



## SAME Executive Committee Minutes

1230 - 1430, Monday, Mar. 11, 2019

Hyatt Regency Dulles, Herndon, VA

Attended or called in:		
John Accardi	Buddy Barnes	Bob Bevins
Marvin Fisher	Bill Haight	Rich Houghton
Tony Higdon	Dave Howe	Cindy Lincicome
John Mogge**	Sal Nodjomian	Hal Rosen**
Lisa Theole	Heather Wishart-Smith	Joe Schroedel**
Ann McLeod**	Will Hoffman**	Stephen Karl**
Kathy Off**	Eddie Gonzalez**	Mark Handley**
Caroline Roberts**		

Did not attend:		
Jackie Hacker	Rich Khalil**	Scott Prosuch

\*\*Non-voting

**Call to Order:** SAME President, Marvin Fisher, called the room to order at 1230 hours. A quorum was confirmed. Dial in capability was established and maintained throughout the XC meeting which adjourned at 1700. The agenda was presented out of order based on presenter availability and on-site prioritization (Encl. 1). Marvin told the group to be sure and thank our government leaders for supporting SAME's work and sharing the benefits of belonging to SAME with their commands.

**Financial Update:** SAME Executive Director, Joe Schroedel, introduced SAME Finance Manager, Will Hoffman to the group. He provided an updated financial snapshot as of December 31, 2018 as a read-ahead (Encl. 2). The audit was completed right before the meeting; the assumptions on which the 2019 budget was created have been verified by the audit. Overall, there are no major concerns about SAME's financial position.

**Foundation Update:** SAME Foundation President, John Mogge, provided an update from the Foundation (Encl. 3). They are making progress in all areas and will begin their fundraising campaign with Critical Impact very soon.

- Financially, LDP is in good shape, expenses are still on target - \$59K. Angie Goral and LTG Van Antwerp are Foundation Board liaisons.
- Tony Leketa is the liaison to the Centennial Commission.
- About 30% of our Posts have been visited by board members.
- Stewardship committee has a 70% solution (there are a lot of "what-if" scenarios).
- Succession plan will be instituted once the Foundation is in "normal order" and fundraising plans are in place.
- The XC asked if there was anything that they could do to assist the Foundation recruiting. John mentioned that departing National Leadership was a good fit for the Foundation Board. He mentioned that board members must have a passion for the work. There are no standing criteria for board membership, but members are approved by the XC.

**LDP Update:** SAME LDP Co-Chair, Caroline Roberts, gave an update on SAME's Leader Development Program (Encl. 4):

- 40 applications received, 18 accepted with 12 alternates. Participants are naturally diverse.
- Participants will be announced in RealTiME and SAME will issue an official press release.
- Next year's application form will not be released until Small Business Conference in fall.
- As the financial support to LDP, the Foundation can grow the program through fundraising efforts.
- The goal for Posts is that they develop their own programs to feed into the national program.
- Posts can use local leadership programs as a recruiting tool.

**Centennial Plan Update:** Joe Schroedel gave the XC an update on the new organization of the Centennial Commission, led by SAME Vice President, Cindy Lincicome. She will remain on the National Leadership Team as a non-voting member through 2021 JETC. Bob Bevins remains as Centennial Task Force Chair with a focus on Phase III of the Centennial Plan with Post POCs. The National Office will be the primary lead for Phase II. Other primary members of the commission are the Academy of Fellows, and the Foundation. Joe created a slide deck to share with Posts and members on the organization, outcomes and progress for all three phases (Encl. 5).

**Century Book Proposal:** Joe Schroedel summarized the Century Book proposal (Encl. 6). He mentioned that the book would cost \$125K of the \$200K that the XC approved for Centennial expenditures. The XC was in favor of moving forward with the book with one dissent from Scott Prosuch who was not present, but provided his thoughts in advance (provided by Marvin Fisher to the group). Because it is a big expenditure, the XC would like occasional updates. The following are additional thoughts from the XC:

- Content should be intertwined with service history – how our Society has met their needs.
- Posts will be able to capture their events in history and continually use the book.
- The National Office should consider providing the book as part of event registrations – maybe in paperback, and as speaker gifts in hardback.
- Should be picture heavy.
- Contractor should provide teasers to generate excitement and anticipation for the book.

**Decision: Century Book Approved, National Office will move forward.**

**2025 Strategic Plan Update:** Past President, Sal Nodjomian provided the XC with an update on 2025 Strategic Plan progress (Encl. 7). He and Elected Director, Charlie Perham, have received over 30 volunteers, but will cull the group down to 10-12 to make it manageable and efficient. They would like more diversity from Small Businesses and Young Members.

- The mission and vision remain as is.
- The five lines of effort that emerged from the 2020 Strategic Plan will remain generally intact, with some minor language editing based on current feedback from members and Posts. Example was "Preparing Veterans for the A/E/C Industry" may need to have a broader title.
- John Mogge noted that our lines of effort share a common theme of continuous learning.
- Goals and Objectives will be determined with a bottom-up and simultaneous top-down approach. A well-built skeleton will be presented at 2019 JETC.
- Timeline as follows:
  - Skeleton draft with goals and objectives presented at 2019 JETC.
  - Final plan presented for approval at 2019 SBC (without streamers).
  - 2025 Plan published in January 2020 so that Post can begin preparing their own plans.
  - New streamer requirements presented for approval at 2020 JETC.
  - Posts adhere to new requirements in January 2021. Submit for new streamers in January 2022.

**Committee Work Group Update:** Cindy Lincicome gave the XC an update (Encl. 8) from the Committee & Council Workgroup which consists of co-chairs: Cindy Lincicome and Mark Handley, and members: Neal Wright, Stuart Harrison, Mike Blount, Marci Snyder, Paula Loomis, Ben Matthews, Matt Altman, and Kathy Off. Discussion ensued primarily around the organization of committees, oversight, and board/XC participation.

- Cindy Lincicome gave a brief summary of the group's mission:
  - Review current state and organization of 17 committees and councils.
  - Create Operations Manual to assist committees with supporting the National Direction, support to Posts, enhancing the National reputation through Strategic Partner relationships, annual battle rhythm, standards, reporting, and procedures.
  - Review SAME Bylaws and update accordingly.
- No committees or councils will be eliminated until reporting standards and metrics are defined and they have had the opportunity to complete an annual cycle.
- Joe Schroedel re-affirmed the XC's decision in August 2018 to define committee governance as extensions of the national office.
- The XC approved the name change of Communities of Interest (COI) in lieu of Committee or Council to be implemented after 2019 JETC.
- The Work Group provided three courses of action (COAs) for organization. The XC approved one COA moving forward, with the addition of a fourth COA. The following two COAs will be presented to the BOD:
  - COA #1 - COIs are organized by strategic lines of effort with a strategic lead for each line of effort (5) under one National Officer. Strategic leads would be members of the XC and COI Chairs would be members of the BOD.
    - Strategic leads would be selected by COI Chairs and approved by National President (Ex: Past chair may move to being a strategic lead).
    - Strategic leads serving on the XC will add transparency to XC composition.
    - Strategic lead positions will add more opportunity for national level participation, but may take volunteers away from Posts.
    - Strategic leads provide capacity support to National Officer.
    - Unity of command under one National Officer.
  - COA #2 – COIs are organized by strategic lines of effort with one National Officer overseeing IGE and Resilience and another National Officer overseeing STEM, Leadership, and Preparing Veterans, with no strategic leads. COI Chairs would be members of the BOD.
    - The President may assign an Elected or Appointed Director to oversee COIs until an additional National Officer can be added within the governance cycle for 2020.
    - XC composition procedure would remain the same.
    - Additional National Officer would provide capacity support.
    - Organization by lines of effort under two National Officers would provide synergy between similar lines of effort.
    - Less unity of command with two National Officers.
  - Both COAs will move Membership and Awards & Recognition COIs to the National Officer that oversees RVPs.
  - Strategic Plan alignment will be coordinated with the 2025 Strategic Plan team and will not preclude COIs from working in other areas in conjunction with their main focus.

