



SAME Executive Committee Meeting Notes

1500 - 1630, Wednesday, Dec. 13, 2017

Attended			
Brian Balukonis	Buddy Barnes	Bob Bevins	Mike Blount
Nick Desport**	Marv Fisher	Bill Haight	Rich Houghton
Allison Ingram**	Stephen Karl**	Cindy Lincicome	Ann McLeod**
Kathy Off**	Scott Prosuch	Hal Rosen**	Joe Schroedel**
Richard Stump	Lisa Thoele	Ray Willcocks	
Did Not Attend			
Mike Darrow	Rich Khalil**	Sal Nodjomian	

**Non-voting

Call to Order: 1505 hrs

A quorum of 12 was established. Marvin Fisher was the acting chair of the XC and called the meeting to. Joe led the presentation to the XC (Encl 1).

Budget Proposal

The budget for 2018 was approved unanimously (Encl 2). Some questions answered:

- The budget does not include the addition of a Sustaining Member staff position. This will be covered by an internal matrix team in order to control the labor budget.
- The Marketing and Web positions will be filled.
- The new marketing position will be more robust across all sales – not just events.
- The budget is overly dependent on events for revenue. The office is aware of this risk and intends to focus on membership and advertising without diminishing the continued growth of all National Events.
- One National Office budget goal is to be able to fund leadership travel entirely.

Run to 2020 & Beyond Action Plan

The Run to 2020 & Beyond Action Plan was approved unanimously with minor editorial revisions (Encl 3).

- This plan is a culmination and representation of what the board committed to at the November 2017 meeting.
- SAME National will look for opportunities to infuse Run to 2020 and Centennial messaging.
- The most important outcome is increased member participation.
- Specific issues that arose during the XC meeting have been modified in the plan (Encl 3).
- The Post Actions list is a “menu of participation entrees.” Posts should be empowered to tailor to their Post and to their individual volunteers.
- Post – Base list will continually be modified – please contact Kathy Off with suggested changes.

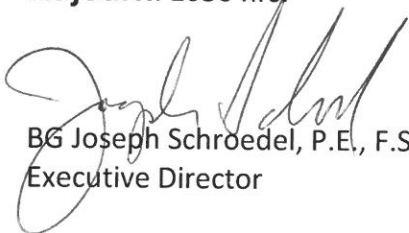
Action: Joe Schroedel will collect feedback from Posts and Regions for further revision – end of January 2018.

Deactivated Post Funds Policy

The XC approved Option 1 of the Deactivated Post Funds Policy (Encl 4).

- This policy is for deactivated Post Funds; Posts that transition to Field Chapters vice deactivation, will be addressed on a case by case basis (e.g. funds may transfer to new parent Post).
- The establishment of this policy creates a more defined process that will reinforce the need to establish viable Field Chapters as a first step toward full-fledged Post status.

Adjourn: 1630 hrs.



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

- Encl 1: Agenda
- Encl 2: Approved Budget
- Encl 3: Revised/ Approved Action Plan
- Encl 4: BOD Action Tracker




SAME Executive Committee Meeting Agenda

1500 - 1630, Wednesday, Dec. 13, 2017

872-240-3412 and enter Conference ID 519-515-341

TIME	AGENDA	BRIEFER
1500 – 1505	Welcome & Call to Order	Sal Nodjomian
CONSENT AGENDA		
1505 – 1545	Budget Proposal	Allison Ingram
1545 – 1610	Run to 2020 & Beyond Action Plan	Joe Schroedel
1610 – 1620	Deactivated Post Funds	Nick Desport
1620 – 1630	Summary & Adjourn	Sal Nodjomian



SAME National Office FY 2018 Budget Proposal

Executive Committee Meeting
3:00 PM (EST), 13 December 2017

Dedicated to National Security Since 1920 1

Agenda

- Briefing Purpose
- Strategic Plan 2020 Mission Essential Tasks
- National Office Organization
- FY 2017 Budget Execution
- FY 2018 Budget Summary
- **Revenue** (Objective 1)
- **Expenses** (Objective 2)
- **Investments** (Objective 3)
- **Risk Management** (Objective 4)
- Summary

Society of American Military Engineers | Dedicated to National Security Since 1920 2

Briefing Purpose

- Update the Executive Committee on the execution of the FY 2017 SAME National Office Budget.
- Obtain Executive Committee approval of the SAME National Office FY 2018 Balanced Budget.

Strategic Plan Mission Essential Tasks

"The Run to 2020 and Beyond"

• **Recruit Military and Government Members.**

• **Increase Member Participation.**

• **Enhance Industry-Government Engagement**

2020

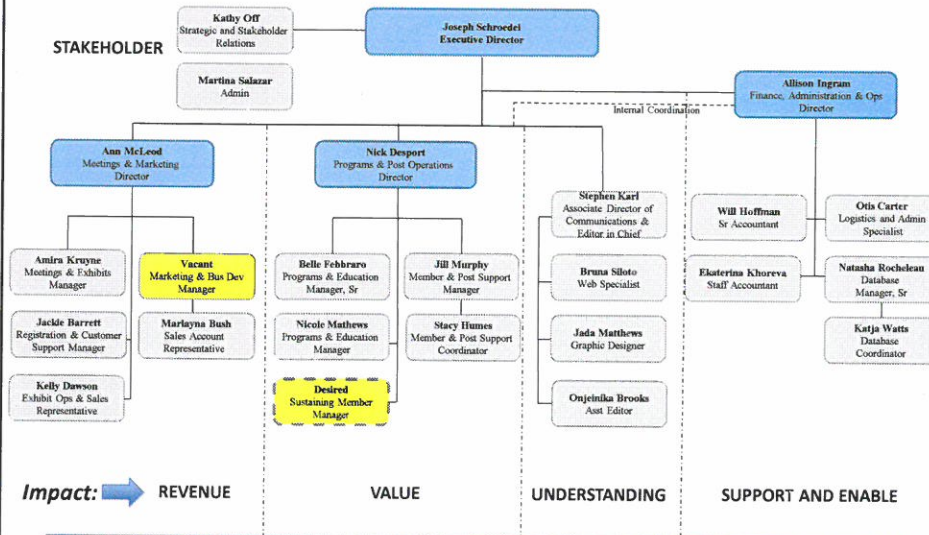
National Office Priorities

Support Posts

Support the National Direction (BOD, Strat Plan 2020)

