



Executive Director Update

Joe Schroedel
SAME Executive Director
16 Nov 2021

"Deeds Not Words!"



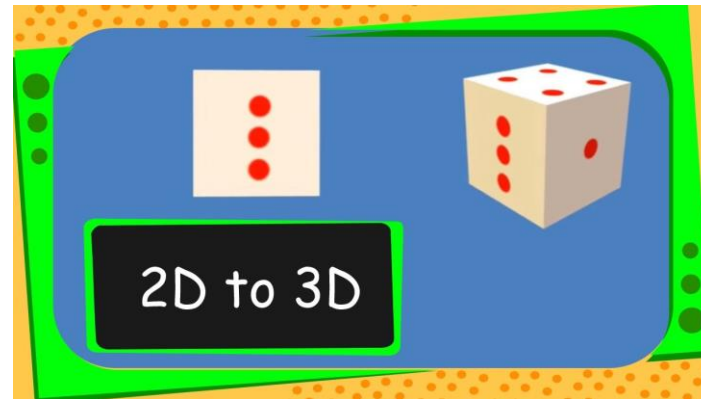
Back Together Again! ... In Person AND Virtually

**SAME is about people and relationships ... and delivering value ...
the new future ... 2D and 3D!**

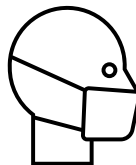
**Participants (as of
11/11/21):**

In Person: *2632
Virtual: 384
3014

*2200 Vax Verified



**Communicate your
comfort zone:**



HUG ME

3' Please

6' Please

SAFETY First!



Strategic Plan 2025:

2019 ... Buddy led the *“Run to 2020 ... and Beyond”*
2020 ... Heather *“Got it Started”* during a pandemic!
2021 ... Now We’re *“Making it Happen”* with Mark!



Nov 2019 ... Last In Person SBC



May 2021 ... last virtual JETC.






Nov 2021 ... In Person with Virtual Participation SBC!



In the Middle of all of this ... we implemented Strategic Plan 2025 ... “How are we doing”?

BOTTOM LINE UP FRONT

**Adapting and thriving through the pandemic.
 Serving the Society and Foundation responsively, day in and day out.
 Executing major actions that will set the stage for long term success.**

ACTION	IMPACT
 Implementing Membership and Dues Restructuring	Treat every member as an individual (full member rights and privileges) Cover cost to serve members
 Developing a fully integrated Enterprise Management System (EMS) <ul style="list-style-type: none"> Member Management System Website SAME APP Outsourcing Financial Management 	Easier to be a member and leader (National, Region, Post, COI)
 Operationalizing COIs (established program mgt)	Mobilizing the Potential of COIs to support IGE Requires reshaping staff (COI Managers) Strategic Plan 2025: IGE is #1 Goal (only required goal for streamer)

Strategic Plan 2025: National Office Staff Contributions

<u>Area</u>	<u>Assessment</u>	<u>Notes</u>
Staff (25)	(+) Stable through pandemic (-/+) Turnover of HR consultant (+) Hired IGE and Program Director (-) Recent turnover (events, programs)	Need help – find right (technical) COI Managers 3 Recent departures; 1 resignation
Office Relocation	(+) 1 Year Anniversary (Sept) – all systems go (+) Hybrid Operating Policy working well (+) Closed Sale Of Century House (Aug)	Safe, Healthy, ADA compliant environment Maintaining culture: positive team, <u>service to Society</u> Exceeded profit goal (\$2,070,00); <i>Home Fund</i> establishment
IGE and Programs	(+) Established IGE Program Management (+) Won first ever Grant (\$62,000 from UEF) (+) Hired Human Capital COI Coordinator (ASCE) (+) Fully supporting impactful programs	Key to Operationalizing technical COI's Supports LDP STEM Project; 4 Posts executing Extensive experience; mitigating Eddie departure Events; National LDP (Society and Foundation impact), etc.
Events	(+) Delivering value and earning revenue (+) Active planning support of Posts	Learning Org: in-person; virtual; in-person and virtual Contracts review, Centennial events

Strategic Plan 2025: National Office Staff Contributions

<u>Area</u>	<u>Assessment</u>	<u>Notes</u>
Communications	(+) Sustaining <i>TME</i> , RealTiME, Web quality (+) Enhanced Society News (+) Implemented “Multiview” (+) Initiated new COI specific RealTiME	Increased <i>TME</i> page count by 10% (ads, content) New sections (COI’s, AOF, IGE, Post Best Practices) COI newsletter support
Marketing:	(+) Established partnership with Feather (+) COI Marketing pilot (+) Increase featuring members in marketing outreach	Interjecting advertisements BOD assistance; months long effort
Membership:	(+) Implementing Post Realignment (+) Membership and Dues Restructure (+) New Mgt System (AMS part of EMS) (+) Focused on “Member Engagement”	Vibrant Posts: relevant locally, contribute to national direction Model governance decision; IM implemented; SM next year; <i>Treat every member as a valued member</i> “Easier to be members”; Sales Force Based (Nimble) Searching for ways to impact ... New Streamers
AOF:	(+/-) Follow through w/ FELLOWS commitments (+) Fully integrated AOF (+) Increasing communications, engagement (+) Transparent selection process working	Some success; keep pushing NLT Chair; Post POCs Townhalls, newsletter Committee constituted by AOF position (keep fresh)

