push for POCs
  - Clear understanding of Post role
- Annual Reports
  - Increase awareness
  - Coordinate annual report with streamer submissions
- Clarity on IGE
- Post Service Medal
  - Award 3, one for each size
  - Determine & clarify weighting of national contributions
  - Review whether national awards adequately cover overall contributions
  - Limit nominations to one per Post
- Use of national calendar
- Awards & Recognition and Membership COIs

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67


# Committee & Council Report



Cindy Lincicome


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68



## Overview

Implementation of Governance Change –  
 Extension of the National Office  
 Provide Global Community of Interest  
 National Office Staff Liaison  
 Established Consistency  
 Webinars  
 Email Communications  
 Surveys



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69



## Industry Government Engagement (IGE) Resilience



Promoting dialogue between  
government and private industry

- COIs hosted over 15 webinars reaching over 500 technical professionals
- JECO Organized and hosted the 2018 Table Top Exercise on the New Madrid Seismic Zone at the 2018 JETC
- Facilitated the establishment of the Tri-Service Base Operations Support (BOS) Work Group
- COIs hosted over 15 webinars reaching over 500 technical professionals



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70



## INTERNATIONAL IMPACT

- Provided 10 virtual meetings to keep overseas members engaged and connected; focused topics on solving COCOM challenges
- Supported overseas Regional Vice Presidents, Posts and Field Chapters with \$8000 in grants to improve membership and participation
- Supported the establishment of Field Chapters UK, Djibouti and Honduras
- Supported 8 international Field Chapters in Europe, Pacific, Africa and the Middle East



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71



## Developing Leaders for Profession

- LDP Went from concept to fully synchronized execution with support of the SAME Foundation in 1 year – selected the first class of 18.
- Developed and released a Young Member Engagement guide to help posts cultivate and grow their Young Member involvement
- Creation of the Virtual Student Chapter - conducted it's first webinar for student members





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72



Society of **SAME**  
American Military Engineers

## Producing STEM Professional

- Received 556 application and accepted 285 campers ~ E&C STEM Camps
- New Spring Camp at - 29 Palms
- Added an E&C camp at Scott Air Force Base increasing number of student camp experiences
- Set foundation for the Navy Camp in 2019
- Creation of the Virtual Student Chapter - conducted it's first webinar for student members

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73

Society of **SAME**  
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## Society Operations Committee



- Awards & Recognition Committee
- Membership Committee

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74

Society of **SAME**  
American Military Engineers

## Remaining relevant- Value to Membership

- Young Member Council – Young Member Military Engagement Task Force
- K-12 STEM Outreach Committee established with focus on the K-12 demographics an alignment with other STEM Committees
- Established Virtual Student Chapter
- Approved Enlisted Committee (Equities to all Service Members & recently established an award for schoolhouses)
- Leadership Development Program
- NEW ideas for the next year!

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75


# Committee & Council Work Group Decision Brief

Cindy Lincicome



**"Of course we'll make a decision ... once we have considered the 5243 factors."**

76

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## Overview

**AGENDA**

- Committee & Council Working Group (CCWG) Mission
- Mar 2019 XC Guidance
- May 2019 BOD Decision Brief

**CCWG SCHEDULE**

- Aug 2018: CCWG constituted after XC Governance and Management Review
- SEPT/OCT 2018: developed and evaluated over 11 Courses of Action (COAs)
- Nov 2018: Presented concept to the Committee & Council Chairs
- Dec 2018: Presented to the Executive Committee (XC)
- Mar 2019: Final recommendations presented to XC
- May 2019: Decision Brief to BOD
- Jun 2019: Phased implementation

77

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## Mission

- Review SAME bylaws and current state of 17 SAME Committees & Councils
- Align Committees & Councils to the SAME Strategic Plan.
- Clarify purpose, understanding and organization of Committees & Councils.
- Ensure Committee & Council deliverables to support the National Office and Posts are clear.
- Produce an Operations Manual for Committees & Councils

**Background: XC Governance and Management Review (Aug 2018):**

*SAME National Committees & Councils have two basic functions:*

- *Serve as technical extension of the National Office for program development and management (financial and reputational risk management, camp management, call for presentation; webinar development, award and recognition).*
- *Provide avenue to global community of interest for members.*

78

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## XC Guidance

- Agreed with CCWG Schedule.
- Intent:
  - Energize Committees & Councils in support of the National Strategic Plan and Posts
  - Expand collaboration and unity of effort across Committees & Councils
  - Be specific about Committees & Council deliverables – increase accountability
- Approved the name change to Community of Interest (COI) for both committees and councils.
- Approved concept of aligning individual COI's with specific lines of effort (enhances opportunity vertical collaboration among COI's within that line of effort).
- Approved alignment of Awards and Recognition and Membership COIs under National Leader (RVP).
- Directed that COI chairs remain BOD members.
- Directed that unity of command (responsiveness of COI's to national volunteer leadership) be maintained.
- Present two courses of action to the BOD for final decision (with analysis).
- CCWG terminated after BOD Decision.

79

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## Governance COA #1

	National Leader					National Leader
	Enhancing Industry-Government Engagement	Building Resilience Throughout the Country	Developing Leaders for the Profession	Producing STEM Professionals for the Nation	Preparing Veterans for the A/E/C Industry	Regional Vice Presidents
Community of Interest	Architectural Practice	Energy & Sustainability	College Outreach	STEM	Credentialing	Awards & Recognition
	Environmental	Facility Asset Management	Young Member	Engineering & Construction Camps	Enlisted	Membership
	International	Resilience	Leader Development Program			
	Joint Engineer Contingency Operations					
	Small Business					

Denotes Executive Committee position

Denotes Board of Direction position

**ADD: 5 Strategic Leads on XC (appointed from within COI's listed below line of effort)**

80

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Governance COA #2

	National Leader		National Leader			National Leader
Strategic Communities	Enhancing Industry-Government Engagement	Building Resilience Throughout the Country	Developing Leaders for the Profession	Producing STEM Professionals for the Nation	Preparing Veterans for the A/E/C Industry	Regional Vice Presidents
Community of Interest	Architectural Practice	Energy & Sustainability	College Outreach	STEM	Credentialing	Awards & Recognition
	Environmental	Facility Asset Management	Young Member	Engineering & Construction Camps	Enlisted	Membership
	International	Resilience	Leader Development Program			
	Joint Engineer Contingency Operations					
	Small Business					

Denotes Executive Committee position

ADD: 1 National Vice President  
 NO strategic leads

Denotes Board of Direction position

81

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## Analysis and Recommendation

Desired Criteria	COA 1 (Add 5 Strategic Leads)	COA2 (Add 1 National VP)
<b>Unity of Command</b>	1 National Leader for all COIs.	2 National Leaders, split COIs.
<b>Span of control (National Leader)</b>	1:5*	1:8
<b>Increase accountability of COIs</b>	Greater COI integration.*	COI more autonomous.
<b>Increase Unity of Effort (Strategic Plan Groupings)</b>	No groupings.	Impact based grouping.
<b>Increase verticle collaboration (between COIs within a line of effort)</b>	1 strategic lead per line of effort - increases collaboration within that line of effort.	No strategic lead.
<b>Increase horizontal collaboration (between grouped lines of effort)</b>	Potential for silo approach to Strategic Plan.	Potential for cross collaboration between similar lines of effort.
<b>Clarity of Deliverables</b>	Achieved through Operations Manual.	

\* If Strategic Leads have authority over COIs.

**Recommendation: COA 1 – Add 5 Strategic Leads**

82



**2025 Strategic Plan Discussion**

Sal Nodjomian & Charlie Perham

83



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84

## Lines of Effort/Goals....BREAKOUT!

1. Enhancing Industry-Government Engagement
2. Developing Leaders for the Nation
3. Producing STEM Professionals for the Nation
4. Preparing Veterans for the A/E/C Industry
5. Strengthening the Resilience of our Communities

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85

## Enhancing Industry Government Engagement



**OBJECTIVES**

*As the cornerstone on which the Society was founded, SAME will lead efforts to foster communication and collaboration among military, public, private, academic, and professional A/E/C organizations to identify issues and achieve common goals in support of National Security.*

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86

**Enhancing Industry Government Engagement**

1. Develop and execute SAME IGE Plan producing viable solutions that enhance industry/government collaboration and add value to joint efforts improving America's infrastructure.
2. Develop key Strategic Partnerships for each goal
  - a) Establish contacts at the Post, Region, and National levels to enhance vertical collaboration.
3. Develop a portfolio of SAME professional publications of high-quality content that inform, educate, enlighten, and reinforce our culture of service.