- A new draft Operations Manual will be presented to COI Chairs at 2019 JETC, but will need to be updated to accommodate BOD decisions. COIs may begin using draft manual after 2019 JETC to implement governance cycle and battle rhythm.
- Bylaws will be updated after 2019 JETC.

**Decision: XC approved Community of Interest (COI) nomenclature. XC would like Work Group to present two COAs to BOD at 2019 JETC for decision. National Office will revise draft Operations Manual for COI review at 2019 JETC.**

**Post E&M/Scholarship Funds:** SAME Vice President, Heather Wishart-Smith, asked the XC to address the regulation and standardization of Post scholarship funds. All agree that Post funds should be used with a more outcome-based approach. The current practice that many Posts adopt is to fund scholarships with no way of measuring impact. Marvin Fisher agreed to task an Elected Director to form a Work Group to evaluate current information on Post E&M/Scholarship Funds, prioritize outcome-based approaches and provide best practices. Messaging will be key; National will not be prescriptive about how Post spend their funds, but they will provide tools and examples to create a more impactful and measurable approach.

**Action: Marvin Fisher and Buddy Barnes will identify an Elected Director prior to 2019 JETC to form and lead a Work Group to address the issue.**

**2019 JETC BOD Agenda:**

**Decision: The XC approved the proposed 2019 JETC BOD Agenda. The National Office has added a short block of time for the 2025 Strategic Plan team to present to the group prior to breakout meetings – as discussed.**



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

- Encl 1: Meeting Agenda
- Encl 2: Financial Update
- Encl 3: Foundation Update
- Encl 4: LDP Update
- Encl 5: Centennial Update
- Encl 6: Century Book
- Encl 7: 2025 Strategic Plan Update
- Encl 8: Committee & Council Work Group Update
- Encl 9: 2019 JETC BOD Agenda - Updated

## ENCLOSURE 1

### SAME Executive Committee Meeting Agenda

1230 - 1430, Monday, Mar. 11, 2019

Hyatt Regency Dulles, Herndon, VA

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TIME	AGENDA	BRIEFER
1230 – 1235	Welcome & Call to Order	Marvin Fisher
<b>Reports</b>		
1235 - 1250	Foundation Update	John Mogge
1250 - 1300	LDP Update	Caroline Roberts / Mike Darrow
1300 – 1325	Centennial Plan Update*	Cindy Lincicome
1325 – 1340	2025 Strategic Plan Update	Sal Nodjomian
1340 – 1405	Committee Work Group Update*	Cindy Lincicome
1405 – 1415	2019 JETC Update & BOD Agenda*	Joe Schroedel
1415 - 1425	Post E&M/Scholarship Funds	Heather Wishart-Smith
1425 – 1430	Summary, Actions, Decisions	Marvin Fisher
<b>*Decisions</b>		
Encl 1	Century Book Proposal	Joe Schroedel / Stephen Karl
Encl 3-5	Committee Work Group Recommendations	Cindy Lincicome / Kathy Off
Encl 6	2019 BOD Agenda	Joe Schroedel

## ENCLOSURE 2



Statements of Financial Position  
As of December 31,

	2018	2017
<b>Assets</b>		
Cash & Cash Equivalents	\$ 467	\$ 1,076
Accounts Receivable, net of allowance	204	144
Prepaid expenses and deposits	164	199
Investments	5,867	5,478
Investments held for deferred compensation	0	0
Property and Equipment, Net	727	789
Total Assets	7,430	7,686
<b>Liabilities and Net Assets</b>		
<b>Liabilities</b>		
Accounts Payable and Accrued Expenses	271	174
Accrued payroll liabilities	138	180
Deferred compensation	0	0
Deferred Revenue		
Membership	989	1,004
Events	468	324
Advertising	68	108
Partnership	0	3
Total Liabilities	1,933	1,793
<b>Net Assets</b>		
Change in Net Assets- Current Year	(396)	(475)
Net Assets - Prior Year	5,893	6,368
Total Net Assets	5,498	5,893
<b>Total Liabilities and Net Assets</b>	<b>\$ 7,430</b>	<b>\$ 7,686</b>



**Statement of Activities (no Functional Expense Allocation)  
For the Period of Twelve Months Ended December 31, 2018**

	2018 Budget	Year-To-Date Budget	Actual	Variance \$ Change	Variance %
<b>REVENUE</b>					
Conferences and Meetings	\$ 3,787	\$ 3,787	\$ 4,519	\$ 732	19%
Membership	2,091	2,091	2,007	(84)	-4%
Publications and Advertising	642	642	550	(92)	-14%
Continuing Education	31	31	6	(25)	-81%
Post Operations	137	137	127	(10)	-7%
Interest and Dividends	135	135	186	51	38%
<b>TOTAL REVENUE</b>	<b>6,823</b>	<b>6,823</b>	<b>7,395</b>	<b>572</b>	<b>8%</b>
<b>EXPENSES</b>					
<b>Program Services:</b>					
Conferences and Meetings	2,766	2,766	3,332	(566)	20%
Membership Activities	55	55	16	38	-70%
Publications and Marketing	321	321	303	18	-5%
Continuing Education	10	10	10	(0)	2%
Post Operations	563	563	506	57	-10%
<b>Total Program Services</b>	<b>3,714</b>	<b>3,714</b>	<b>4,167</b>	<b>(453)</b>	<b>12%</b>
<b>Supporting Services:</b>					
Management and General	3,109	3,109	3,193	(84)	3%
Fundraising					
<b>Total Supporting Services</b>	<b>3,109</b>	<b>3,109</b>	<b>3,193</b>	<b>(84)</b>	<b>3%</b>
<b>TOTAL EXPENSES</b>	<b>6,823</b>	<b>6,823</b>	<b>7,360</b>	<b>(537)</b>	<b>8%</b>
<b>CHANGE IN NET ASSETS FROM OPERATIONS</b>	<b>(0)</b>	<b>-</b>	<b>35</b>	<b>35</b>	
Change in Value of Investments	-	-	(430)	(430)	
<b>NET CHANGE IN NETS ASSETS</b>	<b>\$ (0)</b>	<b>\$ -</b>	<b>\$ (396)</b>	<b>\$ (396)</b>	