Strategic Plan 2025: National Office Staff Contributions

<u>Area</u>	<u>Assessment</u>	<u>Notes</u>
Centennial	(+) Closed out Centennial Commission and Plan (+) Century Book Published (investment; sales)	Centennial Ball: JETC 2022; Denver (10-12 May 2022) Post Celebrations Special Edition TME in 2022
Foundation	(+) Sustained responsive staff support (1.3 FTE/year) (+) SAME – SAMEF Operational Relationship	Fundraising; Post Funds Policy; Financial Mgt Implementing now
Governance	(+) Supporting robust focus on governance (+) Established Bylaws Subcommittee of XC (+) Integrating KLDC recommendations (+) Proactive support of DEIWG (+) Sustaining transparent selection procedures (+) Routinized Elected Director BOD Roles	Robust BOD, XC engagements; Leaders recruiting and developing leaders Nominating Procedures Guide Actively match individual interest and BOD needs
Stakeholder Relationships	(+) Expanded EAG (NOAA); established EAG Charter (+) Began COI management of stakeholders (+) Integrating multiple partners in IGE projects, events (+) Providing value, assistance to Gov’t and Industry (SMs)	IGE Focus Support IGE Management “Leading Collaboration” (Post, Region, National) <i>Listen and Act ...</i>

Strategic Plan 2025: National Office Staff Contributions

<u>Area</u>	<u>Assessment</u>	<u>Notes</u>
Finance	(+) <u>2021 EOY Forecast</u> : will make budget (+) Closed out Centennial Commission and Plan (+) Century Book Published (investment; sales) (+) <u>2020 Audit</u> : Unqualified Opinion financial statement (+) Positive Cashflow (~\$2M balance) (+) PPP1 forgiven; PPP2 pending (+) Outsourcing Transition on plan (+) 2022 Budget Development on going	Sustaining Expense discipline Centennial Ball: JETC 2022; Denver (10-12 May 2022) Post Celebrations Special Edition TME in 2022 Management Comment: 401K transfer error Maintain \$1M; \$700K of added \$1M = PPP Conducted independent assessment Dues Restructure? IGE Staff? Event format?
Reserve Management	(+) Investments exceeding IPG benchmarks (+) Integrated Enterprise Management System (EMS) AMS : member database(Nimble; Sales Force) CMS : website, SAME APP (Results Direct) Finance : Outsourcing (Sage Intacct) (<i>Leverage New Features</i>) (+/-) \$250K and \$150K Auth (XC) not executed (+) Sold Century House (\$2,070,000; Aug '21)	Both management firms doing well for SAME and SAMEF NTE \$1 M auth (XC); On Plan for June 2022 "Go Live" Member, Post, Region, National, COI, focus Financial Reserves: NTE \$1 Million (XC Decision) Outsource CFO, Controller; in house staff accountant (e.g. Engagement Award Pgm; Job Board, ...) Cash flowed expenditures; liquidation plan to XC in Dec Establishing Home Fund