Enhance SAME's National Reputation

National Office Organization



FY 2017 Budget Execution

	Actuals		Projection		Total	Budget	Projection to Budget Variance
	Year to Date	November	December				
REVENUE							
Conferences and Meetings	1,897,582	\$ 1,803,100	\$ 800	3,701,482	\$ 3,433,500	\$ 267,982	
Dues	1,665,152	\$ 168,067	\$ 168,067	2,001,286	\$ 2,336,500	\$ (335,214)	
Advertising and Publications	447,451	\$ 156,097	\$ 6,233	609,781	\$ 695,000	\$ (85,219)	
Continuing Education	32,914	\$ 1,975	\$ 625	35,514	\$ 48,600	\$ (13,086)	
Post Operations	106,553	\$ 4,000	\$ -	110,553	\$ 77,500	\$ 33,053	
Education and Mentoring Fund	-	\$ -	\$ -	-	\$ -	\$ -	
Other income	-	\$ -	\$ -	-	\$ -	\$ -	
TOTAL REVENUE	\$ 4,149,653	\$ 2,133,208	\$ 175,725	\$ 6,458,586	\$ 6,591,400	\$ (132,814)	
EXPENSES							
Program Services:							
Conferences and Meetings	1,454,307	\$ 1,147,700	\$ 2,350	2,604,357	\$ 2,500,300	\$ (104,057)	
Membership Activities	37,916	\$ 7,000	\$ 8,000	52,916	\$ 105,000	\$ 52,084	
Society Publications and Communications	228,154	\$ 40,933	\$ 7,767	276,854	\$ 295,300	\$ 18,446	
Continuing Education	13,825	\$ 608	\$ 408	14,841	\$ 41,900	\$ 28,059	
Post Operations	447,659	\$ 31,650	\$ 11,650	510,959	\$ 594,400	\$ 83,441	
Education and Mentoring Fund	969,769	\$ -	\$ -	969,769	\$ -	\$ (969,769)	
Total Program Services	\$ 3,151,629	\$ 1,227,892	\$ 20,175	\$ 4,429,696	\$ 3,537,900	\$ (891,796)	
Supporting Services:							
Management and General Fundraising	2,370,867	\$ 272,283	\$ 294,283	2,937,434	\$ 3,163,500	\$ 226,066	
Total Supporting Services	2,370,867	272,283	294,283	3,937,434	3,163,500	236,066	
TOTAL EXPENSES	\$ 5,522,497	\$ 1,500,175	\$ 344,458	\$ 7,367,130	\$ 6,701,400	\$ (665,730)	
CHANGE IN NET ASSETS FROM OPERATIONS	\$ (1,372,844)	\$ 633,033	\$ (168,733)	\$ (908,544)	\$ (130,000)	\$ (798,544)	
Change in Value of Investments	\$ 422,624	\$ 9,167	\$ 9,167	440,957	\$ 110,000	\$ 330,957	
NET CHANGE IN NETS ASSETS	\$ (950,221)	\$ 642,200	\$ (159,567)	\$ (467,587)	\$ -	\$ (467,587)	

Society of American Military Engineers | Dedicated to National Security Since 1920 7

2017 Budget Execution

"Behind the Numbers"

Revenue

- JETC Net Revenue Increased – Continue to Define Value**
 - Table Top Exercise continues to expand as capabilities centerpiece – all COCOM Engineers present.
 - Unique combination of SAME "Annual Meeting" and Industry-Government Engagement.
 - Partners welcome opportunity to exhibit and participate – contributes to vision.
- SBC Far Exceeded High Revenue and Value Expectations**
 - But ... National Office revenue continues to be too dependent on events, especially SBC late in the year.
- Expanded Sales Function**
 - Additional commissionable employee was added in 2017.
 - Commissionable sales moved in house (advertising, exhibit booths and innovative theatre).
- Membership Revenue**
 - Aggressive combined (SM, IM) membership revenue budget was not met.
 - Sustaining membership is projected to be flat compared to 2016.
 - Individual membership is projected to grow by approximately 1.5%.
- Advertising**
 - Print advertising continues to decline and budget will not be met.
 - Online advertising grew by approximately 275% and will help offset print losses.

Society of American Military Engineers | Dedicated to National Security Since 1920 8

2017 Budget Execution

"Behind the Numbers"

Expenses

✓ Continued Controlling Expenses

- Disciplined approach continues – QMR (monthly statements, risk mgt, reporting to leadership).
- G&A continues to decline (efficiencies & reductions – IT, outside consulting and other discretionary costs).
- Realizing efficiencies from System Integration Initiative (membership dues now finance team).
- National Office size and quality set – working efficiency vice expansion (SM Mgt, Run to 2020).

✓ Continued Support to Posts

- Expanded the number of attendees at the Post Leaders Workshop in August to include RVPs (86 Posts represented). Additionally made topics more relevant and transferrable
- Allocated \$10K in additional support for international posts.
- Continued support to the Warrior Transition Program (Tony Hoffman, GKC Post).
- National Office membership team participated in several Post events to assist with recruiting.
- Made a capital investment in Marine camp (\$5K).
- Launched Podcast effort to help tell good news stories of member contributions.
- Allocated \$1000 per month to support National President travel – opens presidency to small business.

✓ SAME Foundation Fully Operational – Served by National Office Staff (Joe, Allison, Kathy)

- Compelling Purpose defined in 2017 (Fostering Engineer Leaders for the Nation), hence:
 - E&M Fund transferred to Foundation (\$970K); Foundation to fund Leadership Development and Camp Scholarships in 2018 but ... National Office will retain stipends expense.
- Post Funds Policy being tested (service to posts).
- Additional fundraising strategies and expenditures being determined.