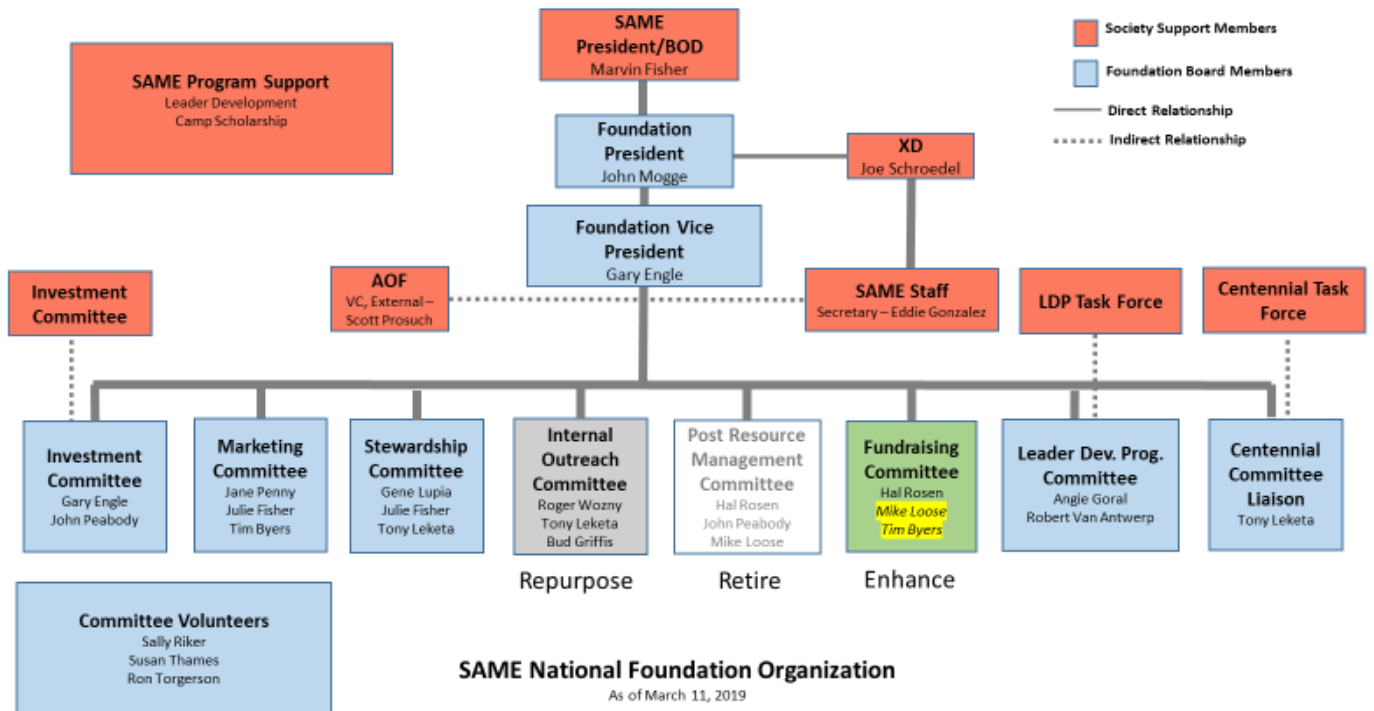
# ENCLOSURE 3



Update for the SAME Executive Committee  
March 11, 2019

## Fostering Engineering Leadership for the Nation

<http://www.same.org/foundation>





# Financials



Category	Total	Comments
Assets	\$1,401,429	
Liabilities	\$371,056	Post Holdings
Net Assets	\$1,030,373	
Revenue	\$53,923	
Expenses	\$133,724	
Investment losses	(\$80,186)	Some gains in Jan & Feb
Prof Services	*(\$27,529)	

\* \$5,580 for 2017 annual audit and tax filing  
 \$11,241.50 in legal work provided. It had I believe it had to do with the transfer of assets from SAME to SAMEF in 2017.  
 \$9,649.28 was paid to Affinity Fundraising for work provided to us in 2018.  
 There are some other expenses we booked that makes up the rest of professional fees such as maintenance of accounting database and A/P software.

# Committee Updates



- **Internal Outreach** – Post and Fellow communications in place
- **Stewardship** – most policy issues discussed and resolved – great looking draft policies
- **Marketing** – collaterals drafted and ready to be finalized
- **Fund Raising** – providing feedback to Impact to finalize the internal campaign – need to enhance our committee
- **Centennial Liaison** - standing by to support the Society plan
- **LDP** – ready to support the first class of candidates

## Financial Investment Performance through 31 Dec 2018



- ❖ **Analyzed Fourth Quarter Update with DiMeo Schneider & Associates LLC (Manager) on 24 January**
- ❖ **BLUF: CY18 was a volatile year in the Market.**
- ❖ **Key Takeaways:**
  - ✓ YTD: -4.73% vs -3.84% benchmark; since Inception: 0.91% vs 1.59%
  - ✓ Volatility - Still within our set guidelines on performance, but slightly below the customized benchmark.
  - ✓ Market has rebounded in 2019 (S&P up 10+% in Jan/Feb).
  - ✓ Performance is In expected range - stay the Course...
  - ✓ Similar performance of the SAME portfolio
- ❖ **Investment Policy Guidance is current – Committee annual review in May:**
  - ✓ Will review investment approach with investment manager reporting – and any recommended adjustments
  - ✓ Also discuss recommendations on risk profile modification

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## Stewarded Post Funds Summary



- ❖ **3 Posts participating: Houston, Northern VA and Narragansett Bay. Total invested to date is ~ \$356K. All 3 made their contribution in Nov 2017:**

❖ Houston:	Contribution: \$225K	31 Dec Balance: \$215.6K
❖ Northern VA:	Contribution: \$108.4K	31 Dec Balance: \$103.9K
❖ Narragansett Bay:	Contribution: \$39K	31 Dec Balance: \$ 37.4K

*Note that over short history of the fund, there were gains, but with the market down turn in Q4 2018, fund showed a loss at year's end. January is not yet closed, but the fund had a gain of \$64K in January, which helps recover some of the loss.*

- ❖ **Some other Posts starting to show interest. Omaha Post signed an agreement – no funds transfer yet. Some other post inquiries – Orange County was one.**
- ❖ **Funds are managed by DiMeo Schneider, LLC and comprised of 51% Bond Funds, 38% Equity Funds and 11% Exchange Traded Funds.**
- ❖ **Each participating Post gets a quarterly statement.**

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## ENCLOSURE 4

# Fostering Engineering Leadership for the Nation

## Memorandum

To: Foundation Board  
From: Mike Darrow, Caroline Roberts, Angie Goral, Eddie Gonzalez  
Date: March 7, 2019  
Subject: 2019-2020 LDP Class Update

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With support from the SAME Foundation, the LDP task force has selected the inaugural class of the 2019-2020 Leader Development Program. They are:

Region	First	Last	Employer/Organization
California	Jorge	Rodriguez	M.S. Hatch Consulting
Carolinas	Mark	DeSouza	Thomas & Hutton/US Army Reserves
Europe	Holly	Bigelow	Wood
Great Lakes	Erin	Krug	US Army Corps of Engineers
International Committee	Mike	Guaigua	US Navy
Lower Mississippi	Mary	Ruiz	Quaternary Resource Investigations, LLC
Mid-Atlantic	Sean	Lebel	AECOM
Missouri River	Melissa	Lewis	Scott Air Force Base
New England	Patricia	Graham	EnSafe Inc
North Atlantic	Benjamin	Nichols	Harkins Builders, Inc.
Northwest	Samuel	Lee	US Navy
Ohio Valley	Brendan	Maestas	US Air Force/AF Institute of Technology
Pacific	Ilana	Almquist	Coffman Engineers, Inc.
Rocky Mountain	Zakary	Payne	Matrix Design Group, Inc.
South Atlantic	Claudia	Penny	HCR Construction, Inc.
South Central	Stephen	Shattuck	LandMark Engineering and Land Planning Inc.
Southwest	Angela	Gomez	KOMAN Construction LLC
Texoma	Craig	Bryant	US Army

Members applied in the fall of 2018 through their Post President, with an individual being selected from each SAME Region by the Regional Vice President, as well as one from the International Committee. Candidates were then reviewed and confirmed by representatives of the Academy of Fellows and the Leader Development Program Task Force.