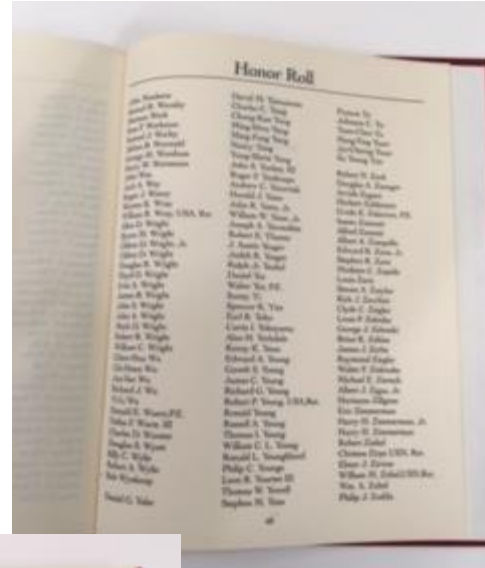
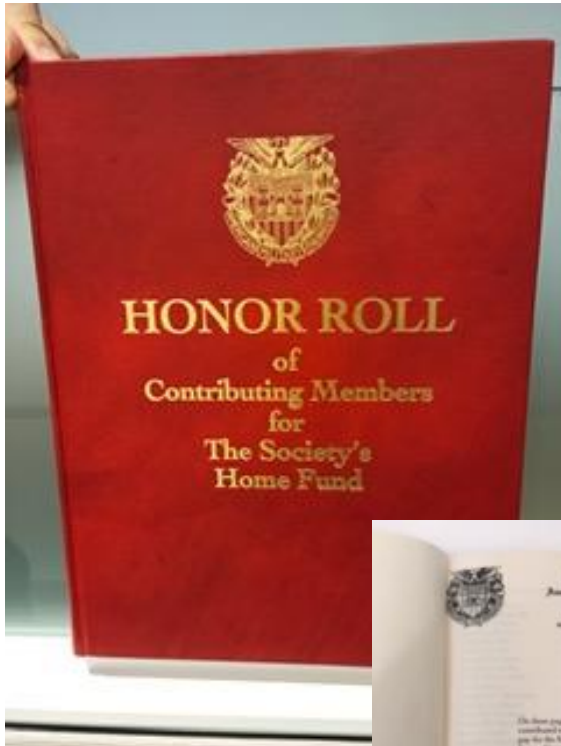
Society of American Military Engineers								
Statement of Activities (no Functional Expense Allocation)								
Actuals for the Nine Months ended September 30, 2021 and projections for the three months of October to December 2021								
	Actuals		Projection			Total	Budget	Projection to Budget Variance
	Year to Date	October	November	December				
REVENUE								
Conferences and Meetings	\$ 864		\$ 2,617		\$ 3,481	\$ 3,766	\$ (285)	
Dues	1,575	170	170	178	2,093	2,136	(43)	
Advertising and Publications	646	10	120	10	786	598	188	
Programs	8	1	1	1	12	194	(182)	
Post Operations	69	1	1	1	71	10	61	
Gain (Loss) on Investments	441				441	-	441	
Gain on Sale of Building	1,572				1,572	-	1,572	
Grant Revenue	331				331	-	331	
Miscellaneous Income	26				26	-	26	
Interest and Dividends	63	15	15	15	108	180	(72)	
Other Income	42				42		42	
TOTAL REVENUE	\$ 5,637	\$ 197	\$ 2,924	\$ 205	\$ 8,963	\$ 6,884	\$ 2,079	
EXPENSES								
Program Services:								
Conferences and Meetings	\$ 264		1,762		2,026	2,385	(359)	
Membership Activities	12	26	26	26	91	317	(226)	
Society Publications and Communications	142	1	34	1	179	206	(27)	
Programs	51	2	2	2	58	255	(197)	
Post Operations	137	25	8	25	195	204	(9)	
Total Program Services	\$ 606	\$ 55	\$ 1,833	\$ 55	\$ 2,549	\$ 3,367	\$ (818)	
Supporting Services:								
Management and General	\$ 3,003	345	345	345	4,038	3,729	309	
Fundraising								
Total Supporting Services	\$ 3,003	\$ 345	\$ 345	\$ 345	\$ 4,038	\$ 3,729	\$ 309	
TOTAL EXPENSES	\$ 3,609	\$ 400	\$ 2,178	\$ 400	\$ 6,587	\$ 7,096	\$ (509)	
CHANGE IN NET ASSETS FROM OPERATIONS	\$ 2,028	\$ (203)	\$ 746	\$ (195)	\$ 2,376	\$ (212)	\$ 2,588	
Change in Value of Investments	\$ 441	\$ -	\$ -	\$ -	\$ 441	\$ -	\$ 441	
NET CHANGE IN NETS ASSETS	\$ 2,469	\$ (203)	\$ 746	\$ (195)	\$ 2,817	\$ (212)	\$ 3,029	

Dedicated to National Security Since 1920

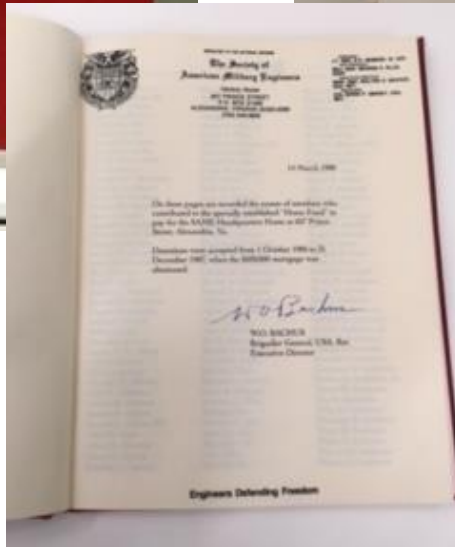


XC Approved Spending	1,000,000.00
Nimble	
Payment One	175,505.00
April payment	4,901.55
May Payment	27,200.00
June Payment	24,933.33
Contracted work	4,901.55
Total	237,441.43
Budget	712,510.00
not Used as of 5/12	475,068.57
Results Direct	
Kick Off	26,500.00
App Fee	9,000.00
Pmt 2	38,000.00
Pmt 3	5,000.00
Total	78,500.00
Budget	201,000.00
not Used as of 5/12	122,500.00
Open Water	
Total	\$ -
Budget	18,550.00
not Used as of 5/12	\$ 18,550.00
Total Used	315,941.43
Total Budget	932,060.00
not Used as of 5/12	616,118.57