2017 Budget Execution

"Behind the Numbers"

Investment

✓ Investment Committee Fully Operational and Expanded

- Expanded and combined the SAME and Foundation Investment Committees with Gary Engle as the Foundation lead.
- Investment Policy Guidance (IPG) approved and is being executed; relevant for current robust market conditions and desirable risk.
- Quarterly reviews are conducted with the investment advisors (Orion and Baird.)
- Performance is assessed compared to market benchmarks and expected performance (IPG).

✓ Investing in People - Quality labor produces value

- Continue to offer the best benefit package (quote from benefit brief).
- Third straight year of awarding Bonus for performance above and beyond.
- Third straight year of disciplined performance system pay raises.
- Allocated \$1000 per month to support National President travel.

✓ Continued Investing in Major Events - Increased financial return = f(increased value)

- Hired sales person (manage logistics, expand participation for exhibitors – SBC Exhibitor revenue up 21%).
- Continued to invest in high quality key note speakers (e.g.: Galloway, Collins, Lidsky).
- Continued increasing program quality and education (Call For Presentation process key).
- Facilities Management Workshop continues to expand – Army completed committed in 2016; CNIC being brought in; Navy-led, Tri-Service BOS Workshop being added for 2018.
- Unscheduled DOS event, ECW kick off in 2017, CEO Round Tables ... push potential

2017 Budget Execution

"Behind the Numbers"

Risk

☑ Managed Risk Well

- Set aggressive budget – continued year on year revenue increase while leveraging resources fully while keeping expenses within available resources.
- Continued long term perspective – no quick win mentality – marathon, not sprint.
- Reserves untouched and market gains unrealized – reserve still exceeds industry standard by almost factor of 2.

Another aggressive but disciplined team effort!

Deeds Not Words!

FY 2018 Budget Goals

The SAME National Office FY 2018 Budget will contribute to Strategic Plan 2020 by accomplishing two overall goals:

- ***DELIVER RESULTS*** that add value to the entire society and industry to support the Strategic Plan.
- ***INVEST in SAME*** in order to set the stage for the future without incurring undue short term risk.

FY 2018 Budget Objectives

"The Run to 2020 and Beyond"

- **Revenue:** Continue to diversify and strengthen the short and long term stability of revenue streams; establish clear business lines and sales initiatives to support.
- **Expenses:** Align expenses to Strategic Plan 2020, specifically "The Run to 2020 and Beyond".
- **Society Investments:** Fuel long term growth and unity of effort of the One Society to achieve the letter and intent of Strategic Plan 2020 and the SAME Foundation.
- **Risk Management:** Manage risk continuously; aggressively attack shortfall areas (e.g. membership, marketing); implement multipronged risk mitigation strategies.

FY 2018 Budget Overview

	Actual FY 2015	Actual 2016	Projected 2017	Proposed 2018 Budget	Variance	
					17 Proj. vs. 18 Budget \$	%
Revenue:						
Membership	\$ 2,029,000	\$ 1,998,000	\$ 2,001,000	\$ 2,091,000	\$ 90,000	4%
Communications	587,000	629,000	610,000	642,000	32,000	5%
Meetings and Events	2,916,000	3,370,000	3,701,000	3,787,000	86,000	2%
Post Operations	96,000	88,000	111,000	137,000	26,000	23%
Continuing Education/Programs	92,000	57,000	36,000	31,000	(5,000)	-14%
Education and Mentoring Fund	15,000	28,000				
Other Income	37,000					
Interest and Dividends	229,000	159,000	135,000	135,000		0%
Total Revenue	\$ 6,901,000	\$ 6,329,000	\$ 6,594,000	\$ 6,823,000	\$ 229,000	4%
Expenses:						
Membership	\$ 17,000	\$ 25,000	\$ 53,000	\$ 56,000	\$ 2,000	4%
Communications	223,000	287,000	277,000	321,000	44,000	16%
Meetings and Events	1,913,000	2,302,000	2,604,000	2,766,000	162,000	6%
Post Operations	612,000	608,000	511,000	563,000	52,000	10%
Continuing Education/Programs	132,000	45,000	15,000	10,000	(5,000)	-33%
Education and Mentoring Fund	55,000	78,000	970,000		(970,000)	-100%
General and Administrative	2,792,000	2,930,000	2,937,000	3,108,000	171,000	6%
Total Expenses	\$ 5,744,000	\$ 6,275,000	\$ 7,367,000	\$ 6,823,000	\$ (544,000)	-9%
Change in Net Assets from Operation	\$ 257,000	\$ 54,000	\$ (773,000)	\$ -	\$ 773,000	

Revenue By Source

SOURCES OF REVENUE

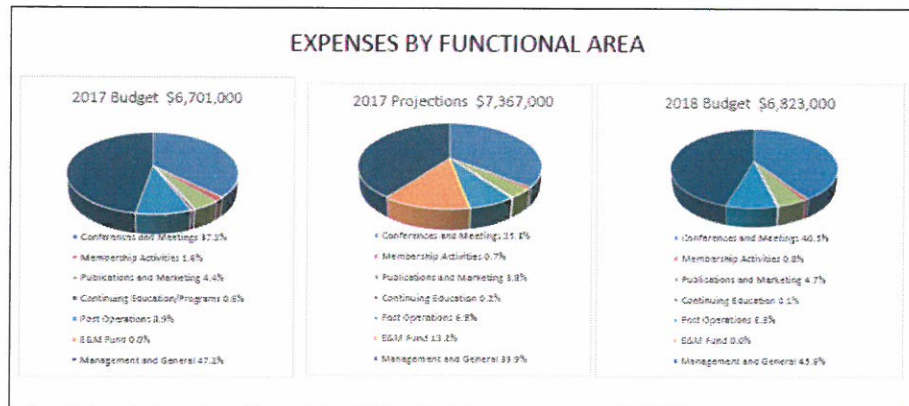


Revenue

Objective 1: Continue to diversify and strengthen the short and long term stability of revenue streams; establish clear business lines and sales initiatives to support.