### Next Steps

1. Participants have until March 18<sup>th</sup> to confirm their participation, but I don't expect any withdrawals. We are collecting bios for all the participants that I will share once complete.
2. The program has contracted a facilitator, Jennifer Stillings (see enclosed bio), to provide an 8-hour training for the participants at JETC. Enclosed is the current plan for LDP at JETC.
3. The facilitator will work with each participant to complete a Myers Briggs Type Indicator (MBTI) and Emotional Intelligence (EQ) Workplace assessment before JETC.
4. SAME is developing a template press release that candidates can forward to their respective employers to announce/promote their selection.
5. We are not widely publicizing the selections yet until after the March 18th deadline. The class will be announced in the March Real TiME issue and I've discussed with Stephen Karl about a feature option with their photos and bios in a future TME issue.
6. The task force is recruiting instructors to conduct monthly webinars for the participants. The following instructors have been confirmed for June and July:
 

26-Jun-19	Team Performance	BG Dianna Holland, CG, SAD, USACE
24-Jul-19	Leading Global Teams	MG Jeff Milhorn, CG, NAD, USACE
Aug 19	Business Acumen	TBD – looking for the right speaker
7. Mentors – The task force has developed a mentor application to recruit mentors that will be paired with each participant. Mentors will be encouraged to be at JETC to spend time with the LDP candidate, especially if not from their local post. This is an area the task force is trying to leverage the AOF to help with.
8. Budget update: see enclosed worksheet.

**2019-2020 Leader Development Program**  
**LDP Schedule at JETC 2019**  
**Tentative | Subject to Change**

<b>Monday, May 6, 2019*</b>	
3:00 p.m.–5:00 p.m.	<p><b>Icebreaker* (Location TBD)</b></p> <p>Facilitator designs an opening icebreaker activity that gives participants a chance to meet each other and get oriented to the program.</p>
5:00 p.m.–7:00 p.m.	<p><b>President’s Reception (Location TBD)</b></p> <p>LDP poster will be on display. At some point during the reception, when Marv makes his remarks, he will acknowledge the LDP participants by asking that they identify themselves and point out the program poster. He will encourage the reception attendees to introduce themselves to the participants to aid in their networking and mention that they will be their training the next day.</p> <p>Role of mentors: Help the participant navigate the crowd. Introduce them to any personal contacts in attendance to create some networking momentum. The mentor does not have to be a constant chaperone but should keep an eye on whether the participant needs any assistance.</p>
<b>Tuesday, May 7, 2019</b>	
8:00 a.m. – 10:00 a.m.	<p><b>Classroom Session #1* (Location TBD)</b></p> <p>Group will convene with the facilitator to begin day’s training.</p> <p>Classroom session will cover:</p> <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>
10:00 a.m. – 10:15 a.m.	<b>Break</b>
10:15 a.m. – 12:00 p.m.	<b>Classroom Session #2*</b> Facilitator training continues.
12:00 p.m.–1:15 p.m.	<p><b>Society Leadership &amp; Post Awards Luncheon (Location TBD)</b></p> <p>Participants will be guided to the luncheon location. Mike and Caroline will be recognized at some point during the program. The program will be mentioned as part of their recognition.</p>

	Once lunch and the ceremony concludes, participants and facilitator will return to the classroom location.
1:30 pm. – 2:30 p.m.	<b>Classroom Session #3*</b> Facilitator training continues.
2:30 pm. – 2:45 p.m.	<b>Break</b>
2:45 p.m. – 4:00 p.m.	<b>Classroom Session #4*</b> Facilitator training continues.
4:00 p.m. – 5:00 p.m.	<b>Personal Branding Session**</b> Session provided by the LDP Task Force.
6:00 p.m. – 8:00 p.m.	<b>Opening Reception (Location TBD)</b> No specific program planned but participants encouraged to attend to work on their networking skills and download on their day.
<b>Wednesday, May 8, 2019</b>	
8:30 a.m.–10:00 a.m.	<p><b>Class Introduction at General Session w/Keynote (Location TBD)</b></p> <p>8:30am Start of Closing Keynote session</p> <p>8:35am Voice of God introduces Col. John Mogge, Ph.D., RA, F.SAME, USAF (Ret.), Chair of the SAME Foundation, and gives some background on the program</p> <p>8:40am John Mogge gives remarks (likely about 5 minutes total) Introduces Mike and Caroline as Co-chairs and calls them up on stage (though no remarks from Caroline/Mike) John calls each participant up to the stage listing name, region, and company. Participants shake hands with the co-chairs and John as they line up on stage. John would hand them some sort of recognition (certificate, coin, pin, etc.) as they line up. SAME takes the group photo</p> <p>8:52am John thanks the class and the audience to conclude his remarks and everyone walks off the stage Or Voice of God thanks John, the class, and audience as everyone walks off the stage then introduces Marv for the President's remarks to follow.</p> <p>8:53am Session continues with keynote speaker.</p>

Need:

- Business cards
- JETC Signage
- Pins (silver at start, gold at graduation)

## SAME 2019 JETC Schedule with LDP Highlights Tentative | Subject to Change

\* denotes facilitator session

<b>Monday, May 6, 2019</b>			
9:00 a.m.–10:00 a.m.	SAME National New Board Member Orientation		
10:00 a.m.–5:00 p.m.	SAME National Board of Direction Meeting		
1:00 p.m.–5:00 p.m.	Registration Open		
1:00 p.m.–5:00 p.m.	Exhibitor Move-In		
3:00 p.m.–5:00 p.m.	2-hour LDP ice-breaker* (3-5pm)		
5:00 p.m.–7:00 p.m.	President's Reception (by invitation. Gathering point for LDP Class.)		
<b>Tuesday, May 7, 2019</b>			
7:30 a.m.–7:00 p.m.	Registration Open		
8:00 a.m.–5:00 p.m.	Exhibitor Move-In		
8:30 a.m.–11:30 a.m.	Technical Tours ( <i>additional registration required</i> )		
8:00 a.m. - 9:00 a.m.	RVP Meeting	LDP Classroom Session* (6hrs not including lunch and breaks) 8:00am Morning Session Start 10-10:15am Break 12:00 pm Morning Session Adjourn 12:00-1:15pm Lunch (move group to Awards Luncheon) 1:30 pm Afternoon Session Start 2:30-2:45 pm Break 4:00 pm Afternoon Session Adjourn 4-5:00pm Personal Branding Presentation	
9:15 a.m. – 10:30 a.m.	Post Presidents Meeting		
	Committee and Council Meetings A		
10:45 a.m. – 11:45 a.m.	Committee and Council Meetings B		
	New member / First-Timer Orientation		
12:00 p.m.–1:15 p.m.	Society Leadership & Post Awards Luncheon (RSVP required)		
1:30 pm. – 2:30 p.m.	Concurrent Education Sessions		
2:50 p.m. – 3:50 p.m.	Concurrent Education Sessions		
4:15 p.m. – 5:30 p.m.	Opening General Session with Keynote		
6:00 p.m. – 8:00 p.m.	Opening Reception (Gathering point for LDP Class.)		
<b>Wednesday, May 8, 2019</b>			
7:30 a.m.–5:30 p.m.	Registration Open		
7:30 a.m. –8:30 a.m.	Continental Breakfast		
7:15 a.m. – 8:15 a.m.	Uniformed Services All Hands Meetings		
8:30 a.m.–10:00 a.m.	General Session w/Keynote (Announce LDP Class. Participants can depart JETC as soon as General Session ends.)		
10:30 a.m.–11:30 a.m.	Concurrent Education Sessions		
11:30 a.m.–1:00 p.m.	Networking Lunch		
1:15 p.m.–2:15 p.m.	Concurrent Education Sessions	Exhibit Hall Open  Table Top Exercise (TTEx)	
2:45 p.m.–3:45 p.m.	Concurrent Education Sessions		
4:15 p.m. – 5:15 p.m.	Concurrent Education Sessions		
5:15 p.m.–6:30 p.m.	Networking in Exhibit Hall with Reception		