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87

**Enhancing Industry Government Engagement**

4. Ensure Communities of Interest are serving Posts, Regions, and National entities as subject matter experts in their professional disciplines.
5. Lead efforts to promote inclusion of SAME membership, diverse professional disciplines, small, medium and large companies, Strategic Partners, and federal, state and local public agencies at the Post, Region, and National levels through meetings, workshops and conferences to promote SAME goals and objectives.
  - a) At the National Level: JETC, SBC, FMW
  - b) At the Post and Regional Level: identify local touchpoints to key stakeholders within local, state, and federal government entities to determine service opportunities.


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88



**Develop Leaders for the Nation**



**OBJECTIVES**

*Integrate investments in leadership development to produce engineer leaders for the nation.*



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89

**Develop Leaders for the Nation**

1. Execute LDP and ensure its long-term viability.
2. Establish a SAME involvement pyramid, highlighting potential growth and leadership opportunities for engaged members
  - a) Develop integrated membership system for seamless lifecycle record keeping
  - b) Build pathways to reap returns on investments that build sense of duty
  - c) Establish what “ready engineer leaders” look like and communicate qualifications across A/E/C communities
  - d) Adopt “green pages” or similar personal briefing record
  - e) Develop avenues for Fellows to remain engaged in leadership development of SAME members



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90

**Develop Leaders for the Nation**

3. Align and integrate Society and Foundation leadership investment
  - a) By 2021, create “Leader Production for the Nation” Plan to align leader development investment initiatives
  - b) By 2022, draft value proposition of SAME to target demographic groups (enlisted, officer, academics, students) and codify associated programs in applicable by-laws, corporate structure
  - c) Establish and integrate leader development targets in STEM Pipeline from K-12, Construction Camps, College Outreach and Young Members and transitions


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91

**Develop Leaders for the Nation**

4. Know and invest intentionally in leader-producing institutions and critical masses of military engineers.
  - a) By 2022, formalize SAME relationship and engagement strategy with military service academies, primary engineer commissioning institutions, and military engineer basic courses.
  - b) By 2022, establish engagements within JEOC and Military Engineer Continuing Education Courses, and at all Military Engineer Graduation Ceremonies
  - c) Support leader development at SAME Construction CAMPs
  - d) Invest in strong SAME leader development platforms at high concentration areas (San Antonio, Wright-Patt, CGSC, Al Udeid AB, Pentagon, etc).


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92

## Develop Leaders for the Nation

5. Grow academic professional membership.
  - a) Create opportunities to transfer knowledge and invest in national security infrastructure-related leading academic institutions
    - I. Explore opportunities such as: peer reviewed section of TME; refereed academic track at national conferences; conference publication of abstracts/articles; feature research highlights on SAME.org; support to research grants to solve national security infrastructure-related challenges.
  - b) Implement NAE's Grand Challenges for Engineering for the 21st Century competition

93

## Produce STEM Professionals for the Nation



### OBJECTIVES

*Develop our nation's future STEM professionals and grow prospective members of the Society through STEM outreach efforts, scholarships, and engagement of College Student Chapters.*

94

## Produce STEM Professionals for the Nation

1. Become a recognized national leader in STEM initiatives at the primary and secondary school.
  - a) Develop tools to track effectiveness of STEM outreach at the Post and National levels.\*
2. Foster Post- and National- sponsored STEM-based camps or programs.
3. Enhance scholarship program for camps, collegiate students, and other local, STEM-relevant events.
  - a) Align students with mentors to enhance learning and long-term commitment to SAME

95

## Prepare Transitioning Veterans for the A/E/C Industry, Commerce, and Academia



### OBJECTIVES

*Expand networking opportunities for transitioning veterans to provide a platform that promotes credentialing and translates skills in a manner that connects to needs of the industry and nation.*

96

### Prepare Transitioning Veterans for the A/E/C Industry, Commerce, and Academia

1. Create a platform of network opportunities for transitioning veterans across the A/E/C industry.
2. Provide the full spectrum of credentialing for licensed professionals, skilled labor certifications and other A/E/C supporting qualifications to transitioning veterans.
3. Sponsor post-level credentialing of veterans
4. Establish mentoring events for transitioning veterans connecting the A/E/C industry opportunities, leadership development and Fellows involvement.
5. Sponsor or co-host events with Trade Labor Unions to grow prospective members in the A/E/C industry.
6. Develop and offer a platform for A/E/C industry support talent to network in the areas of business, logistics, real estate, other



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97

### Build and Strengthen Resilient Communities



#### OBJECTIVES

*Lead public and private sector collaboration to build and sustain communities to mitigate the impacts of natural or man-made threats.*



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98


**Produce Stem Professionals for the Nation**

1. Leverage local, regional and national partnerships to provide education and training to stakeholders with regards to infrastructure risks and mitigation strategies.
2. Leverage the multidisciplinary nature of our membership to develop and implement new and existing technologies across the 16 DHS defined critical infrastructure sectors.
3. Provide a platform at the local, regional and national level for cybersecurity awareness, challenges and solutions to address infrastructure resilience.
4. Continue leading collaboration on joint response strategies to natural or man-made threats at the local, regional and national level.


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99

**SAME** *A Rich Legacy of Leadership and Service to America ...*




*"I have been a member of this Society since its inception...I have belonged to many distinguished groups but none in which I have a greater sense of honor than in the Society of American Military Engineers.*  
"General of the Army Douglas MacArthur - 1956

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100

Everybody loves the king, baby!



*"Must be Charlie's influence that the goals can be spelled out by the acronym ELVIS."*

Engagement  
Leaders  
Veterans  
Infrastructure  
STEM

-Col Rich Houghton - 2019

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101

## Consent Agenda

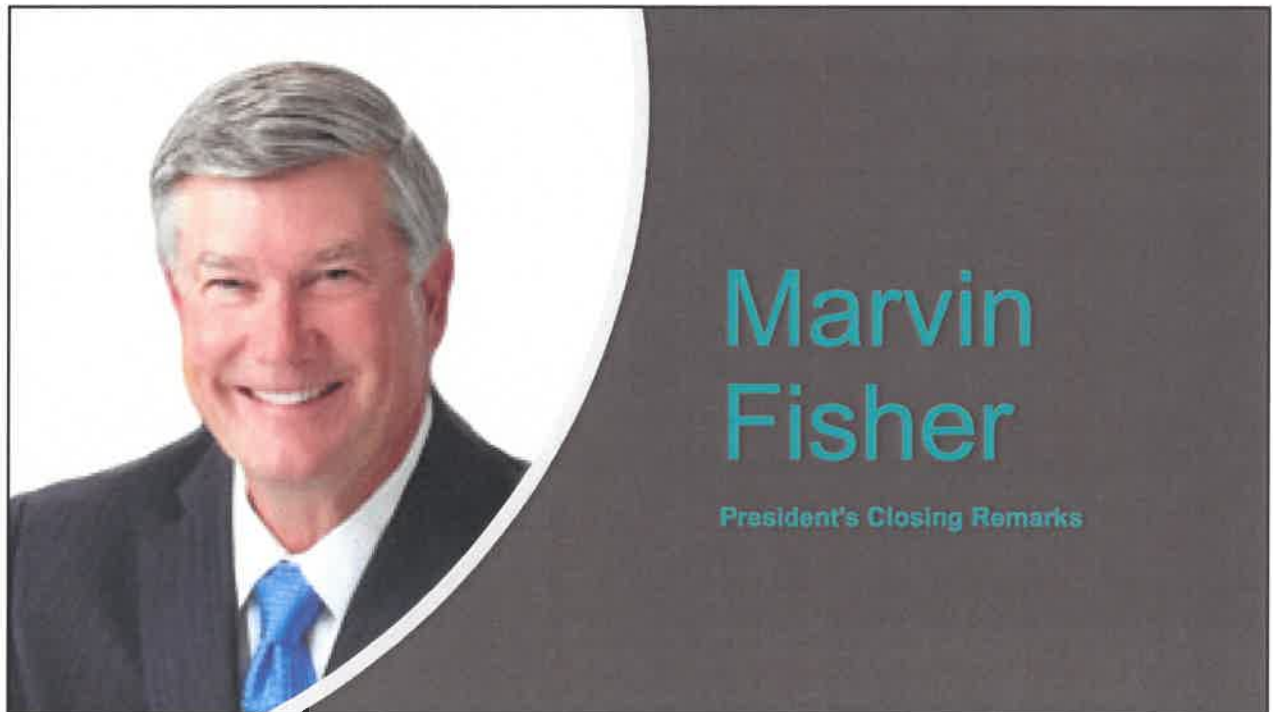
- BOD Meeting Minutes (Oct)
- XC Meeting Minutes (Dec)
- XC Meeting Minutes (Mar)
- Foundation Meeting Minutes (Oct)
- Foundation Meeting Minutes (Mar)
- Foundation Bylaws Change
- Committee Decision Brief COA 1 or COA 2
- Community of Interest Draft Operations Manual
- National Election Results
- 2025 Strategic Plan Goals & Objectives