Strategic Plan 2025: National Office Staff Contributions



SAME HOME FUND



- Profit from Sale (Aug '21): \$2.07M
- Establish "Board Designated" fund for national office use (keep roof over head = original intent)
- Investment Committee working recommendations for XC in Dec
- Look for article in Nov-Dec Issue of TME!!



Prints will be sent to any donor in the book who requests one (900 on hand).



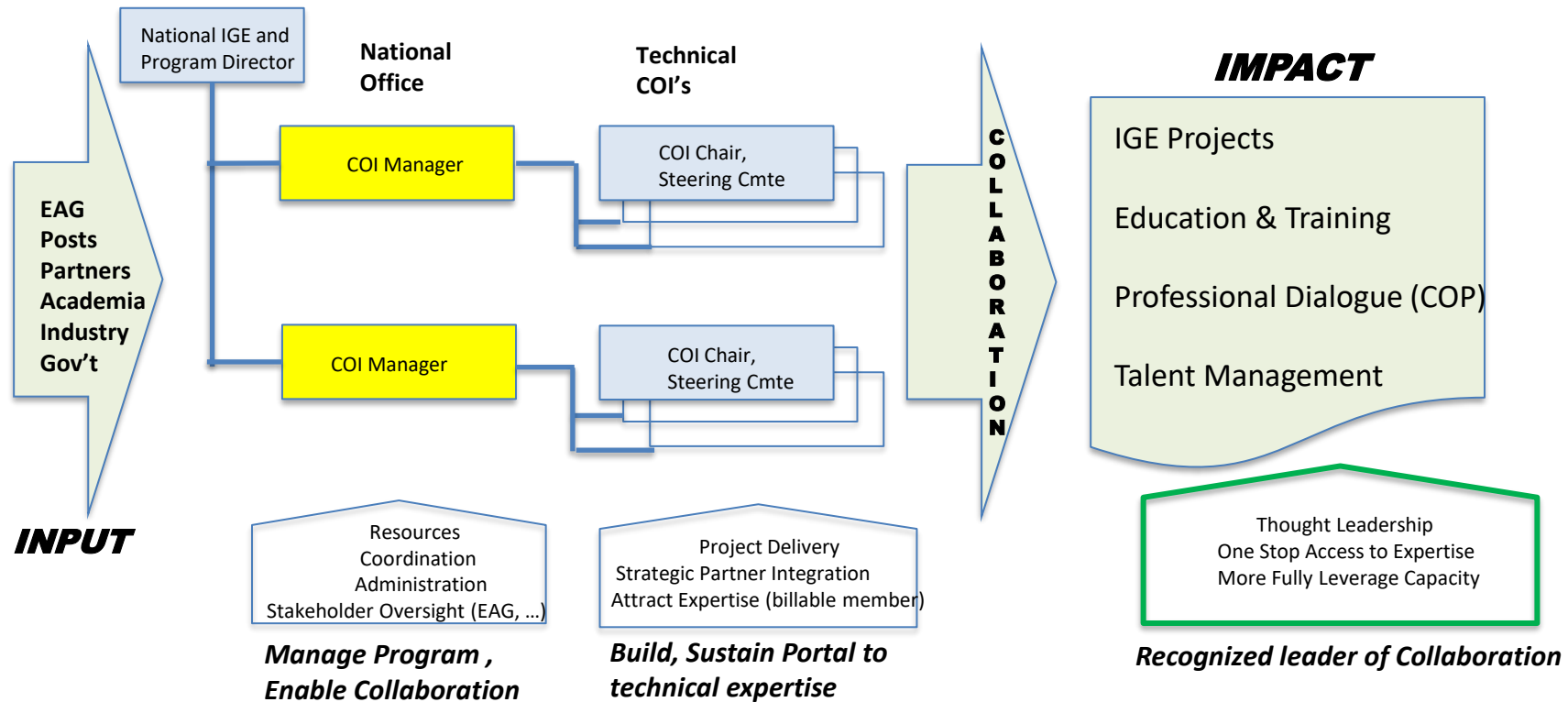
SAME Foundation Post Funds Summary

	<u>AMOUNT</u>	<u>DATE</u>	<u>31 Oct</u>	<u>% GAIN</u>
❖ Houston:	\$225K	Nov '17	\$295K	31.1
❖ Northern VA:	\$108.4K	Nov '17	\$142K	30.9
❖ Narragansett Bay:	\$39K	Nov '17	\$51K	30.7
❖ Omaha Post:	\$560K	Mar '19	\$673K	20.1