## SAME LDP Program Budget Tracking

Number of Participants	20	Includes one LDP per Region (18) and 3 LDP Committee members		
	Per Person Estimate	Total Estimate	Actual	
<b>JETC 2019 - Inauguration</b>				
SAME branded swag	\$ 100.00	\$ 2,000.00	\$ -	Coins, shirts, binders
Participant Flight	\$ 500.00	\$ 10,000.00	\$ -	Could be a post cost.
Participant Hotel	\$ 500.00	\$ 10,000.00	\$ -	2 nights at \$250/night
Participant Registration	\$ -	\$ -	\$ -	Assumes Comp Registration
Catering	\$ 60.00	\$ 1,200.00	\$ -	Coffee, Beverages, Lunch for one day
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 to kick of the year, set the stage
Participant Self-Assessment (Myers Brigg)	\$ 41.50	\$ 996.00	\$ -	For 24 Assessments (18 participants plus 6 committee members)
Participant Self-Assessment (EQ Workplace Report)	\$ 74.84	\$ 1,796.16	\$ -	For 24 Assessments (18 participants plus 6 committee members)
<b>JETC 2020 - Graduation</b>				
Flight	\$ 500.00	\$ 10,000.00	\$ -	
Hotel	\$ 500.00	\$ 10,000.00	\$ -	
Registration	\$ -	\$ -	\$ -	Comp Registration
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)
Books	\$ 50.00	\$ -	\$ -	Student contribution is to acquire the book for reading
Miscellaneous Support Costs		\$ 5,000.00	\$ -	Support materials, Support to LDP committee members if required (possible stipend), others TBD
<b>Total Annual Cost</b>		<b>\$ 59,992.16</b>	<b>\$ 4,000.00</b>	
		<b>Variance (Budget-Actual)</b>	<b>\$55,992.00</b>	



## ENCLOSURE 5



### 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:**

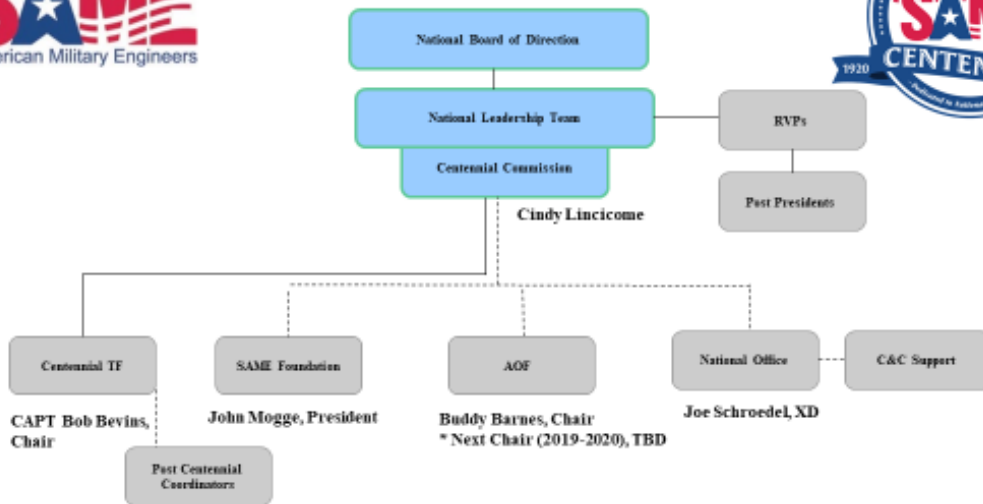
**PHASE I: The Run to 2020 and Beyond (May, 2018 - May, 2020):** *increase member participation in and enthusiasm for SAME by getting members involved in centennial activities at the post and national levels – ultimate result is long term active participation, especially at the post level, in SAME because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

## Centennial Communications and Coordination



**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

7 March 2019

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## SAME Centennial Celebration Plan

### PHASE I May, 2018 to May, 2020



**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**)

7 March 2019

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## SAME Centennial Celebration Plan



### PHASE II May, 2018 to May, 2021

**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.*

1. Special Centennial Coin; All Post flags present; volunteers come from all posts; Post Awards Lunch; robust training program
2. Enhancements in the exhibit hall and throughout the venue depicting our history and our future.
3. Invite participation of stakeholders and sustaining members to celebrate their achievements in the last 100 years!
4. 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
5. First National Leader Development Program graduation hosted by the *SAME Foundation*
6. Foundation Fund Raising Campaign
7. Recognition of Past Presidents – get national VP there (VP was the president)
8. Second Century Kick Off Ceremony (including beginning the reenactment of the Eisenhower Convoy)
9. Special Fellows recognition
10. 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
11. Investiture of Fellows moved to JETC – begins in 2020.
12. 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)

7 March 2019

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## SAME Centennial Celebration Plan



### PHASE III May, 2018 to May, 2021

**PHASE III: Post Celebrations (May 2020 - May 2021):** *Strengthen local importance of SAME Posts by leveraging relationships with local stakeholders and partners to build collaboration at the local level*

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

1. 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.
2. 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). The virtual convoy is a tool to build interest in following the SAME stories and tie post celebrations together between JETC 2020 and 2021. We intend to document the year of post celebrations (Century Book, possibly History channel, etc).
3. 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.
4. Track celebrations throughout year in *TME* and other Society News media.
5. Capture post celebrations for inclusion in the *SAME Century Book* and other industry publications.
6. With the help of Posts, develop the streamer criteria (between November 2019 and May 2020) for Strategic Plan 2025. Posts will then be in a position to develop their plans for 2021 by November 2020. New Streamer criteria go into effect in 2021 (so first submission under new criteria is January 2022).

***SAME is One Society of Vibrant Posts that are relevant locally and contributing to the national direction!***

7 March 2019

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## SAME Centennial Celebration Plan

Summary  
May, 2018 to May, 2021



*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!!*

## ENCLOSURE 6



January 23, 2019

**TO:** Joseph Schroedel, Stephen Karl/Society of American Military Engineers  
**FROM:** Mike Winkleman/Leverage Media LLC  
**RE:** Plan for SAME's 100<sup>th</sup> Anniversary Book

As we've discussed, the following memo describes what we believe would be involved in putting together a book for SAME that not only commemorates the association's 100<sup>th</sup> anniversary, but also looks ahead to the role that military engineers play and will continue to play in the advancement of the country—and the world. In this memo we'll look at:

- Assumptions underlying this memo (*page 2*)
- Overview of the project plan (*page 3*)
- How Leverage Media works (*page 3*)
- Each phase of the project, with a focus on (*pages 4, 5, 6, 7*):
  - End goals for the specific phase
  - Key tasks to get us to the end goals
  - Leverage Media personnel involved
  - Price estimates
- Some suggestions for additional content vehicles, building off and enhancing the book (*page 8*)



## **ASSUMPTIONS**

While much of the plan will emerge as we work with you on it, we're starting out with the following assumptions:

- The book will cover the history of both SAME and military engineering, but unlike a traditional coffee table book, it will have a true future orientation, engaging readers by looking at the ongoing role of military engineering.
- The book will be based on a review of substantial archival material in SAME's possession, as well as interviews with SAME personnel and outside experts. A portion of SAME's Posts will be involved in information gathering (how many Posts and what sort of information have yet to be determined).
- While we expect to be able to write and design much of the book prior to your anniversary kickoff conference in May 2020, we understand that you want to be able to include coverage of the conferences (both the DC conference in May 2020 and the Portland, Oregon, conference in May 2021) as well as the nationwide tour in the book, so we've included plans for accomplishing that in both the phasing and the scheduling.
- While the actual specs for the book (page count, trim size, binding, press run, etc.) will be figured out during the Discovery Phase, for purposes of both discussion and price estimating, we've assumed a book that's 100 pages long.
- The Discovery Phase is likely to include a number of conference calls, probably held on a weekly basis, as well as a full-day, in-person meeting at your headquarters.
- We've assumed that the review of archives and interviews with SAME personnel, Post personnel, and outside experts would be conducted by three part-time Leverage Media editorial researchers and one part-time Leverage Media photo researcher.
- We've also planned for a combination of archival and found art and photography, original photography, infographics, and mechanical drawings as art for the book. Some of the original photos would be taken at SAME's anniversary events in 2020 and 2021; others might be of some of the experts quoted in the book.
- We've planned the phases based on a start date of May 2019 and a publication date of September 2021 (we know you were originally planning publication by December 2021, but we think that, with the right phasing of the project, we can wrap the content up by June 2021 and have the book ready for distribution by Labor Day).
- Leverage Media would provide a project manager to shepherd the project from start to finish. We'd assume that SAME would have a staff person serving the same function.



## ***PLAN SUMMARY***

The following details a plan that would take us from concept development to a printed book. In the process, we would build relationships with personnel at SAME headquarters as well as at SAME's Posts while also accessing the organization's archival material. This would not only provide us with information useful in writing the book, but it would also help SAME build excitement and achieve buy-in to the book and the overall anniversary commemoration at both an organizational and a Post level.

We would phase the project so that we'd be ready to write and design most of the book once the research phase (#2) is over but would, in the final phase (#4), still be able to incorporate new material gathered during the conferences and nationwide tour (though just how that content would be incorporated is yet to be determined; it could be done, for example, in sidebars throughout the book; as specific, dedicated chapters; or as an expanded epilogue). In each section below, we've looked at the end goals of each specific phase and have listed the tasks that will get us there as well as the Leverage Media personnel who would be involved during that phase.

## ***HOW WE WORK***

Leverage Media is a virtual organization. We draw on a team of freelance writers, editors, researchers, art directors, infographic artists, production specialists, and others to work on projects for our clients. With this project, Mike Winkleman, Leverage Media's president and chief creative officer, would be involved in each phase, as would the firm's primary project manager, Andrea Olstein. As we're envisioning it, the project's art director would also be involved throughout, helping to develop an overall look and feel at the beginning, working with the art and photography researcher in the second phase, and then developing templates for the book and creating the actual pages as the project proceeds. We would bring in several researchers in Phase 2 in order to tap all available sources of information so that, by Phase 3, our chosen writer (or writers) has the information necessary to start writing the book, and much of the art necessary for designing the pages has been assembled and collected. In Phases 3 and 4, we're assuming we'll need to work with an infographic and mechanical artist as well as photographers.



## **PHASES**

### ***Phase 1: Exploration and Discovery***

*May 2019-August 2019*

#### **Phase end goal:**

Plan for research, book outline, overall look and feel

#### **Key tasks:**

- Discuss project goals with SAME
- Identify various audiences and their informational needs
- Review similar and competing publications
- Determine look and feel
- List and gain access to information sources
- Understand what is available and what needs to be acquired
- Create preliminary book outline
- Consider other channels for release of information (e.g., social, online, video, audio)

#### **Leverage Media personnel involved**

- Mike Winkelman
- Project Manager
- Art Director

#### **Leverage Media estimated fee for this phase:**

\$5,000





## ***Phase 2: Research***

*September 2019-December 2019*

### **Phase end goal:**

All materials necessary to start writing, designing, and building pages; plan for information gathering during final phase; outline for book; design and templates

### **Key tasks:**

- Identify sources for both information and art, within and outside of SAME
- Make contacts with information sources throughout SAME, including at Posts
- Interview sources within SAME, at Posts, and throughout the engineering community (sometimes several times over the course of the phase)
- Review archival records and select for use in the book
- Review archival art and photography and select for use in the book
- Identify additional art and photography for use in the book and create budget for this
- Identify art and photography that may need to be developed and acquired in later phases and create budget for this
- Collect statistics and details of engineering products to use for charts, infographics, and renderings in the book
- Create detailed outline for the book
- Develop templates for use throughout various sections of the book

### **Leverage Media personnel involved**

- Mike Winkleman
- Project Manager
- Art Director
- 3 Content Researchers
- 1 Art/Photography Researcher

### **Leverage Media estimated fee for this phase:**

\$15,000



### ***Phase 3: Development of Core Product***

*January 2019-April 2020*

#### **Phase end goal:**

Most of the book written and designed; plan for gathering rest of information and completing book

#### **Key tasks:**

- Finalize template design
- Assign graphics and original photography
- Write and get approvals for all sections not dependent on conference and nationwide tour (assuming two drafts and one final version)
- Design pages

#### **Leverage Media personnel involved**

- Mike Winkleman
- Project Manager
- Art Director
- Writer
- Editor/Copyeditor
- Infographic Artist
- Photographers (as necessary)
- Illustrators (as necessary)

**Leverage Media estimated fee for this phase (based on a 100-page book):**  
\$50,000



**Phase 4: Completion and Publication**

*May 2020-September 2021*

**Phase end goal:**

Printed books; digital version

**Key tasks:**

- Gather and process information from conferences and nationwide tour
- Incorporate information into book as planned in previous phase
- Incorporate art gathered through conference and tour into book as planned
- Finish writing and art direction
- Get final approvals
- Proofread book
- Print, bind, distribute

**Leverage Media personnel involved**

- Mike Winkleman
- Project Manager
- Art Director
- Writer
- Editor/Copyeditor
- Infographic Artist
- Photographers (as necessary)
- Illustrators (as necessary)
- Production Manager
- Printer

**Leverage Media estimated fee for this phase (based on a 100-page book):**

\$25,000

**TOTAL ESTIMATED FEE: \$95,000**

(Note: fee *does not include* printing and binding, freight, built-in links for digital version)



## ***SUGGESTIONS FOR ADDITIONAL CONTENT VEHICLES***

In the process of developing material for the printed book, it might make sense to keep the following in mind, in order to develop these content vehicles while information is being gathered. Leverage Media could work with you on each of these. Pricing would be developed as specifications for the projects are determined.