- Continuation of sales person to increase revenue in membership/sponsorship/exhibits.
- National Office Sustaining Member matrix team developed with focus on retention of existing members.
- Membership value proposition redefined and new recruiting materials and techniques should reap results in 2018.
- Continuation of Partnership Program to guarantee revenue and cash flow across departments. Two new partnerships already signed for 2018 (\$75k, 61k).
- Full year of exhibit sales person should benefit JETC exhibit hall in 2018.
- Website redesigned to allow increased advertising spaces and revenue.
- Job Board expansion allows for revenue with no corresponding expense.

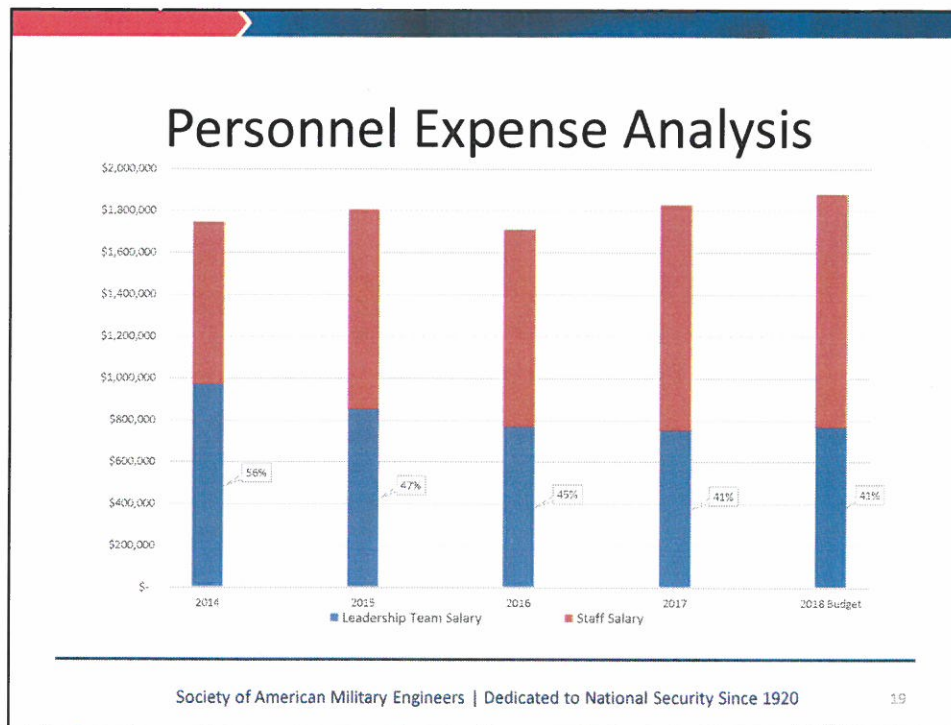
Expenses by Functional Area



Expenses

Objective 2: Align Expenses to Strategic Plan 2020

- Foundation will fund future leadership development program and camp scholarships.
- Post Leaders Workshop budget was expanded to allow for all RVPs to attend to support Posts on 2020 initiatives.
- Leadership travel budget developed to ensure national leadership team attendance at key post events/activities – reduce burden on SMs (SM not fully underwrite leadership participation).
- Additional funds were allocated to membership recruitment, including strategies for military recruitment.
- Stipends to fund attendance at SAME national events included in 2018 budget.
- Overhead expenses continue to decline allowing focus on strategic expenses.
- Continue to support overseas efforts, especially in Guam and Korea in 2018 (next ECW is 2019).



Society Investments

Objective 3: Fuel long term growth and unity of effort of the One Society to achieve the letter and intent of the Strategic Plan 2020 and the SAME Foundation

- *Government/Military Membership*
 - Targeted Membership and Post support in Japan and Europe (\$10k).
 - Overall new membership materials and campaign (\$10K).
 - Develop strategic partnerships that benefit members.
 - Travel/Recruiting: Military Schools (Fort Leonard, etc.).
- *Industry/Government Engagement*
 - CEO Roundtable at SBC and JETC.
 - Increase impact of "SAME Perspectives" – project delivery initiative underway – leverage OSD, SBA connections. Build on partnerships (e.g. AGC on project delivery team).
 - Enhanced relationships with other peer organizations and governmental agencies – include them in the Run to 2020.

Society of American Military Engineers | Dedicated to National Security Since 1920 20

Society Investments (Continued)

Foundation Operations

- Foundation management assumed by SAME National staff, presently at no cost.
- Golden Eagle and JETC revenue will not be transferred to Foundation.
- Stipends, that were previously assumed to transfer, will remain in the Society's expense budget.

JETC and SBC

- Increased educational sessions to increase value to participants
- Sustain high profile speakers enhancing value to attendees (2017: Galloway, Collins, Lidsky)

Member Participation

- Manage "Run to 2020 and Beyond" to get participation up!
- New training sessions offered at PLW; integrate College Student Chapter (Post Mentor) training in 2018.
- Continue increase in post spending, including making funds available to the international posts.
- Fully Develop the Best Practice System – save volunteers time!

Communications and Marketing

- Continue to refine support materials
- New Position is currently posted for a marketing specialist.
- Additional membership materials have been created to support the Value Brief.

Society Investments (Continued)

Systems Integration Status

- Systems successfully integrated:
 - Push and pull of customer information between eShow and Clear Vantage (improves member experience)
 - All CV financial transactions are now being imported directly into Dynamics (Financial management system.)
 - Payroll and Expense reporting are being automatically imported into Dynamics.
 - Invoices and employee expense reports are being automatically imported into Dynamics.
 - Partner Program invoicing and revenue recognition is fully automated.
 - At least 32 **staff hours** per month saved as a result of the integration.
- Open Integration Items:
 - eShow financial transactions still need to be pushed back to CV. All integration bills have been paid.

Investment Amount as approved by Executive Committee	\$43,000
Amount Spent	<u>\$32,400</u>
Unspent Allocation	\$16,800

Risk Management

Objective 4: Manage risk continuously; aggressively attack shortfall areas (e.g. membership); implement multipronged risk mitigation strategies.