❖ Panama City:	\$30K	Sept '19	\$37K	23.3
❖ Mid-Maryland:	\$30K	Nov '19	\$36K	20.0
❖ Tampa Bay Post	\$250K	May/Oct '19	\$298K	19.2
❖ Huntsville Post	\$80K	Aug '20	\$94K	17.5
❖ Hampton Roads	\$460K	Dec '20	\$513	11.5
❖ Orange Country	\$100K	Nov '21	N/A	N/A
❖ Central Virginia	\$25K	Pending		

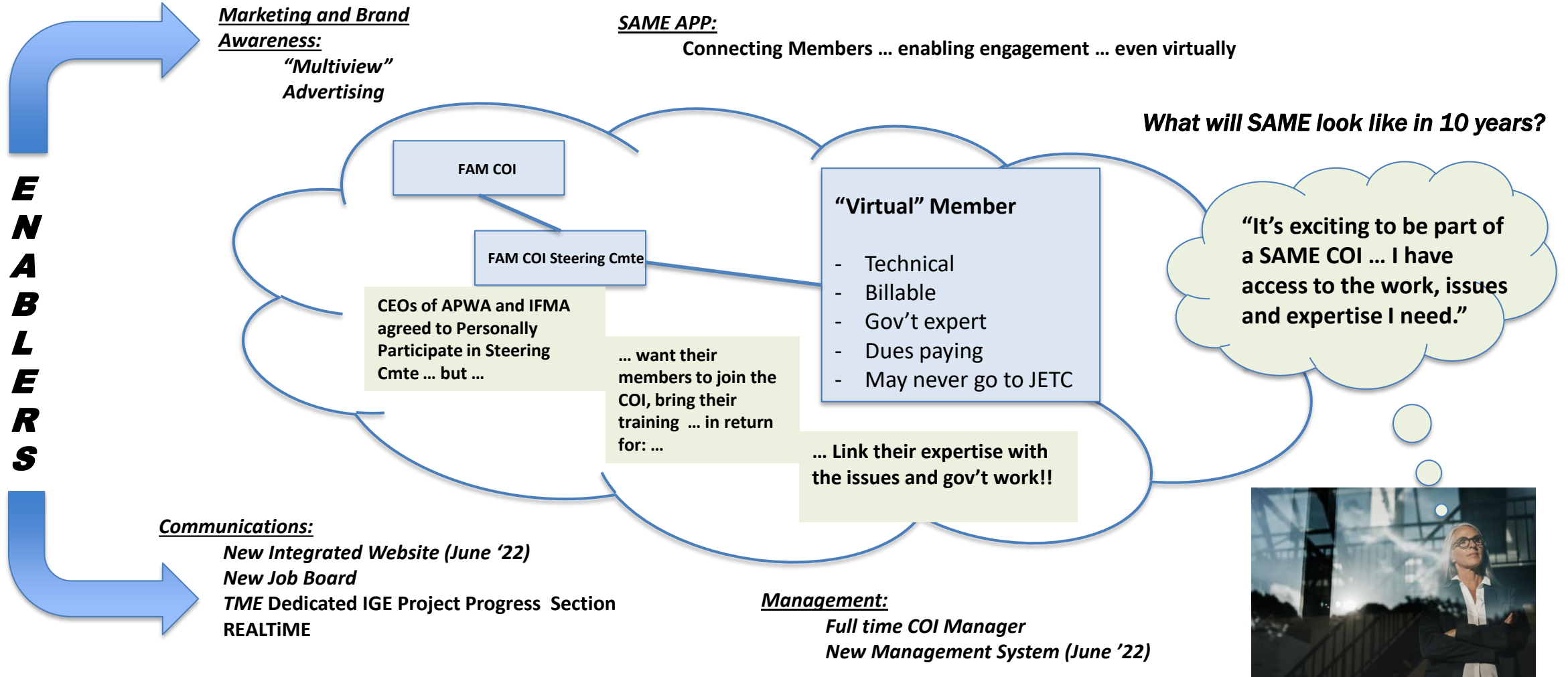
NOTE: SAME Foundation: \$1,340,058.42
 SAME Foundation with Post Funds: \$3,580,320.23

Operationalizing Technical COI's

Mobilizing COI Potential to Energize IGE Collaboration



Operationalizing Technical COI's



Summary

In support of Strategic Plan 2025, the National Office Staff is:

Adapting and thriving through the pandemic.