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102



103



104



## OATH OF OFFICE

Please raise your right hand and repeat after me the **oath** of office. In the presence of honored guests and **members** here assembled - I, (state your name), do so solemnly promise and pledge - that I will faithfully and honestly- discharge the duties of my position to the best of my knowledge and ability to serve our Society Members, Posts, Regions, National Entities and the National Security of our Nation.

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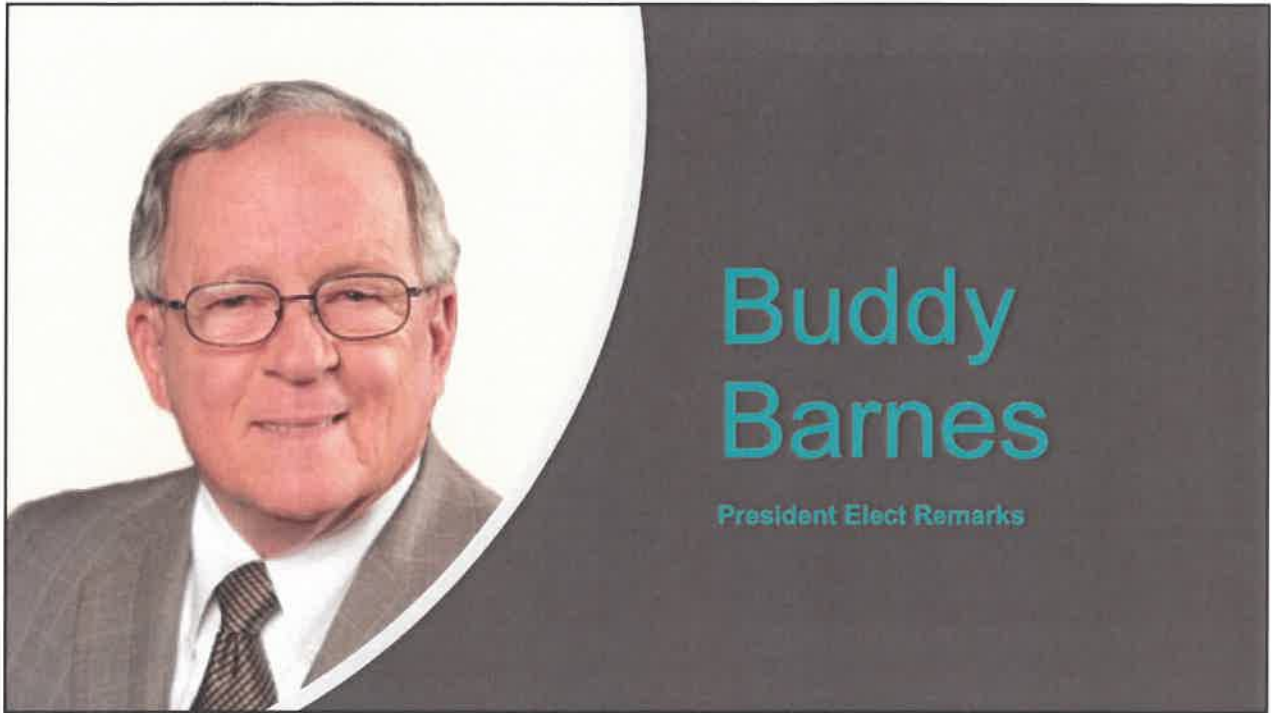
105

## THANK YOU & KEEP UP THE GOOD WORK!

- Buddy Barnes
- John Blaisdell
- Karen Buniak (here in spirit)
- John Cawthorne
- Mike Darrow
- Marvin Fisher
- Jackie Hacker
- Bill Haight
- Ramon Herrera
- Rich Houghton
- Cindy Lincicome
- Kevin Lovell (here in spirit)
- Ben Matthews
- Patrice Melancon
- Shawn Moore
- Kenny New
- Sal Nodjomian
- Tony Petrocitto
- Scott Prosuch
- Bo Temple (here in spirit)
- Lisa Theole
- Heather Wishart-Smith

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106



107

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**SAVE THE DATE FOR SBC!**

November 20–22 2019  
Dallas, TX  
**Board Meeting**  
**November 19, 2019!!**

<https://www.samesbc.org/>



NOV 20-22 2019 DALLAS TEXAS

2019 FEDERAL SMALL BUSINESS CONFERENCE FOR THE A/E/C INDUSTRY

SBC

The complex block is a promotional banner for the 2019 Joint Engineer Training Conference & Expo. It features a dark background with blue and purple abstract patterns. The text is primarily in white and blue. On the right side, there is a smaller poster for the 2019 Federal Small Business Conference for the A/E/C Industry, which includes the dates November 20-22, 2019, in Dallas, Texas, and the SBC logo.

108



109



## SAME National Office Teams of Teams

### 2019 National Office Priorities to Support Strategic Plan 2020:

**FOCUS ... Centennial planning and execution ... refine existing efforts ... set the conditions for Phase II and III of our Centennial celebration in 2020 and 2021 ... establish positive momentum of next century.**

1. **Sustain Support to Posts and Volunteer Leaders:** (sustain PLW model; Post support training webinars; institutionalize the AOF Action Plan; fix awards and recognition; assist post organizations' operational efficiency; establish model for student chapters – finish GMU test; post STEM camps; refine best practice system; NFE education and advocacy; expand IC Grant Program; systemic support for posts and complete implementation of C&C Work Group and Society Governance and Management Review; build SM retention plan; fix CLAS and post membership accounting; refine membership versus post operations focus of national office).
2. **Manage Centennial Planning:** (establish close working relationship with Centennial TF; enhance member participation by generating enthusiasm at national, post and external levels; lead partners to participate and celebrate their achievements to change public image of our profession and celebrate partner and SAME accomplishments; refine JETC; invest in this unique opportunity).
3. **Strengthen the Industry-Government Engagement Plan Impact:** (build on CEO Round Table success – identify leading issues and add value; expand Post Issues workshops; educating stakeholders; expand impact of *SAME Perspectives*; expand congressional participation in Capitol Week; expand lead role in Tri-Service and interagency FMW efforts; establish post in Australia to support force movements to Darwin; plan for ECW and IC support; continue to grow TTx and Joint Engineer COCOM support).
4. **Support the Development of Strategic Plan 2025:** (IMPACT focused plan; establish clear focus to enable participation; set higher standard for objectives, metrics and streamers; institutionalize C&C's as extensions of the National Office in support of the Strat Plan; institutionalize Governance and Management Review; set high standard for post involvement and input so they see themselves in the plan and can develop local plans that generate vibrant posts).
5. **Enhance Communications and Marketing effectiveness – expand our brand:** (targeted messaging; leverage centennial; Podcasts, Real TIME; complete post web sites; society news in TME; leverage social media; implement affinity partnerships; centennial book and art).
6. **Diversify Revenue:** (mature SM management; strengthen stakeholder management; expand advertising and marketing beyond traditional sources; implement effective marketing materials; evaluate event pricing; complete membership review; leverage centennial; refine SBC).
7. **Grow the Foundation financially and its IMPACT:** (implement the LDP program support; generate momentum for the Fundraising Campaign; leverage AOF and Society leadership support; educate posts; implement succession planning).