### **Digital Versions of the Book**

There are several ways to approach this:

- **PDF** (this is the easiest and most straightforward approach, if a bit unwieldy for a book of this size; we could also build in relevant links throughout, so that readers can explore other sites and web pages—there would be no charge for the PDFs, and a minimal charge for building the links)
- **Flipbook** (this replicates the experience of the book itself but on a desktop, laptop, or tablet screen; it's easy to not only build in links, but also embed videos and audio content)
- **Microsite** (this could connect to a PDF or Flipbook version, but could also be set up, for example, in a tiled format, providing access to specific chapters or sections of the book, with links to other information sources, and with videos and audio content embedded)

### **Video Content**

While the book provides readers with a great hands-on experience, providing scannable words and graphics they can return to over and over, that experience can be greatly enhanced through a video component, especially when the video complements the book's content and is embedded in the digital version (or shared via social media and made available through YouTube or Vimeo). Many of these videos can be shot during the research phase of the project; others can be developed once the content of the book is further along. Videos could include:

- **Interviews** with engineers, Post leaders, and other thought leaders (talking heads, but also related footage with voiceover)
- **Historic montages** compiled from vintage photographs and art
- **Animated drawings** showing the evolution of engineered products

### **Audio Content**

This channel would complement the book but in a way that is quicker and easier to produce than video. There are several approaches we could take, including:

- Taped and edited **interviews** with sources
- **Podcasts**, which could range from interviews or panel discussions to narrations about great breakthroughs made through military engineering—or simply readings of specific sections of the book.

## Printing Estimates (provided 2/18/2019)

### **SOFT COVER**

2500 copies

Total price: \$11,500

Per unit price: \$4.60

5000 copies

Total price: \$14,500

Per unit price: \$2.90

### **HARDBACK**

2500 copies

Total price: \$18,250

Per unit price: \$7.30

5000 copies

Total price: \$25,250

Per unit price: \$5.05

### **PAGE COUNTS**

The soft cover press can accommodate four-page forms, so that printer could produce a 100-page book. The incremental cost, over and above the price noted above for 96 pages, would be about \$1000, whether 2500 or 5000 copies.

The hardback printer can't do four-page forms, so, pushed up from 96 pages, the book would need to be 112 pages. The incremental cost, over and above the price noted above, would be about \$500 for 2500 copies and \$750 for 5000 copies.

### **PRICE INCREASES**

Paper prices have been going up every year. The prices quoted are based on prices in early 2019. It's estimated that between now and 2021, when the book would print, prices would go up a total of about \$1000 for a press run of 2500 and about \$1300 for a press run of 5000.

*\*NOTE: printing costs are separate from book research/writing/design.*

## ENCLOSURE 7

### SAME 2025 Strategic Plan March 2019 XC Update

Effort will pick up where 2020 Strategic Plan left off – needs to be inspiration to launch SAME forward into the next decade. We will strive 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

To maximize diversity of input and increase stakeholder buy-in, we’re gathering volunteers from across the Society to contribute to the 2025 Strategic Plan.

- Call for volunteers was in February
- Building a group that represents the demographics of the society: local posts (small, medium and large), industry, government, uniformed, civilians, Young Members, Fellows, etc.
- Over 30 volunteers by 21 Feb; expect many more
- Not all will be selected as we’ll tailor the group to best represent the Society

Based on discussions with the Executive Committee (XC), the five current lines of effort (below) are on target and continue to help frame our Society of vibrant posts.

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

Our goal is to develop specific, action-oriented goals and objectives for each the line of effort. The tasks will be developed at the PLC 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)

Timeline for this effort:

1. February – Call for volunteers, team selection
2. March – Senior mentor engagement, idea generation, mega trend consideration, update XC at Capitol Week
3. April – Frame new Strategic Plan, team reviews
4. May – Share draft plan with BOD prior to JETC; seek feedback and have working session during BOD
5. June/July – Post feedback (confirm draft goals/objectives cover their interests/stakeholder needs)
6. August – Post Leaders Workshop – Utilize select attendees of PLW to formulate detailed tasks (appropriate to Posts) that support established Goals and Objectives
7. Sep/Oct – Finalize Strategic Plan incorporating new goals/objectives/tasks

8. Nov – Announce 2025 Strategic Plan at SBC
9. Dec – Publicize plan in TME

Framing our effort ... we believe:

**SAME is:**

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

**Structure of the Plan:**

- Terminology
  - a. Mission: purpose statement for organization
  - b. Vision: long term statement describing organization (*what* it looks like and *when*)
  - c. Goals: outcome that supports the organization’s purpose
  - d. Objectives: measurable outcomes that lead to goal accomplishment
  - e. Actions: specific tasks that lead to objective accomplishment
  - f. Focus Areas: areas of emphasis

**ENCLOSURE 8**



# Committee and Council Realignment Recommendations

Presented to the Executive Committee

23 Feb 19

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## Overview

- Mission
- Alignment to Centennial Strategic Lines of Effort
- Governance Options
- Analysis and Recommendation

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## Mission

- Clean review of SAME bylaws and current state of 17 SAME Committees and Councils
- Are there efficiencies? redundancies?
- Are they aligned to Strategic Plan and Centennial lines of effort?
- Do they support/strengthen Posts?

---

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## Pillars and Current Committees

- **Centennial Strategic Pillars**

- 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

- **Mission Committees & Councils**

- Architectural Practice (272)
- College Outreach (550)
- Credentialing (46)
- Energy & Sustainability (942)
- Engineering & Construction Camps (895)
- Environmental (877)
- Facility Asset Management (761)
- International (510)
- Joint Engineer Contingency Ops (537)
- Resilience (348)
- STEM (147)
- Small Business (841)
- Young Member (642)
- Enlisted Committee (168)

(X) denotes documented membership

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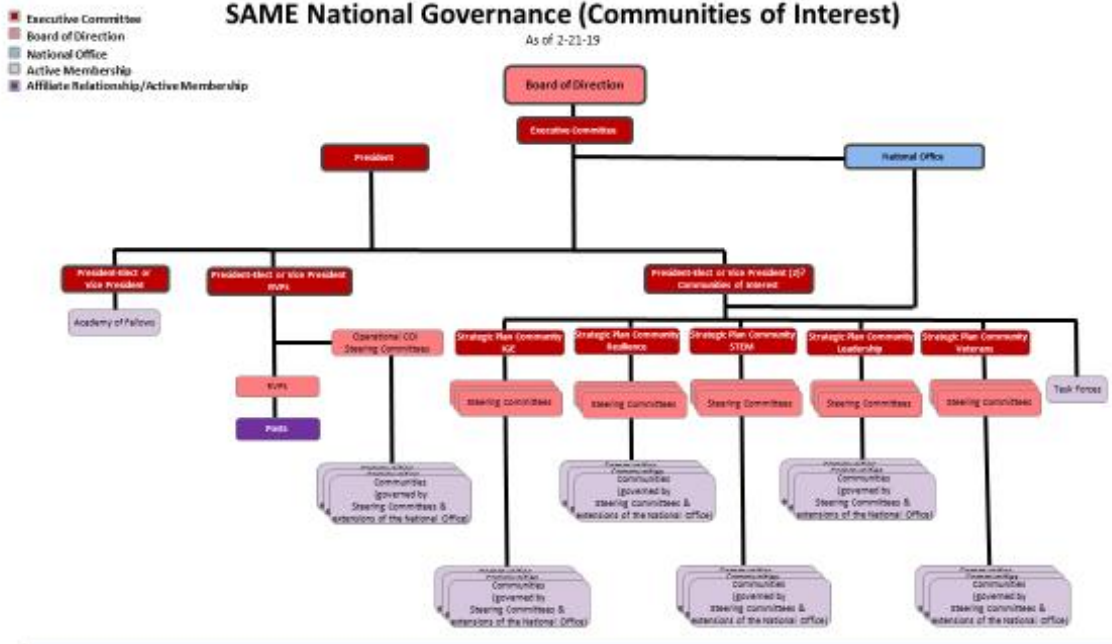
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- Transition existing “Committees & Councils” to “Communities of Interest”
  - Committee leadership becomes “Steering Committees”
- Communities of Interest will be binned within Strategic Plan Communities aligned with the 2020 Strategic Pillars
  - COI Chairs will have say in which Strategic Plan Community is most appropriate
- Strategic Plan Community Chairs will coordinate efforts towards strategic goals
  - The Community is comprised of a Chair, Vice Chair, Chairs of each of the associated COIs and select members who have made significant contribution to SAME and the associated COIs (at Chair’s discretion)
  - Chair would not be a current member of a COI, but a more seasoned individual (likely a past Chair of a COI)
- National Vice Presidents (one or two) will provide oversight and guidance to the Strategic Plan Community Chairs
  - One other National VP will still provide oversight to RVPs
- National VP with oversight to RVPs will also oversee Membership and Awards & Recognition Committees