Serving the Society and the SAME Foundation professionally and responsively, day in and day out.

Executing major actions that will set the stage for long term success:

- Implementing the BOD Membership and Dues Restructuring
- Developing a fully integrated Enterprise Management System
- Operationalizing the COI's



BACK UP

Risk Considerations:

Government In-Person Participation: (e.g. VA cannot travel unless vaccinated)

Presenters In-Person Participation: (Business Opportunity Sessions, Education Sessions, etc.)

Staff Capability and Willingness:

- Execute first In-Person event in two years *PLUS* Simultaneously deliver event to virtual participants
- Pandemic persists (staff safety and willingness)
- Challenge of volunteers and temp employees (neg test buys little safety; enormous staff cost)
- Venue compliance with SAME standard (they agreed)

Individual Participant Safety: large gathering (3000), odds favor presence of virus (higher and more severe impact on unvaccinated)

Legal Liability: Enforce promulgated standards (clear standards are more enforceable, hence no exceptions)

Market:

- Government related (AFA, AUSA, etc) required vaccination;
- Other fall conferences: 33% virtual; 33% vaccination; 33% vaccination or test

Process:

Capital Week Survey: Split opinion ... uncertainty, vaccination unfolding

Tested Response: (vaccination question on registration: first 2 weeks: 500 registered, 82% vaccinated, 18% not commit)

National Leadership Team and XC Deliberations (incl listening to members)

Execution: BOD obligation to support leadership decisions (ref: New BOD Member Training)

SAME Key Leader Development Commission (KLDC) Update

Matt Altman, Appointed Director



- 2025 SAME Strategic Plan
 - Goal 3: Develop Leaders For The Profession
 - “Execute leader development programs at the post, regional, and national levels and ensure their long-term viability.”
 - “Promote a structured mentoring continuum, highlighting growth and leadership opportunities for members at all levels.”
- Key Leadership Development Commission formed in May 2020 to:
 - Increase size and diversity of SAME Key Leader Position (KLP) candidates
 - Ensure consistent pipeline of interested, qualified candidates for SAME KLPs
 - Help members navigate their SAME “career” by gaining and applying a diverse set of experiences
 - Demystify KLP requirements, expectations, and selection process

**Bottom Line: SAME has incredible leadership opportunities beyond the Post level.
SAME has amazing volunteer leaders. We just need to connect them!**

KLDC 2.0 TEAM

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



KLDC 2.0 BURN-IN INITIATIVE

- Overall intent is to codify deliberate Key Leadership pipeline-building engagements in standard SAME processes, procedures, and positions
- 2021-22 Lines of Effort:
 - SAME Governance
 - COI Engagement
 - Academy of Fellows Engagement
 - RVP / Post Leader Engagement
 - Elected Director Engagement
 - Military / Federal Engagement
 - Diversity, Equity, and Inclusion
- Developing plan to sunset KLDC at the end of the 2021-22 campaign
 - Will present COAs w/recommendation to the XC during Capitol Week; BoD approval at JETC

KLDC ANNUAL ENGAGEMENT PLAN

- Jan/Feb: KLP Non-Selects (POC: Selection Committee Chairs)
- Jan/Feb: New Fellows and AoF Deferred (POC: AoF)
 - Periodic AoF Class Reunion?
- Apr: LDP COI Opportunities Brief
- May: JETC; Departing Board Members (POC: XC)
- Jun – Aug: Graduating Post Presidents (POC: RVPs)
- Aug: Post Leaders Workshop
- Sep – Oct: National Leadership Opportunities Webinar in conjunction with nomination window
- Nov: Small Business Conference Engagement
- AD HOC: Post Presidents / RVP Calls; YP COI Engagement

SAME National Leadership Nominations Due December 1st!!!

No Set Path

• The SAME pathway isn't a ladder...
It's more like a jungle gym!



The key is deliberate development!

Leadership Experiences



Caroline Roberts, GISP
Jacobs



Peter Delano, P.E.
Nobis Group



CMSgt Adam Boubede
U.S. Air Force



Col Charles Perham, F.SAME, USAF (Ret)
Matrix Design Group, Inc.



Heather Wishart-Smith, LEED AP, P.E., PMP, F.SAME
Jacobs

KLDC TAKEAWAYS

- We can't build the next SAME Vice President or President in a year
 - Process takes years of deliberate development and recruitment at all levels in the Society
- All SAME Board Members need to prioritize recruitment and succession planning
- Need to cast a broader net and diversify our pipeline starting with Young Professionals
- Still need more post-level focus on the pathway to national leadership
 - Post leader engagement is critical to encourage the jump to national involvement
- Active duty / government members still lag in Key Leader involvement
 - PCS tempo and civil service time accounting presents hurdles we need to overcome
- Energy and excitement for SAME National Leadership opportunities is tangible

SAME truly does set the standard for personal engagement and leadership development!