## ENCLOSURE 4

### SAME 2025 Strategic Plan May 2019 JETC Update

The 2025 Strategic Plan team – 19 Different points of view representing wide demographics of the Society; 15 of 19 attending JETC, please thank them for volunteering if you see them.

<u>Name</u>	<u>JETC attendee</u>
Sal Nodjomian	Yes
Charlie Perham	Yes
Kathy Off	Yes
Pat Coullahan	Yes
Col Scott Grainger	Yes
Amanda Jones	yes
Scott Griffin	Yes
Lt Col Matt Altman	Yes
Steve Pranger	yes
Jeff Davis	Yes
Traci Dewar	Yes
NK Mbaya	yes
Maj Seth Lorimer	Yes
Lisa Thoele	Yes
Kathy Stewart	Yes
Bobbi Lang	No
Jennifer Kilbourn	No
CDR Craig Clutts	No
Steve Tupper	No

This effort picks up where the 2020 Strategic Plan left off and will launch SAME forward into the next decade. We strove to maintain alignment with the original vision of SAME:

“We are establishing at this time a Society of American Military Engineers. This society will serve no selfish purpose. It is dedicated to patriotism and national security. Its objects are, in brief, to promote solidarity and co-operation between engineers in civil and military life, to disseminate technical knowledge bearing upon progress in the art of war and the application of engineering science thereto, and to preserve and maintain the best standards and traditions of the profession, all in the interests of patriotism and national security.” –The Military Engineer magazine, January 1920

.....  
Framing our effort ... we believe:

SAME is:

1. A total volunteer organization
2. One Society of vibrant posts supported by National
3. The “Society of Choice” for young members, especially military members
4. Striving to exceed expectations of sustaining and Individual members

We are on track with the timeline briefed at the XC during Capitol Week.

February – Call for volunteers, team selection

March – Senior mentor engagement, idea generation, mega-trend consideration, XC update

April – Frame new Strategic Plan, team reviews, mission and vision review

May – Share draft plan with BOD prior to JETC; seek feedback and have working session during BOD

June/July – Committee, Council and Post feedback (ask posts to confirm that the draft goals and objectives cover their interests and their/stakeholder local needs)  
 August – Post Leaders Workshop – Utilize select attendees of PLW to formulate detailed tasks (appropriate to Posts) that support established Goals and Objectives  
 Sep/Oct – Finalize strategic plan incorporating new goals/objectives/tasks  
 Nov – Announce 2025 Strategic Plan at SBC  
 Dec – Publicize plan in TME

The team accomplished 3 primary tasks:

1. Reviewed and modified SAME Vision and Mission statements
2. Reviewed and modified Lines of Effort (goals)
3. Proposed initial Objectives for each goal

**SAME Vision and Mission**

Through multiple telecons, the team arrived at the below proposed new statements.

**Vision**

2020 Vision - “SAME is recognized as the multi-disciplined integrator of military, public, private, and academic national infrastructure-related capabilities to produce viable solutions for America’s national security.”

DRAFT 2025 Vision: “Serve as the foremost integrator for leadership development and national security infrastructure collaboration within the A/E/C profession”.

**Mission**

Current SAME Mission - “SAME leads collaborative efforts to identify and resolve national security infrastructure-related challenges.”

DRAFT 2025 Mission: “SAME builds leaders and provides the platform for government and private industry to find solutions to national security infrastructure challenges.”

**Line of Effort/Goals**

Following the vision and mission efforts, the team focused on the lines of effort that have evolved for the Society since 2015. We broke the team into working groups to focus on each of the lines of effort with the desire to transform each line of effort into a Goal that has specific Objectives. The Tasks (that support the Objectives) will be developed at the Post Leader’s Workshop (PLW) and directly connect the 2025 Strategic Plan to the posts. Key in this effort is the alignment of awards and recognition to the lines of effort, driving post behavior towards the tasks, goals and objectives. (changes take effect with publication of the plan)

- Enhancing Industry-Government Engagement
- Developing Leaders for the Nation
- Producing STEM Professionals for the Nation
- Preparing Veterans for the A/E/C Industry
- Strengthening the Resilience of our Communities

Below is the Draft Goal and associated Objectives from each of the groups (more work is required).

**GOAL 1: Enhance Industry-Government Engagement.** (Kathy Stewart\*, Pat Coullahan, Kathy Off)

*As the cornerstone on which the Society was founded, SAME will lead efforts to foster communication and collaboration among military, public, private, academic, and professional A/E/C organizations to identify issues and achieve common goals in support of National Security.*

1. The SAME Industry-Government Engagement Plan effectively produces viable solutions that enhance industry/government collaboration and add value to joint efforts to improve America’s infrastructure. Establish local recognition of the role of SAME among all levels of government, industry, academic and business interests.
2. Develop key Strategic Partnerships for each goal, delivering outcomes by identifying focus areas, challenges and opportunities to arrive at solutions that partnering will achieve. Establish contacts at the Post, Region, and National levels to enhance vertical collaboration.

3. Develop a portfolio of SAME professional publications of high-quality content that informs, educates, enlightens, and reinforces our culture of service. Maintain an up-to-date central location for Industry-Government Engagement efforts, tools, documentation and results on the SAME website.
4. SAME National Communities of Interest are serving Posts, Regions, and National Entities as subject matter experts in their professional disciplines to enhance industry, government, and academic collaboration, professional development, and support industry-government engagement at every level.
5. SAME leads efforts to promote inclusion of SAME membership, diverse professional disciplines, small, medium and large companies, Strategic Partners, and federal, state and local public agencies at the Post, Region, and National levels through meetings, workshops and conferences to promote SAME goals and objectives. At the National Level:
  - The Joint Engineer Training Conference is recognized by the Joint Staff as the premier joint national training event for all federal, military, civilian and private sector engineers across the A/E/C industry and related professional societies, and by veteran support non-federal entities as the nation's annual celebration of support to veteran engineers. The conference will host the annual Table Top Exercise to support resilience, combatant commands, and warfighting.
  - The Small Business Conference is recognized by industry and government as the primary Federal Small Business Conference serving the A/E/C industry and hosting the annual CEO Roundtable for government and business leader collaboration.
  - The Facilities Management Workshop is recognized by industry and government as the premier training event for the professional development of federal installation managers, hosting the Base Operating System workshop for government and business leader collaboration.

At the Post and Regional Level: Posts have identified local touchpoints to key stakeholders within local, state, and federal government entities to determine how the Post can serve those entities. Posts and Regions will conduct Industry-Government Engagement Workshops with key stakeholders to identify issues, collaborate on solutions, and document progress. Categories can include but are not limited to:

- Policy/Law
- Capacity (skilled labor)
- Business Practice
- Capability (professional expertise, technology)
- Warfighting
- Resilience

**Goal 2: Develop Leaders for the Nation** – Seth Lorimer\*, Matt Altman, Steve Tupper, Scott Griffin  
*Integrate investments in leadership development to produce engineer leaders for the nation*

1. Execute Leader Development Program and ensure its long-term viability.
2. Establish a SAME involvement pyramid, highlighting potential growth and leadership opportunities for engaged members at all levels.
  - a) Integrated membership system for seamless lifecycle record keeping of experience, investment and supporting through transitions.
  - b) Build pathways to reap returns on investments (scholarships, stipends, Fellow designations) that build sense of duty
  - c) Defined Standard/Goal/End state of what ready engineer leaders look like and how to communicate qualifications across A/E/C communities (gov civ, officer, enlisted, industry)