National Office Staff Management:

- Continue proactively managing discretionary funds.
- Accountability: continue developing ownership of *outcomes, creativity, agility*.
- Teamwork: continue building teamwork, positive service attitude.
- Less cushion in admin budget than in the past. Therefore, increased emphasis on QMR and potential negative indicators.
- Performance Management System is a strength; continuously improving efficiency.
- Currently seeking strong marketing professional (vice Stephanie). Objective is to expand into other markets wisely.

2020 SAME Strategic Plan Implementation:

- The "Run to 2020 and Beyond" will help tighten up the relationship between National and Posts through better bottom up reporting – "One Society".
- Written Annual Report (synch post reports, streamers, Ops manual revision, etc.) is a useful tool for Posts (written and video forms).

Risk Management (continued)

Membership:

- Membership was flat year over year, however, we are projecting approx. 5% growth (\$100K.) The increase is a calculated risk as deferred revenue is approximately \$100K higher than this time last year.
- Increased engagement and support to overseas Posts.
- New campaign specifically aimed at recruiting military and government members.
- Sustaining Member Matrix Team established.

Event Planning

- Establish early national calendar coordination (internal and external).
- Manage vendor risk and obtain sales tax exemption in meeting locations, as possible.
- Continue improving event quality (program, speakers).
- Further develop Facilities Management Workshop as third major national event.
- SBC and JETC budgeted less conservatively than prior year, so budget achievement will be a challenge. (Approx. \$25K each) ... adjusting prices slightly.

Advertising:

- Advertising revenue budgeted based on 2017 experience, with increased emphasis placed on digital advertising.

Summary

- The SAME National Office FY 2018 budget is a balanced budget that will:
 - DELIVER RESULTS that add value to the entire society and support the 2020 SAME Strategic Plan and the “Run to 2020 and Beyond”.
 - INVEST in SAME in order to set the stage for the future without incurring undue short term risk.
- Strongly Recommend XC Approval of the SAME National Office FY 2018 Budget
 - *Verify after Year End Close Out in January*
 - *Adjust if necessary and report to XC*
 - *2018 salary adjustments – 1 April (allow close of FY, audit, performance system close out and panel)*

1. Outcomes. The major outcomes of this plan:

a. Leverage our Centennial to the fullest as a *means* of generating member engagement, enthusiasm and participation in order to accomplish our **Strategic Plan 2020** vision by May, 2020;

b. set the stage for SAME's next century by creating additional momentum during the Run to 2020 and Beyond; focus on actions that generate long term irreversible momentum of member participation because of our multidisciplinary approach to collaborative problem solving, our care for each other and our penchant for having fun; and

c. be publicly acknowledged in 2020 by our key stakeholders for accomplishing our vision; do so at a Centennial kickoff celebration at JETC 2020, followed by coordinated regional and post celebrations of local contributions to SAME'S mission and conclude at JETC 2021.

2. BOD Intent. The intent of "The Run to 2020 ... and Beyond" is to get our members, new and existing, engaged in the actions described in this plan. Enclosure 1 defines the key actions that the BOD expects Posts to recruit active participation to accomplish by May 2020 as a result of the November BOD deliberations. The basic plan covers the National Office actions necessary to enable some of the Post actions. The BOD also committed to lead this effort as we continue our daily efforts to become "*One Society of vibrant posts that are relevant locally but contributing to a national direction*"!

3. Management of the Plan. The National Leadership Team and the Board of Direction will lead this effort. The Executive Director (XD) will serve as the overall project manager. The XD will provide a quarterly milestone progress update, so Regions (RVPs) will work to improve upward reporting of relevant information and timeliness of required Annual Reports and Streamer submissions.

4. 2020 Vision (emphasis). The heart of our 2020 vision is leading collaboration. That means every capability possible from industry, government, academia, professional societies – our partners and virtually every stakeholder from owners to users. SAME is about building trusting relationships. All of the actions that follow are about people. *In short, we Make a Difference, we Care, and we Have Fun!*

5. Major Actions. These are not new actions – these are the existing objectives that the BOD decided are the most important to focus on to achieve our vision. References to our strategic plan 2020 are indicated. Lead for actions in parentheses. *We will hold each other accountable for execution.*

a. Industry-Government Engagement (Goal 1, Objective 4).

(1) Outcome: *Enhance the value that we provide both government and industry in accomplishing our main mission of leading collaborative efforts to solve project delivery related challenges. Expand the impact of SAME industry government engagements beyond marketing by impacting project delivery. Attract the willing participation of government and military members in so doing.*

(2) National Office (XD): Leveraging the Nov 2017 CEO Round Table, plan and execute an initiative to bring government and industry together to define a timeless standard for project delivery

team partnering and collaboration. Main government challenge is accelerating project delivery and improving quality. Expand the impact of "SAME Perspectives". Develop a program of Federal Project Awards to recognize progress. Establish a clear standard, procedures, webinar or other support to train and guide Posts in the execution of Post Issues Workshops (Kathy Off).

KPI: Impact on policy.

(3) Regions and Posts (RVP): Leveraging Post Issues Workshops conducted in 2017, conduct Post Issues Workshops to solve project related challenges locally and to identify and report to the SAME National Office those project challenges that require national agency action.

KPI: Issues Workshops solve challenges by bringing all stakeholders together to leverage individual capabilities and perspectives.

b. Recruiting (Goal 2, Objectives 3, 4).

(1) Outcomes: *Recruit new individual and sustaining members and significantly increase member participation in order to make SAME the Society of Choice for military and government engineers. Establish a culture of caring in SAME by implementing sponsorship of members, both new and existing, throughout their SAME journey.*

(2) National Office: In partnership with local posts, recruit military and government members at major schools (CECOS, AFIT, Ft Leonard Wood and Ft Leavenworth to begin). Manage the Recruiting Working Group to ensure integration of National and Post efforts and adequate support to post programs – reestablish the SAME national membership Committee (transition work group responsibility to the committee). Establish Recruiting Recognition for individuals as well as posts and regions. Establish a program of recognizing honor graduates at military and government engineering training courses throughout the country. Fully develop and implement the National Office SM Management System. Transition the YM Enlisted Committee to a separate board level committee/council.