SAME Diversity, Equity and Inclusion Work Group (DEIWG) Update

Mike Huffstetler, Membership COI



Purpose of Presentation

- Provide a status update of DEI subcommittee
- Raise awareness of DEI Action Plan

Overview of DEI Action Plan & DEI Subcommittee

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

- Developed a detailed Pathways Action Plan.
- Consolidated number of Paths Forward from 6 to 4 to focus efforts.
- Scheduling these actions over the next year and beyond.
- Collaborating and engaging across Society, engaging on DEI.

Pathway 1: Commit & Cascade |

Articulate the Society's vision and cascade accountability for delivery to the Posts.

Task Description & Purpose

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

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

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

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

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

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

Consider DEI award (post and individual).

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

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

Determine actions to ensure continuity beyond 2022/2023.

Pathway 1: Commit & Cascade |

Articulate the Society's vision and cascade accountability for delivery to the Posts.

Highlighted Actions

Executive Commitment

DEI Toolkit

Determine actions to determine continuity of support after 2022/2023

Pathway 2: Link DEI to Membership Growth

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

Task Description & Purpose

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

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

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

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

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

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

Pathway 2: Link DEI to Membership Growth

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

Highlighted Actions

DEI Toolkit

Explore SAME Demographic Compared to USG/US Military

Pathway 3: Mentoring & Training

Task Description & Purpose

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

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

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

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

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

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

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

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

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

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

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

Approach Eng Firms for sponsorship

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

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

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

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

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

Work with KLDC for transparent & open communication and recruitment

Develop DEI curriculum for Post Leaders workshop

Dedicated to National Security Since 1920

Pathway 3: Mentoring & Training

Highlighted Actions

DEI Toolkit

Leadership Development

Camp/Scholarship Program Requirements

STEM Programs

Pathway 4: Partnering with Other Organizations

Task Description & Purpose

➔ Prioritize strategic partners

Mentor the underrepresented groups in the partner organizations

Look at existing partnerships to see where we can increase recruiting efforts to expand outreach to underrepresented groups

Set up meetings with strategic partners

Invite diverse engineering organizations to our meetings, events, training, etc. at the National Level/COIs

➔ Seek alignment with strategic partners like NSBE, SHPE, BEYA.

Engage with Association of Engineering Societies on its DEI initiative and cross-sharing of experience and content.

Review current partners and identify if we are missing any strategic partners

Pathway 4: Partnering with Other Organizations

Highlighted Actions

Prioritize Strategic Partners

Seek Alignment with Strategic Partners like NSPE, BEYA, etc.

Next Steps

- Prioritizing and Scheduling Actions with Champions from DEI Subcommittee
- Establish Communications Plan
- Make Action Plan available on SAME website (membership section)

SAME Request for Foundation Support Update

Mike Darrow, Elected Director





Foundation Support Update – Process Update

Summary: A formalized process has been established for SAME to request support from the SAME Foundation

- A result of the SAME BOD/Foundation Board TF work in Fall 2020
- Puts structure to the requests coming from SAME to the Foundation
 - Formal request via letter from President SAME to President Foundation Board NLT 15 December each year
 - Establishes a committee from the NLT/BOD to rank order requests from COIs, RVPs, Posts
 - Ranking based on linkage to the SAME Strategic Plan and outcomes for the Foundation
 - Ranking Review Committee (with support from National Office) will provide 1-n list to XC for review in October – shared at November BOD mtg.
 - Committee: President-Elect, National Vice Presidents, SAME National Staff Member, an RVP, one COI Lead, and one Elected Director
 - Foundation Board will review requests at their January BOD meeting each year
 - Formal feedback provided back to SAME President
- Full implementation will begin with the May 2022 BOD meeting and submitted in September 2022
 - COIs will build requests based on Annual Workplan development process
 - Posts and Regions will build requests based on post and regional initiatives



Foundation Support Update – Application

The basics:

- Describe how the request is linked to the SAME Strategic Plan
- Indicate amount requested and timing – need to develop a basic budget
- Clear linkage to Outcomes
 - Fostering Engineering Leadership for the Nation
 - How outcomes will be assessed
 - Plan to report back - How and When



Request for SAME Foundation Support Cover Sheet

1. **REQUESTOR**
 COI Chair/RVP: _____
 COI (if applicable): _____
 Email: _____
 Phone: _____
2. **DATE OF REQUEST:** _____

Submit on a Separate Sheet with this cover.