- d) Adopt “green pages” or similar personal briefing record and leverage an existing sharing platform – LinkedIn; provides access to the leader pool
- e) Develop avenues for Fellows to remain engaged in leadership development of SAME members
- 3. Align and Integrate society and foundation leadership investment
  - a) By 2021, create “Leader Production for the Nation” Plan to align leader development investment initiatives
  - b) By 2022, draft value proposition of SAME to target demographic groups (enlisted, officer, academics, students) and codify associated programs in applicable by-laws, corporate structure
  - c) Establish and integrate leader development targets in STEM Pipeline from K-12, Construction Camps, College Outreach and Young Members and transitions
- 4. Know and Invest intentionally in leader-producing institutions and critical masses of military engineers.
  - a) By 2022, formalize SAME relationship and engagement strategy with military service academies, primary engineer commissioning institutions, and military engineer basic courses.
  - b) By 2022, establish engagements within JEOC and Military Engineer Continuing Education Courses, and at all Military Engineer Graduation Ceremonies
  - c) Support leader development at SAME Construction CAMPs
  - d) Invest in strong SAME leader development platforms at high concentration areas (San Antonio, Wright-Patt, CGSC, Al Udeid AB, Pentagon, etc).
- 5. Grow academic professional membership.
  - a) Create opportunities to transfer knowledge and invest in national security infrastructure-related leading academic institutions
    - i. Explore opportunities such as: peer reviewed section of TME; refereed academic track at national conferences; conference publication of abstracts/articles; feature research highlights on SAME.org; support to research grants to solve national security infrastructure-related challenges.
  - b) Implement NAE’s Grand Challenges for Engineering for the 21st Century competition

**Goal 3: Produce STEM Professionals for the Nation** (Bobbi Lang, Lisa Thoele, Jeff Davis)

*Develop our nation’s future stem professionals and grow prospective members of the Society through STEM outreach efforts, scholarships, and engagement of College Student Chapters.*

- 1. Become a recognized national leader in STEM initiatives at the primary and secondary school levels by developing active partnerships with locally relevant organizations focused on excitement and interest in the professions.
  - a. Develop tools to track effectiveness of STEM outreach at the Post and National levels.  
**(WE NEED TO DETERMINE IF THESE TOOLS HAVE BEEN DEVELOPED AND IF SO, WHERE WE CAN GAIN ACCESS TO THEM).**
- 2. Foster Post- and National- sponsored STEM-based camps or programs.
- 3. Enhance our scholarship program for camps, collegiate students, and other local, STEM-relevant events. Establish well-defined and measurable outcomes to ensure good stewardship of the scholarship funds
  - a. When feasible align students with mentors to enhance learning and long-term commitment to SAME

For goal 3 ... IDEAS / SUGGESTIONS / ITEMS TO REVISIT

- 1. Virtual STEM Chapters



2. Student Outreach and Sharing – meaning a successful team can share their experiences with other schools within their community or outside their community
3. Consider objective surrounding student chapters. They exist, however activity and support varies widely.

**Goal 4: Prepare Transitioning Veterans for the A/E/C Industry, Commerce, Academia, and the Private Sector** (Craig Clutts\*, Traci Dewar, Jenn Kilbourn, Amanda Jones)

*Expand networking opportunities for transitioning veterans to provide a platform that promotes credentialing and translates skills in a manner that connects to needs of the industry and nation.*

1. SAME recognized as a leader creating a platform of network opportunities for transitioning veterans across the A/E/C industry. (similar to: Wounded Warrior Fair, Job Fair)
2. SAME provides the full spectrum of credentialing for licensed professionals, skilled labor certifications and other A/E/C supporting qualifications to transitioning veterans.
3. SAME Posts sponsor the credentialing of a veteran leveraging local or Foundation funds.
4. Establish and offer a mentoring event for transitioning veterans connecting the A/E/C industry opportunities, leadership development and Fellows involvement.
5. Sponsor or co-host an event with Trade Labor Unions to grow prospective members in the A/E/C industry from transitioning veterans.
6. Develop and offer a platform for A/E/C industry support talent to network in the areas of business, logistics, real estate or other skills in concert with veterans' transition.

**Goal 5: Build & Strengthen Resilient Communities** (NK Mbaya\*, Steve Pranger, Scott Grainger, Kathy Off)

*Lead public and private sector collaboration to build and sustain communities to mitigate the impacts of natural or man-made threats*

1. Leverage local, regional and national partnerships to provide education and training to stakeholders with regards to infrastructure risks and mitigation strategies.
2. Leverage the multidisciplinary nature of our membership to develop and implement new and existing technologies across the 16 DHS defined critical infrastructure sectors.
3. Provide a platform at the local, regional and national level for cybersecurity awareness, challenges and solutions to address infrastructure resilience.
4. Continue leading collaboration on joint response strategies to natural or man-made threats at the local, regional and national level.

## ENCLOSURE 5

**2.1.4 *Term of Directors.*** 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.

**3.1.1.2 *Term.*** The President shall serve a three (3) year term and may be elected to serve additional terms.

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

**3.1.3.2 *Term.*** The Secretary shall serve a three (3) year term and may be elected to serve additional terms.

**3.1.4.2 *Term.*** The Treasurer shall serve a three (3) year term and may be elected to serve additional terms.

## ENCLOSURE 6

# DRAFT OPERATIONS MANUAL FOR COMMUNITY OF INTEREST (COI) & TASK FORCE LEADERSHIP

As of: April 11, 2019

### PURPOSE

The purpose of this Operations Manual is to provide SAME Communities of Interest (COIs) with SAME Board of Direction guidance and standards for operations and support. COIs are one of the National Entities that serve SAME Regions, Posts and Members. The SAME National Entities include the National Board of Direction and Executive Committee, the National Office, the SAME Foundation and the Academy of Fellows. Their collective purpose is to:

- Support Regions, Posts and Members
- Support the National Direction (Strategic Plan)
- Enhance SAME's National Reputation

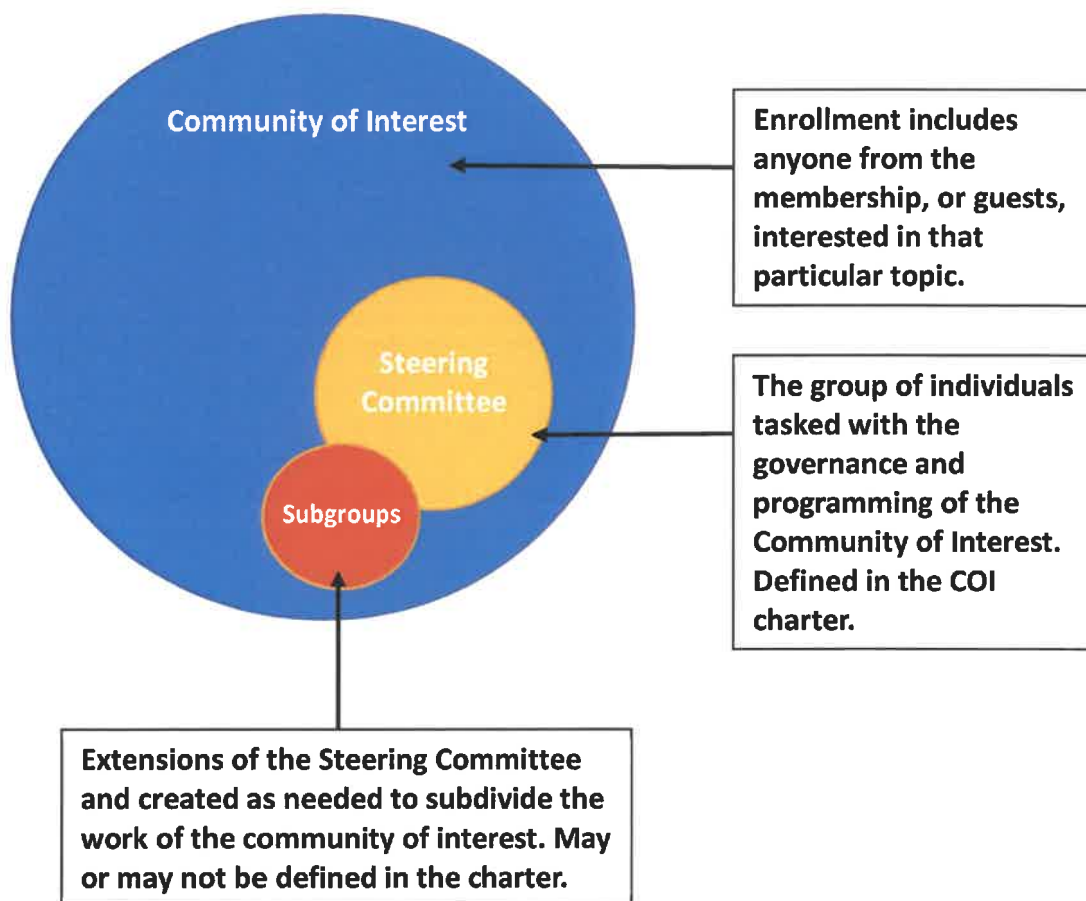
The unique and vital role of SAME COIs is two-fold: first, serve as an extension of the National Office capabilities by leveraging member technical expertise to assist in developing best in class programs; and second, provide individual members with avenues to develop their professional interests and expertise by leveraging SAME's role in the global community of interest.