KPI: Strategic Plan streamer criteria.

(3) Regions and Posts: Fully implement PLW training (recruit, manage and maintain volunteers) and SAME tools (eg. Value Briefs). Establish a Post membership chair that also oversees recruiting and retention. Establish a culture of individual responsibility for recruiting (we are all recruiters), especially military and government members. Enclosure 2 is a list of local military installations and the nearest SAME Post for use in Post recruiting efforts.

KPI: Strategic Plan streamer criteria.

c. Producing STEM Professionals for the Nation (Goal 3, Objective 3).

(1) Outcome: *Integrate the efforts of SAME STEM, Camps, Scholarships and College Outreach to ensure continual engagement to track and support the ultimate delivery of new STEM professionals to the nation ...and in so doing, attract life-long SAME members!!*

(2) National Office (Nick Desport): Produce the “SAME STEM Professionals Pipeline” model to illustrate how SAME delivers new professionals to the nation. Establish a national *Scholarship Standard* based on the STEM committee proposal. Enhance the role of SAME College Student Chapters by establishing Post Chapter Mentor training as part of the PLW. Fully implement the Best Practices system.

KPI: Actionable, simple standards

(3) Regions, Posts (RVP): Operationalize the sponsorship and mentorship standard at Post level. Establish a STEM Coordinator at every Post. Actively produce national Camp mentors.

KPI: SAME can identify long term impact

d. Preparing Veterans for the A/E/C Industry (Goal 3).

(1) Outcome: *Nationally integrated and resourced program with vibrant post execution locally - fill the critical skills shortage gap by preparing and assisting the transition of our veterans!*

(2) National Office (Nick Desport): Facilitate service commitment to the Credentialing Committee efforts. Establish a national standard for the Warrior Transition program. Expand the Transition Workshop (marketing).

KPI: Veterans obtain certification and /or jobs in the A/E/C

(3) Regions and Posts (RVP): Implement the Warrior Transition Program with local installations. Col Tony Hoffman is the national trainer for Post level Warrior Transition Teams. Advocate for and increase the awareness of SAME’s credentialing efforts (Army, AF, Navy).

KPI: Local Transition Workshops

e. National Leader Development Program (Goal 2).

(1) Outcome: *Establish the first mechanism by which the Foundation delivers its compelling purpose (producing engineer leaders for the nation) and leverage the genuine goodness of that purpose to grow the Foundation!*

(2) National Office (LDP Committee): Develop and Implement the National LDP.

KPI: First class is enrolled at JETC 2019

(3) Regions and Posts (RVP): Support the establishment of the National LDP and integrate local LDP programs and leader development initiatives.

KPI: Robust application for the National LDP

f. Partnering (Goal 1, Objectives 1, 3, 4).

(1) Outcome: *Fully implement national partnership agreements in order to integrate the full range of capabilities necessary to solve infrastructure related challenges and to achieve the mutual benefits described therein.*

(2) National Office (Kathy Off): Inform posts of opportunities and objectives of national partnering agreements.

KPI: Partners realize benefits; recognize SAME as the lead integrator at all levels.

(3) Regions and Posts (RVP):

KPI: Local partner chapters and SAME posts benefit.

5. Major Supporting Actions. The BOD recognized several supporting actions that are not directly related to the accomplishment of our Strategic Plan goals and objectives, but support the effort required to complete our first century of service and begin our second century with a very clear direction and momentum. The tasks with the responsible project manager are noted here. Details

- a. Develop Strategic Plan 2025 (2017 President Elect - TBD).
- b. Plan the National Centennial Kick Off Celebration for JETC 2020 (Ann McLeod).
- c. Plan and schedule (in coordination with the Martina Salazar, National Office), Regional and Post celebrations between JETC 2020 and JETC 2021 (RVP). Consider a special Golden Eagle Celebration in 2020 (AOF Chair).
- d. Develop and execute a Centennial Communications Plan (Stephen Karl). Include as minimum:
 - (1) Produce a Centennial "Century Book" for the Kick-Off Celebration in 2020
 - (2) Complete electronic archiving of every edition of TME by June 2018 for Society access to historical documents
 - (3) Produce a WWI-era Commemorative Edition of TME in Dec 2018
 - (4) Conduct a Society-wide Centennial Coin Design contest to inspire awareness.
- e. Develop a SAME National Foundation plan to leverage the Centennial to support fund raising efforts (Foundation Board).
- f. Develop a "Class" approach (Class of 2017 initiative) or an alternative as a means of encouraging Fellows to hold themselves routinely accountable for finding and executing their role in this plan and daily SAME life. Fully implement the principle that Fellowship is a promotion not a reward. (AOF Chair)
- g. Committees and Councils develop supporting action plans. (C&C Chairs)

6. Initiatives. The BOD Discussion Groups developed many initiatives that can be integrated into current operations. Those initiatives are included as enclosures to this plan and will be assessed by the National Staff for implementation.