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## SAME National Governance (Communities of Interest)

As of 2-21-19



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## Governance COA #1

	National Vice President			National Vice President		National Vice President
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
Primary 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			Note: Audit, Investment and National Officer Nominating Committees not included in this governance model.		
	Denotes Board of Direction position					

- 3 x National Vice Presidents
- Strategic Community Chairs on XC
- All Community of Interest Chairs on BoD

 **Task Force Recommended COA**

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## Governance COA #2

	National Vice President					National Vice President
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
Primary 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			Note: Audit, Investment and National Officer Nominating Committees not included in this governance model.		
	Denotes Board of Direction position					

- 2 x National Vice Presidents
- Strategic Community Chairs on XC
- All Community of Interest Chairs on BoD

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## Governance COA #3

	National Vice President		National Vice President			National Vice President
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
Primary 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			<b>Note:</b> Audit, Investment and National Officer Nominating Committees not included in this governance model.		
	Denotes Board of Direction position					

- 3 x National Vice Presidents
- Strategic Community Chairs on BoD
- Community of Interest Chairs meet separately during BoD sessions

*Dedicated to National Security Since 1920*

## New Structure Benefits All COAs

- Aligns existing Committees & Councils with 2020 Strategic Pillars
- Binning Communities of Interest will create synergies towards SAME strategic goals
- Strategic Plan Community Chair positions help develop national leadership candidates
  - Provides alternate path to national leadership, Fellow, etc.
- Strategic Plan Community Chairs will be in a good position to evaluate long term viability of each Community of Interest

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## COA Comparison

	National Leadership	Executive Committee	Board of Direction
<b>COA 1</b> 	<ul style="list-style-type: none"> <li>- 3 total VPs</li> <li>- PRO: Ensure available VP bandwidth for active oversight; max opportunity to grow national leadership bench</li> <li>- CON: Grows XC &amp; BoD; may be difficult to recruit additional national leader</li> <li>- CON: Reduces Unity of Command and may lead to inconsistencies.</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic Plan Community Chairs on XC</li> <li>- PRO: Formalizes XC membership in alignment with strategic pillars; provides representation for all COIs on the XC through those Chairs</li> <li>- CON: Grows XC by two people...could create perception of defacto BoD</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic Plan Community Chairs &amp; COI Steering Committee Chairs on BoD</li> <li>- PRO: Maintains robust BoD membership ensuring full representation for BoD discussion/decision making</li> <li>- PRO: Ensures volunteer leaders have a voice/place on the BoD</li> <li>- CON: Grows an already large BoD; Communities of Interest might get better value/crosstalk from separate meeting/discussion</li> </ul>
<b>COA 2</b>	<ul style="list-style-type: none"> <li>- 2 total VPs maintaining existing structure</li> <li>- PRO: Don't have to recruit new VP in addition to five Strategic Plan Chairs; aligning all COIs under one VP ensures consistent guidance/direction</li> <li>- CON: Would be difficult for VP to provide meaningful oversight for all five strategic pillars covering 15 COIs</li> </ul>		
<b>COA 3</b>	<ul style="list-style-type: none"> <li>- 3 total VPs</li> <li>- PRO: Ensure available VP bandwidth for active oversight; max opportunity to grow national leadership bench</li> <li>- CON: Grows XC &amp; BoD; may be difficult to recruit additional national leader</li> </ul>	<ul style="list-style-type: none"> <li>- Strategic Plan Community Chairs only on BoD</li> <li>- PRO: Keeps XC small for deliberate actions while retaining broader decision making for BoD</li> <li>- CON: Reduces XC alignment with Strategic pillars</li> </ul>	<ul style="list-style-type: none"> <li>- Community of Interest leadership will be represented on the BoD by Strategic Plan Community Chairs</li> <li>- PRO: Reduces size of BoD while maintaining Community of Interest representation on BoD; provides opportunity for COIs to meet independently for cross-talk/synergy</li> <li>- CON: Takes away a "seat at the table" for many volunteer leaders; reduces breadth of insight at BoD meetings</li> </ul>

## Operations Manual – Communities of Interest

### PURPOSE

- Modeled on the Regional Vice President's Manual
- Develop an overview reference for leadership of Communities of Interest (COI)
- Provides guidance on the role of COI's as part of SAME's Strategic Plan. A link to the strategic level.
- Reinforces governance decision: COIs are an extension of the National Office.

## STRUCTURE

- Linkage to the SAME Mission, Values and Strategic Plan
- Defining Communities of Interest (COIs) and Task Forces
- Governance
- The Role of COI's
- Leadership
- COI Operations
- Accountability and reporting- metrics around the Strategic Plan

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## PROCESS

- Subcommittee of the Committees and Councils Working Group
- Volunteer editor and writers of each section
- Iterative drafts- now up to 15!
- Working Group, SAME Staff and volunteer reviewers assess each version of the draft
- Revise to incorporate recommendations
- Edit to reflect “one voice”
- Final Draft submitted to SAME Executive Committee

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## ENCLOSURE 9

TIME	AGENDA	RESPONSIBLE
0700 – 0800	National Leadership Breakfast (Marriott Restaurant)	National Leaders <i>(by invitation)</i>
0800 – 0900	New Board Member Orientation & Breakfast	Buddy Barnes, Joe Schroedel
0900 – 0930	2025 Strategic Plan Presentation	Sal Nodjomian, Charlie Perham
0930 – 1200	RVP Meeting C&C Meeting	Heather Wishart-Smith, Mark Handley, Jill Murphy Cindy Lincicome, Kathy Off
0930 – 1200	Elected Director Meeting	Joe Schroedel, Marv Fisher, Buddy Barnes
1200 – 1300	Lunch (new Board Member introductions)	Joe Schroedel
<b>Formal BOD Meeting – Standard Update Reports</b>		
1300 – 1305	National Office	Joe Schroedel
1305 – 1310	Finances	Will Hoffman
1310 – 1315	Membership (Individual Membership Strategy)	Jill Murphy
1315 – 1330	Centennial Commission*	Cindy Lincicome
1330 – 1340	AOF (w/Centennial plan for GED)	Buddy Barnes
1340 – 1350	Foundation (w/Centennial plan input)*	John Mogge
1350 - 1400	RVP Report	Heather Wishart-Smith
1400 – 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 6	2020 JETC Schedule	
Encl 7	Bylaws Proposal (Committee Governance Changes)	
Encl 8	Community of Interest Operations Manual	
Encl 9	2025 Strategic Plan Goals & Objectives	
<b>Direction</b>		
1650 – 1700	President’s Closing (Review Actions and Direction)	Joe Schroedel, Marv Fisher
<b>Reception</b>		
1700 – 1900	President’s Reception	Marv Fisher