### REFERENCES *(many of these pages and documents will be updated after the BOD meeting)*

- Current SAME COI List: <https://www.same.org/Committees-Councils>
- About SAME (Mission, Vision, Values, History): <https://www.same.org/Discover-SAME/About-SAME>
- SAME Bylaws: [https://www.same.org/Portals/0/same.org/inside\\_pages/documents/Governance/SAME Bylaws 5 22 18v3.pdf?ver=2018-08-09-084509-513](https://www.same.org/Portals/0/same.org/inside_pages/documents/Governance/SAME_Bylaws_5_22_18v3.pdf?ver=2018-08-09-084509-513)
- 2018 Governance & Management Plan: [https://www.same.org/Portals/0/same.org/inside\\_pages/documents/Governance/SAME%20National%20Governance%20Summary.pdf?ver=2018-11-05-085925-507](https://www.same.org/Portals/0/same.org/inside_pages/documents/Governance/SAME%20National%20Governance%20Summary.pdf?ver=2018-11-05-085925-507)
- Strategic Plan: [https://www.same.org/Portals/0/same.org/inside\\_pages/documents/discover\\_same/StrategicPlan.pdf?ver=2015-12-17-102823-563](https://www.same.org/Portals/0/same.org/inside_pages/documents/discover_same/StrategicPlan.pdf?ver=2015-12-17-102823-563)
- COI Templates: <https://www.same.org/Document-Exchange>

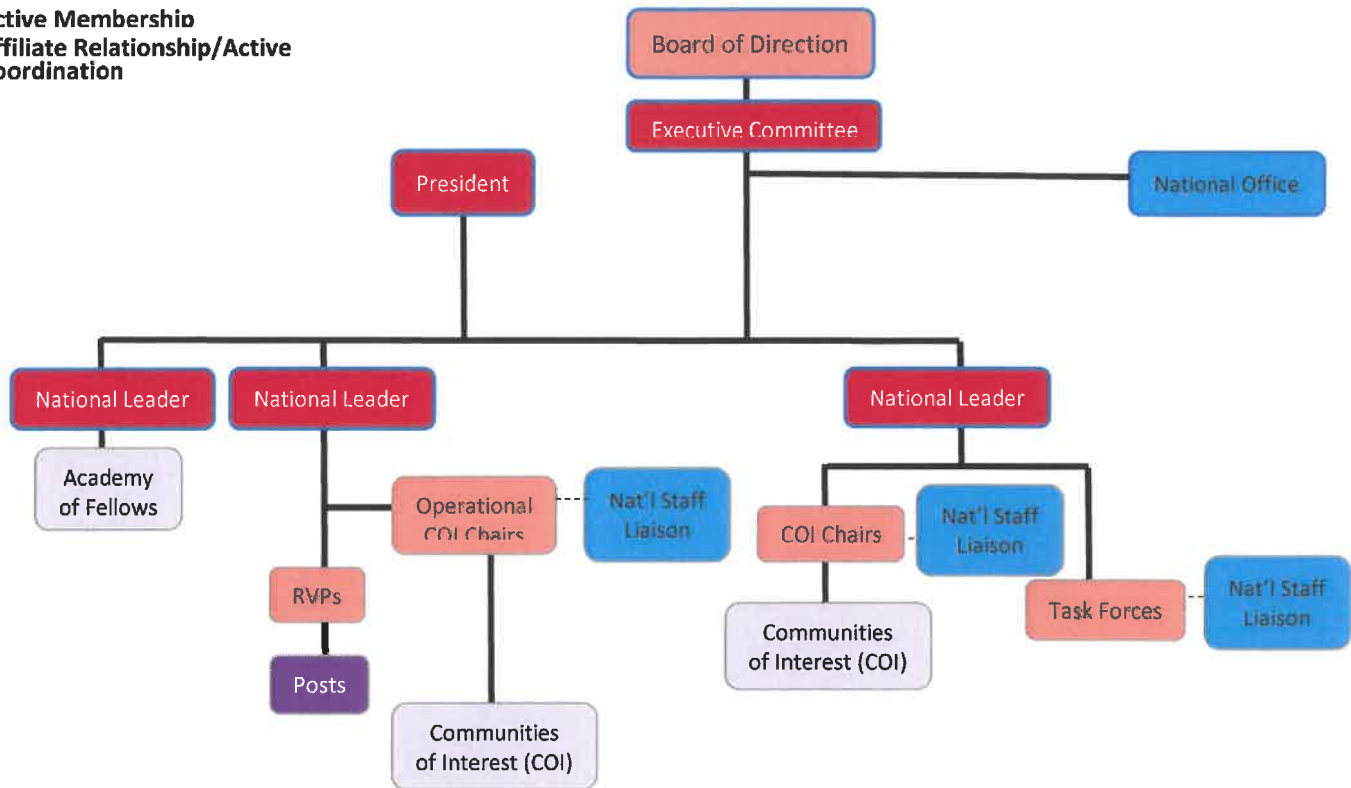
## DEFINITIONS

- **Community of Interest (COI)** is defined as a segment of SAME membership that shares a common interest or discipline within the A/E/C industry. Affiliation with COIs is voluntary and can be declared in one's membership record without regard for demographic alignment. A COI must be chartered by the Board of Direction to promote the Strategic Plan and National Direction of SAME. COIs may begin as a Task Force or a sub-group of an existing COI to determine viability.
- **Steering Committee (SC)** is the governing body of a COI with members and roles defined in the COI charter. Steering Committees will constitute the leadership and operational force for the COI. The COI Chair will lead the Steering Committee and be a member of the National Board of Direction.
- **Task Forces (TF)**. The Board of Direction can form a TF for any purpose with a Chair, mission and timeframe. A TF may evolve to become a COI but requires Board approval.



# National Organization & Authority

- Executive Committee
- Board of Direction
- National Office
- Active Membership
- Affiliate Relationship/Active Coordination



## ROLES & RESPONSIBILITIES

- **National Leader.** There are two elected National Leaders who oversee COIs - either a Vice President or the President-Elect, based on the National President’s direction in May (beginning of governance cycle). The National Leader (RVPs) provides oversight for Operational Committees whose primary function is to support Post Operations (Membership, Awards & Recognition). The National Leader (COIs) will oversee the remaining COIs. These leaders provide the following functions:
  - Provide oversight and direction
  - Assist with succession planning and governance
  - Monitor work plan accountability
- **COI Chair.** The COI Chair is appointed by the National President at the recommendation of the National Leader providing oversight, in collaboration with the other members of the COI Steering Committee. The Chair normally serves a 2 year term, but may request in writing to the National Leader to be extended an additional year (up to 4 years total). A best practice is to groom a Vice Chair to become Chair, and keep the departing Chair as Immediate Past Chair to help with continuity. This would be a four year commitment in total. The COI Chair is responsible for the following:
  - Serve on the Board of Direction as a representative of the COI
  - Recruit active COI members and lead the COI Steering Committee (maximize participation)
  - Maintain a current Charter
  - Ultimately responsible for work plan accountability and Steering Committee tasks
  - Serve as a subject matter expert within the COI and Society
- **National Office Liaison.** Each COI will be assigned a National Office Liaison to assist with national requirements. The Executive Director will make every attempt to match COIs with the appropriate staff

member, based on their alignment with the Strategic Plan. The National Office Liaison will be a member of the COI Steering Committee. Duties of the liaison include:

- Sending e-mail blasts to COI members (not drafting the e-mail)
  - Updating web pages at the direction of the COI Chair
  - Coordinating with internal staff at the direction of the COI Chair
  - Communicating COI financial and resourcing needs to National Office Leadership for budget consideration
  - Setting up conference call numbers (not leading COI meeting calls)
  - Sharing templates for Annual Work Plans, etc... (not filling them out)
  - Assisting with leadership transitions and interpreting the National Direction
- **Steering Committee (SC).** Collectively, the SC, led by the COI Chair, must be formed according to the needs of the COI. The SC establishes operations and battle rhythm to fulfill the purpose of the COI. The SC is responsible for communication to members and teamwork among SAME National Entities which is essential to maximizing positive Strategic Plan progress and efficiency of day to day coordination.