7. Major Milestones.

a. 2017

- (1) 13 Dec: XC Approved the "Run to 2020 ... and Beyond" Action Plan
- (2) 22 Dec: National Staff Communicate XC decision to BOD, Regions and Posts

b. 2018

(1) 2 Feb: Feedback on Plan from RVP's and Posts to XD

(2) 23 Feb: Develop KPI tracking Matrix and reporting rhythm (integrate into existing Strategic Plan Battle Rhythm)

(3) 7 Mar: National Staff Update to XC

(4) 30 Mar: First Quarterly Progress report from RVPs and C&C Chairs

(5) 1 May: ASCE Mid-Atlantic Region Student Conference (Integrated Student Chapter Test) planned by GMU Student team ICW 20 other universities

(6) 23 May: BOD review of Progress, Best Practices, detailed "Run" milestones

(7) 1 June: All past issues of TME archived electronically for access and use by Posts

(8) 1 Dec: Publish "WWI-era Commemorative Edition of TME"

c. 2019

(1) ASCE Mid-Atlantic Region Student Conference (Integrated Student Chapter Test)

(2) 24 May: First National LDP Class convenes at JETC

d. 2020

(1) 25-27 May: Centennial Kick-Off Celebration in Washington, DC

(2) May 2020 – May 2021: Local Celebrations

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

Sal Nodjomian
COL, P.E., F.SAME, USAF (Ret)
National President

Enclosures

- 1 – Summary of Post Actions
- 2 – Military Installations and SAME Posts

Post Actions for “The Run to 2020 and Beyond”

13 Dec 2017

What are we asking Posts to do (regions implied)? Leveraging Fellows and Young Members a given for all tasks!! Posts are expected to get members engaged (old or new) to do the following things that are in our strategic plan. HOW a post chooses to do them can vary. Which ones a post emphasizes more, or first, can also vary. Lastly, posts will do more over time to get momentum going and get members excited about finding their passion in SAME!

TASK

IMPACT

1. Conduct Post Issues Workshops

I-G Collaborative problem solving at lowest level
Increased government participation (not just BD)
Issues identified for national resolution with agencies
Resilience integrated for lasting solutions

2. Recruit Members and Engage Partners

Increased participation – spread workload
Increased military and government members
Sponsorship Standard implemented
Posts take responsibility for local recruiting (change culture)
PLW volunteer management training fully implemented
Membership post board position established
Integration of efforts with local chapters of national partners
Engage in new Enlisted Council and Membership Committees

3. Produce STEM Professionals & Leaders

Support for the STEM Professional Pipeline established
SAME scholarship standard (multiyear, track, progress, assign mentor) established
STEM coordinator post board position established
National Camp mentors provided in good supply
Support established for the national Leader Development Program (LDP)
Local LDP linked to the national program

4. Prepare Vets for the A/E/C Industry

Warrior Transition Program established locally (train a team, establish program with local installation).
Active advocacy for national credentialing program

5. Celebrate SAME’s Centennial

Local celebrations of contributions planned (coordinated nationally, execute between May ’20 and May ’21)
SAME’s integration role demonstrated
Posts enhance planning of national celebration (JETC 2020)

Post:	Military Installations:
Albuquerque Post	Kirtland AFB, USACE Southwest District
Anchorage Post	Elmendorf AFB, Fort Richardson, USACE Alaska District
Arkansas Post	Little Rock AFB, Pine Bluff Arsenal, USACE Little Rock District
Atlanta Post	Fort McPherson, NAS Atlanta, Fort Gillem, USACE South Atlantic Division HQ
Baltimore Post	Fort Meade, Coast Guard Yard, USCG Surface Forces Logistics, Naval Academy, NSA Annapolis, USACE Baltimore District
Big Sky Post	Malmstrom AFB
Blue Ridge Post	USACE Transatlantic Division and Middle East District HQ
Boston Post	Hanscom AFB, USCG Air Station Cape Cod, USCG Sector Southeastern New England, USACE Concord District
Buffalo Post	USACE Buffalo District
Campbell Post	Fort Campbell
Cape Fear Post	USACE Wilmington District
Carolina Midlands Post	Fort Jackson
Central Virginia Post	Fort Lee
Charleston Post	Joint Base Charleston, Shaw AFB, Naval Hospital Charleston, NWS Charleston, USACE Charleston District
Chesapeake Post	US Army Aberdeen Proving Ground, Fort Meade
Chicago Post	US Navy Great Lakes Training Center, USACE Chicago District
Cincinnati Post	USACE Great Lakes & Ohio Division HQ
Coastal Bend Post	NAS Corpus Christi, NAS Kingsville, NS Ingleside
Coastal Carolina Post	USMC Camp Lejeune, MCAS Cherry Point, MCAS New River
Dallas Post	USACE Southwestern Division HQ
Delmarva Post	Dover AFB
Denver Post	Buckely AFB
Detroit Post	Detroit Arsenal, USACE Detroit District
El Paso Post	Fort Bliss
Emerald Coast Post	Eglin AFB, USAF Hurlburt Field
Fort Benning-Columbus Post	Fort Benning
Fort Bragg Post	Fort Bragg, Pope AFB, Seymour Johnson AFB
Fort Drum Post	Fort Drum
Post:	Military Installations:
Fort Hood Post	Fort Hood
Fort Leonard Wood Post	Fort Leonard Wood
Fort Worth Post	JRB Fort Worth, USACE Fort Worth District
Frontier Post	F.E. Warren AFB
Gem State Post	Mountain Home AFB
Great Basin Post	Hill AFB
Greater Kansas City Post	USMC Mobilization Command, USACE Kansas City District
Hampton Roads Post	USCG Sector Hampton Roads, USCG Finance Center, USN Joint Expeditionary Base, Naval Medical Center Portsmouth, NAB Little Creek, NAS Oceana, Norfolk Naval