## OPERATIONS

- **Annual Work Plan.** The Annual Work Plan will be presented to the Board of Direction at the May meeting. The National Leader providing oversight will collect Work Plans for review prior to the board meeting. The plan will outline specific actions that the COI will take to support the Strategic Plan, a timeline for those actions, any resource requirements, and the *impact* the action will have and how it will be measured.
- **Strategic Relationships.** COIs are responsible for maintaining strategic relationships with key stakeholders to include established Strategic Partners and relevant Government Agencies. COIs may recommend organizations for Strategic Partnership with SAME, but should not be discouraged from collaboration with unofficial partners.
- **Semi-Annual Report.** The Semi-Annual Report will be presented to the National Leader providing oversight before the Fall Board of Direction Meeting. The COI will report progress against the Annual Work Plan.
- **Webinars.** COIs will host one webinar per quarter with an emphasis on professional development and the impact the COI has on the Strategic Plan as it relates to the COI Annual Work Plan.
- **Communications.** COIs are responsible for communicating their impact and needs to their community, general SAME members, Posts and Regions with the help of their National Office Liaison.
  - Regular SC meetings will occur on a monthly basis with call information listed on the COI web page. SC meetings are open to the whole COI, but will be focused on operations. In-person meetings are conducted at National Conferences (JETC and SBC).
  - Calls for Volunteers should be open to all COI members and include a short job description and time commitment.
  - Regular communication to COI members in the form of an e-mail blast and/or newsletter will occur on a bi-monthly or quarterly basis. This communication should be an update on any Industry-Government Engagement, Strategic Partner activities, impact the COI has made to the Annual Work Plan, upcoming professional development opportunities, COI recognition, etc....
  - COIs will conduct regular communication to members at large via established National Office mediums such as RealTiME e-newsletter (monthly), The Military Engineer (TME) Magazine (quarterly), and coordinated marketing efforts with the SAME National marketing team (as needed).

- Post Leaders Workshop is a great place to showcase COI and Post/Region collaboration. It provides an opportunity for COIs to market themselves to Posts and help Posts to succeed in their support of the National Direction.
- COIs are responsible for ensuring that their web page is up-to-date and providing any changes to the National Staff Liaison.
- **Program Support.** COIs may be called upon to communicate calls for presentations to their membership and to review abstracts that have been submitted. Regions and Posts may also call upon COIs as subject matter experts to recommend speakers and participants for Industry Government Engagement (IGE) Workshops.
- **Awards & Recognition.** COIs may be called upon to review streamer and award submissions at the National level. They are responsible for submitting members of their Steering Committee for recognition at the Joint Engineer Training Conference (JETC) on an annual basis. COIs will always be looking for opportunities to recognize members of the community that support the Annual Plan. Members will be recognized in communications and through the award nomination process.
- **Financial Reporting.** Any COI provided with financial support from the SAME National Office, or otherwise engaged in raising funds to support COI functions shall provide annual detailed accounting information to the National Leader and to the Society's Director of Finance. Specific requirements will be provided by the SAME Director of Finance.

#### GOVERNANCE CYCLE

May	Board Meeting (JETC) - Board Changes/SC Changes, Annual Work Plan, SC recognition
June	Secure Webinars for the year
July	Prepare for Post Leaders Workshop (PLW)
August	PLW
September	
October	Prepare Semi-Annual Report
November	Board Meeting (SBC)
December	Begin Succession Planning, XC Meeting – Budget Approval
January	
February	
March	Capital Week (XC Meeting)
April	Prepare Annual Work Plan

**PROCEDURES & TEMPLATES.** COIs with established practices may discuss any procedures with their staff liaison to ensure that the focus is on outcome and not process. Templates will be housed on the SAME document exchange: <https://www.same.org/document-exchange>.

APPENDIX A: Example Charter

APPENDIX B: Annual Work Plan

APPENDIX C: Semi-Annual Report

APPENDIX D: Webinars

APPENDIX F: Communications



## APPENDIX A – Charter Example

### Example Charter

#### Task Force – National Leader Development Program

**Status:** On plan.

**Strategic Line of Effort:** Developing Engineering Leadership for the Nation

#### Final Report

*<Insert final report details once available for Task Forces only>*

#### Purpose or Context

Working with support from the SAME Foundation, the National Leader Development Program (LDP) will identify and cultivate leadership from within the SAME membership. Through this program, SAME fills a vital training gap within the industry, delivers value to SAME members and Posts and ensures strong leadership for the future of the nation.

#### Objectives

1. Develop and foster the next generation of world class military, government civilian and industry leaders for the Society and our nation in support of the SAME Strategic Plan.
2. Understand individual strengths and how to apply these strengths to achieve success.
3. Understand team concepts including roles, responsibilities, accountability, and groups.
4. Develop leadership skills through training, assignments, service project, and opportunities.

#### Deliverables

1. Curriculum
2. Eligibility criteria & application process
3. Communication plan
4. After Action Report for Class of 2020

#### Key Dates

Application and Call for Instructors Opens	October 31, 2018
Application Closes	December 21, 2018
Curriculum Instructors Selected	March 1, 2019
Primary selections names	March 1, 2019
Alternate selections named	April 1, 2019
Initial Cohort Meets at JETC	May 7-9, 2019
Monthly Calendar of PD Webinars	May 2019-April 2020
Initial Cohort Graduates at JETC	May 27-29, 2020

#### Official Steering Committee Members

Co-Chair: LTC (R) Mike Darrow, Appointed Board Director  
Co-Chair: Caroline Roberts, Appointed Board Director  
Foundation Liaison: Angie Goral, Foundation Board Member  
SAME Staff Liaison: Eddie Gonzalez, STEM Program Manager  
YMC Liaison: Lisa Theole, YMC Chair

### **Meeting Frequency**

Co-chairs will schedule conference calls bi-weekly with face to face meetings in conjunction with National Events.

### **Communication**

Communications via Telephone and Email will be the primary mode for sharing information, issuing guidance, and obtaining updates on status.

The Co-Chairs will schedule and conduct meetings bi-weekly that will be conducted via teleconference until project completion. These meeting will be used to assess progress towards completion of the work product and meeting the milestone schedule.

Face to face meetings will take place in conjunction with SAME National Events - Capitol Week, JETC, PLW, and the SBC.

The members will participate in regularly scheduled meetings. Members will arrange to have appropriate representation during said meetings when he or she is unable to attend.

Members are encouraged to communicate with the Subject Matter Experts who are not specifically identified Task Force members to assist them in the preparation of their work product.

Dial in info for conferences: XXXX

Dial in #: XXXX

Conference Room: XXXX

Leader PIN: XXXX


### **Task Force Term**

The Task Force will be re-evaluated after the graduation of the first class (JETC 2020) for possible transition to committee status.

## APPENDIX B – Annual Work Plan & Example

Annual Work Plans will be specific and include the following information:

- 5 Ws: What, Who, When, Where, Why
  - What will the COI be doing and how will it support the Strategic Plan?
  - Who is taking the lead on the action? Who are the other COIs that might want or need to collaborate? Who are the Strategic Partners that should be included?
  - When is this action taking place – is there a timeline?
  - Where is the action taking place – Post level, National level, virtually?
  - Why are we doing this – what is the desired impact at every level?
- 2 Hs: How x 2
  - How will this action be resourced? Is there a financial requirement?
  - How will impact and success be measured?
- 1-2 actions (one slide per action)
- Should be submitted to National Leader late April (actual deadlines will be determined and shared by National Leader).
- Progress and success should be shared via regular forms of communication for the COI.
- Subsequent Work Plans should include outcomes of previous actions.

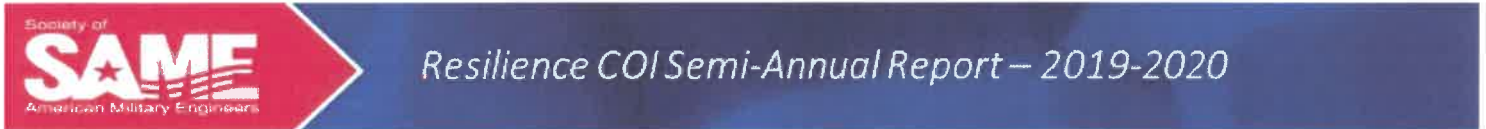
 <span style="font-size: 1.2em; font-weight: normal; margin-left: 20px;">Resilience COI Annual Work Plan 2019-2020</span>	
<b>Building Resilient Communities &amp; Enhancing IGE</b>	<b>The Resilience COI will partner with ICC on ANCR to produce a standard for resilient communities.</b>
<b>What</b>	ANCR is a project spearheaded by the International Code Council to provide benchmarks for communities to be resilient. SAME will support this effort through collaboration and subject matter experts in the A/E/C fields.
<b>Who</b>	The COI Chair will personally oversee this action, assisted by all members of the Steering Committee. Other COIs may be asked to assist with specific community benchmarks. ICC will be the primary partner involved.
<b>When</b>	This will be a multi-year endeavor....timeline to be provided in Nov.
<b>Where</b>	This action will primarily be accomplished virtually at the National level.
<b>Why</b>	The final product will be a tool for Posts to build their own resilient communities. This action will support Posts, support the National Direction, and also enhance SAME's national reputation.
<b>How – Resourcing</b>	There are no resourcing requirements at this time.
<b>How – Metrics</b>	This action will be complete and successful when ANCR is complete and published for local use.

<b>Building Resilient Communities &amp; Enhancing IGE</b>	The Resilience COI will begin a sub-group – Planners – to assist with community benchmark project.
<b>What</b>	Planners are a subgroup of SAME Membership that is under-represented and utilized to support the Strategic Plan. The COI believes that the skills they have would be a great asset to the Resilience COI and to the ANCR effort.
<b>Who</b>	Vice Chair _____ will serve as the POC for this action.
<b>When</b>	Nov 2019: demographic research complete May 2020: sub-group formed with (COI internal) charter
<b>Where</b>	This is a National level, virtual action.
<b>Why</b>	Planner skill-set will be an asset to “Building Resilient Communities” LOE. Adding a segment of A/E/C industry at every level (Post, Region, National) will also “Enhance IGE” and increase participation. Planners specifically act as liaisons between public and private communities.
<b>How – Resourcing</b>	This action may require assistance from National Office to research membership demographics.
<b>How - Metrics</b>	If the Work Group is formed with active volunteers as leaders, the action will be deemed successful.

## APPENDIX C – Semi-Annual Report & Example

Semi-Annual Reports will specifically address progress towards the Annual Work Plan presented the previous May:

- What progress has been made? If none, why not?
- Is the COI on target for any timelines or deadlines?
- Were resourcing requirements sufficient to the action?
- One slide per action.
- Should be submitted to National Leader mid-October (actual deadlines will be determined and shared by National Leader).



<b>Building Resilient Communities &amp; Enhancing IGE</b>	<b>The Resilience COI will partner with ICC on ANCR to produce a standard for resilient communities.</b>
<b>What</b>	ANCR is a project spearheaded by the International Code Council to provide benchmarks for communities to be resilient. SAME will support this effort through collaboration and subject matter experts in the A/E/C fields.
<b>Progress</b>	COI Chair has made contact with ICC to connect specific subject matter experts with their benchmark teams.
<b>When</b>	(timeline progress) – on target
<b>How - Resourcing</b>	Would like to request a stipend for 2 COI members to attend important ANCR meeting in Dallas.

## APPENDIX D - Webinars

Webinars should be planned well in advance to provide sufficient time for marketing and National Office Staff support.

- COIs will complete the on-line request form: <http://www.same.org/Become-Involved/Committees-Councils/Community-of-Interest-Webinar-Request-Form>
- Incomplete forms will not be honored.
- Webinars should be discussed with National Staff Liaisons prior to completing form.
- COIs will conduct 4 webinars per year (joint COI webinars are encouraged).
- Webinars should not take the place of Steering Committee monthly meetings.
- Webinars should provide professional development opportunities and/or be related to the COI Annual Work Plan.
- Staff Liaisons will do the following:
  - Update the COI web page with webinar information.
  - Coordinate with Registrar.
  - Add to the National Calendar on-line.
  - Send e-mail blasts to target demographics to market the webinar.
  - Update the web page after the webinar with PDH certificates & recordings.
- Webinar POC should ensure he/she is familiar with GoTo Meeting and should conduct a trial run prior to the webinar date.

### Example Communication:

Education Opportunity presented by the SAME Joint Engineering Contingency Operations (JECO) Committee

<https://www.same.org/jeco>

**Webinar: Task Force Essayons** - Wednesday, 28 November, 1300 EST (1300 - 1315: JECO Committee Business) Click [here](#) for agenda.



COL Corey M. Spencer, USA, will focus on the establishment of [Task Force Essayons](#) and the services they provided as they teamed with the Regional Contracting Command for ARCENT and the Combined Joint Task Force. Colonel Corey M. Spencer is currently the Deputy Commander for the North Atlantic Division, U.S. Army Corps of Engineers, located at Fort Hamilton, New York. Prior to his current assignment, he served as the Commander of Task Force Essayons, of the Transatlantic Division, at Camp Arifjan, Kuwait. Colonel Spencer also spent time as the Director, Assistant Chief of Staff Engineering, U.S. Army Pacific, Fort Shafter, Hawaii and prior to that Mobility Branch Chief, Full Dimension Protection Division, Army G8. COL Spencer also commanded the 62nd Engineer Battalion, 36th Engineer Brigade Fort Hood.

1 PDH offered

[Register Here](#)

## APPENDIX F – Communications

It is extremely important to ensure that communications are regular, consistent, and provide value.

- E-mail is reserved for internal COI communication or targeted audiences.
  - Blast e-mails are for marketing purposes, newsletters, or regularly scheduled communications. National Staff Liaisons should send all blast e-mails.
  - Content for e-mails should not be created by National Staff Liaisons, although they can provide input.
  - “Call for Volunteer” e-mails will always include a job description and time commitment for open positions.
- RealTIME is SAME’s e-newsletter. There is limited space in RealTIME, so information in this newsletter should be directed elsewhere for more detailed information. Information in RealTIME will be coordinated by the National Staff Liaison and Director of Communications.
- Bricks & Clicks blog is a great way to share updates, event previews and professional development opportunities: <https://www.same.org/blogsubmission>.
- The Military Engineer (TME) magazine is an excellent medium to share information with the global community of interest. Articles should be submitted according to directions on the TME website: <https://www.same.org/Online-Forms/TME-Submission-Form>.
- Take photos whenever possible – they make your communications come to life!
- Conference Calls (same information for webinars)
  - National Staff Liaisons will share login information for GoTo Meeting.
  - National Staff Liaisons will train COI Chairs and any other Steering Committee members on the GoTo Meeting platform.
  - COI Steering Committee Members are responsible for starting all COI meetings and webinars using GoTo Meeting.
  - If COI Chair cannot be present for a scheduled call or webinar, the COI Chair is responsible for tasking another volunteer member of the Steering Committee to fill in. The National Staff Liaison will not lead calls or webinars.
- The COI Steering Committee is responsible for ensuring that all information displayed on the COI web page is current and correct. The National Staff Liaison will make any necessary adjustments and can advise the COI on best practices.