	Shipyard, NS Norfolk, USACE Norfolk District
High Plains Post	Cannon AFB
Honolulu Post	Hickam AFB, Fort Shafter, USA Schofield Barracks, Tripler Army Medical Center, USCG Station Maui, USCG ISC Honolulu, MCB Hawaii, NS Pearl Harbor, NCTAMS PAC, USACE Pacific Ocean Division and Honolulu District HQ
Houston Post	USACE Galveston District
Huntington Post	USACE Huntington District
Huntsville Post	Redstone Arsenal
Illini Post	
Inland Empire Post	March Air Reserve Base, MCAGCC Twentynine Palms
Jacksonville Post	USMC Blount Island Command, NAS Jacksonville, Naval Hospital Jacksonville, NS Mayport, USACE Jacksonville District
Kentuckiana Post	Fort Knox, USACE Louisville District
Kittyhawk Post	Wright Patterson AFB
Lake Michigan Post	
Lewis & Clark Post	Fairchild AFB
Los Angeles Post	Los Angeles AFB, USACE Los Angeles District
Louisiana Post	USACE New Orleans District, JRB New Orleans, NSA New Orleans
Memphis Post	USACE Memphis District, NSA Mid-South
Mid-Maryland Post	Fort Detrick
Minneapolis-St Paul Post	USACE St Paul District
Mississippi Gulf Coast Post	Keelser AFB, Naval Construction Battalion Center Gulfport
Post:	Military Installations:
Mobile Post	USACE Mobile District, USCG Aviation Training Center
Moody-Valdosta Post	Moody AFB
Mount Tacoma Post	McChord AFB, Fort Lewis
Narragansett Bay Post	Coast Guard Academy, USCG Marine Safety Lab, USCG Research and Development Center, Naval Submarine Base New London
Nashville Post	USACE Nashville District
New Jersey Post	McGuire AFB, Fort Dix, Picatinny Arsenal, USCG Loran Support Unit, USCG Training Center Cape May, NWS Earle, Naval Air Engineering Station Lakehurst
New York Capital District Post	Watervleit Arsenal, Saratoga Springs NSU
New York City Post	Fort Hamilton, US Military Academy, USACE North Atlantic Division and New York District HQ
Northern Virginia Post	Fort AP Hill, Fort Belvoir, MCB Quantico, NSWC Dahlgren
Oklahoma City Post	Tinker AFB, Coast Guard Institute, USCG Container Inspection and Training Center
Omaha Post	Offutt AFB, USACE Omaha District
Orange County Post	NWS Seal Beach
Oxnard-Ventura Post	Vandenberg AFB, NAS Point Mugu, Naval Construction Battalion Center Port Huemene
Panama City Post	Tyndall AFB, NSA Panama City
Pensacola Post	NAS Pensacola, NAS Whiting Field, Naval Hospital Pensacola, Naval Training Center

	Corry
Philadelphia Post	USACE North Atlantic Division and Philadelphia District HQ, JRB Willow Grove
Phoenix Post	Barry Goldwater Range, Luke AFB
Pikes Peak Post	Air Force Adademy, Cheyenne Mountain Air Force Station, Peterson AFB, Schriever AFB, Fort Carson
Piscataqua Post	Portsmouth Naval Shipyard
Pittsburgh Post	USACE Pittsburg District
Portland Post	USACE Northwester Division and Portland District HQ
Red River Post	Barksdale AFB
Robins AFB Post	Robins AFB
Rock Island Post	Rock Island Arsenal, USACE Rock Island District
Sacramento Post	Beale AFB, McClellan AFB, Travis AFB, USACE Sacramento District
San Antonio Post	Lackland AFB, Randolph AFB, Fort Sam Houston
Post:	Military Installations:
San Diego Post	USMC Camp Pendleton, MCAS Miramar, MCRD San Diego, Naval Base Coronado, Naval Hospital Pendleton, Naval Medical Center San Diego, NAS North Island, NS San Diego, Naval Base Point Loma
San Francisco Post	USCG ISC Alameda, USACE South Pacific Division and San Francisco District HQ
Savannah Post	Fort Stewart, Hunter Army Airfield, USACE Savannah District
Scott Field Post	Scott AFB
Seattle Post	Naval Base Kitsap, NAS Whidbey Island, Naval Hospital Bremerton, NS Everett, USACE Seattle District
South Florida Post	USCG District 7 Headquarters, USCG ISC Miami, NAS Key West
Southern Arizona Post	Davis-Monthan AFB
Southern Nevada Post	Nellis AFB
Space Coast Post	Patrick AFB
St. Louis Post	USACE St Louis District
Tampa Bay Post	MacDill AFB, USCG Air Station Clearwater
Tennessee Valley	Arnold AFB
Tularosa Basin Post	Holloman AFB
Tulsa Post	USACE Tulsa District
Vicksburg Post	USACE Mississippi Valley Division and Vicksburg District HQ
Virginia Peninsula Post	Langley AFB, Fort Eustis, Fort Monroe, USCG Training Center Yorktown, NWS Yorktown
Washington Post	Andrews AFB, NAS Patuxent River, Naval Medical Center Bethesda, NSF Indian Head, Fort Myer, USCG National Maritime Center, USCG National Pollution Funds Center, USCG Navigation Center, USCG Telecom Systems Command, MCB Henderson Hall, Bolling AFB, Fort McNair, The Pentagon, Walter Reed Army Medical Center, Coast Guard Headquarters, USCG Marine Safety Center, USCG National Response Center, Marine Barracks, Naval Research Lab, Navy Yard
Wichita Mountains Post	Sheppard AFB
Yuma Post	US Army Yuma Proving Ground, MCAS Yuma
Coming soon – Guam, Japan, Korea	

Post:	Military Installations:
MCAGCC = Marine Corps Air Ground Combat Center	
MCAS = Marine Corps Air Station	
MCB = Marine Corps Base	
MCRD = Marine Corps Recruiting Depot	
NAB = Naval Amphibious Base	
NAS = Naval Air Station	
NCTAMS = Naval Computer and Telecommunications Area Master Station	
NS = Naval Station	
NSA = Naval Support Activity	
NSU = Naval Support Unit	
NSWC = Naval Surface Warfare Center	
NWS = Naval Weapons Station	

SAME Board of Direction Action Tracker

#	Meeting/ Date	Action	Responsible	Estimated Completion or Update	Progress
1	5-22-17, 8-21-17, 11-14-17	Report findings on Membership Dues Structure to include "micro businesses."	Nick Desport & Jill Murphy	11-14-17	Ongoing/ Jill will produce timeline for board/ final report in May
2	11-14-17	Research tax ID issues surrounding the transfer of deactivated Post Funds to local camps.	Allison Ingram	12-13-17	Complete*
3	11-14-17	Develop Action Plan from discussion group input	Joe Schroedel	12-13-17	Complete*
4	12-13-17	Collect Feedback from Posts & Regions on Run to 2020 & Beyond Action Plan	Joe Schroedel	Early February	

*A completed or ongoing task will be shown as complete for one BOD meeting and then removed from the tracker.