3. **DESCRIPTION OF THE PROGRAM/SUPPORT REQUESTED**
 - Describe the initiative or program
 - Include a linkage to the SAME Strategic Plan
4. **AMOUNT REQUESTED**
 - Provide a basic budget. Include description of the funding usages such as travel, stipends, materials, software acquisition, contracted support, etc.
 - Indicate if this is a one-time request or what the out-year support for the program/initiative is envisioned.
 - Highlight any support that is also coming from the Society for the effort (i.e., mentors, leaders, other financial support)
 - Provide timing on the required support.
5. **EXPECTED OUTCOMES and HOW THEY WILL BE MEASURED**
 - *Initiatives that can show clear and direct outcomes may compete better for the limited funding as the Foundation may not have resourcing to support all requests.*
 - Relate how this initiative supports the SAME Foundations compelling purpose to **foster engineering leadership for the nation.**
 - Describe how outcomes will be measured or assessed. Focus on outcomes that be readily used by the Foundation to support telling the story in fundraising activities.
 - Describe how you will report back out and when.

The foundation can and will leverage the outcomes in their fundraising efforts

SAME Bylaws Subcommittee Update

Nick Desport, Elected Director




Bylaws Subcommittee

Questions to answer:

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

Separate question for us to answer:

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



Bylaws of the Society of American Military Engineers

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

Article I: Name of Organization

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

Article II: Corporate Purpose

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

Article III: Membership

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

Article IV: Meetings of Members


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

SAME National Office
Page 1 of 12
7/19/2021

Bylaws Subcommittee

Milestones

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



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

SAME IGE Action Plan Update

Rob Biedermann, SAME Director of Programs

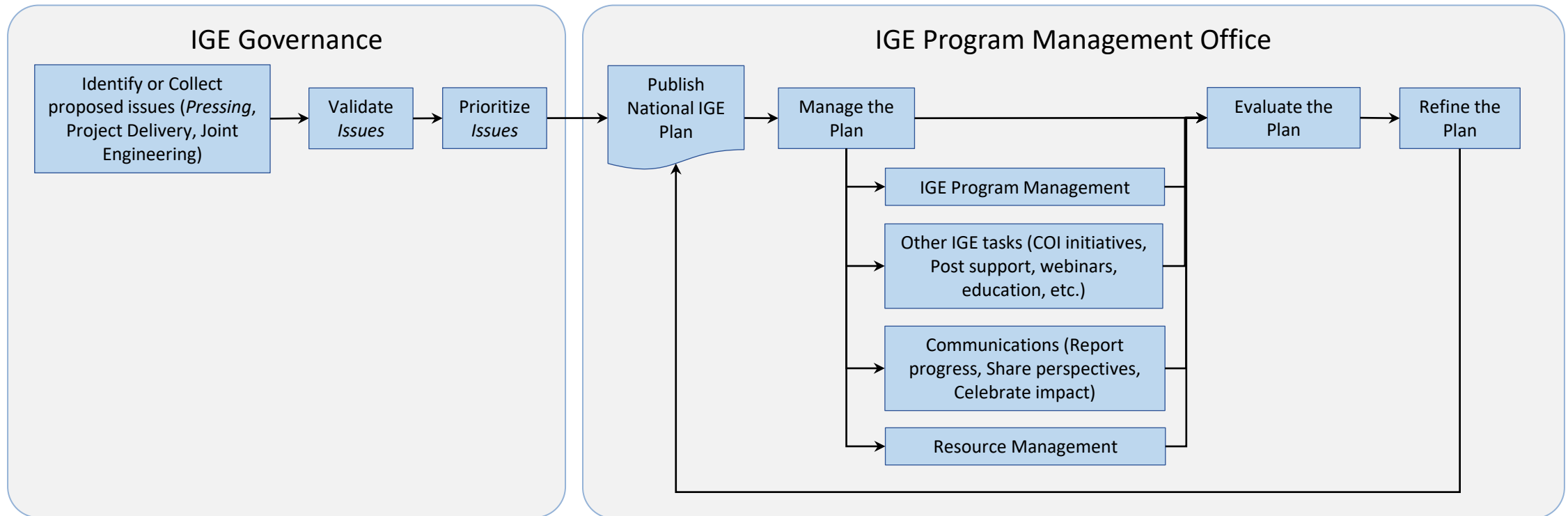


Agenda

- Purpose
- Process
- Progress
- Projects
- One final thought...

IGE Program Management provides a *deliberate, consistent, repeatable, & transparent* process to manage national-level IGE efforts ensuring we deliver impact and maximize use of available resources in the service of our
National Security

Process - Overall National IGE Program Management



Process - Key Elements

- Open aperture for *Pressing Issues*
 - Executive Advisory Group (EAG)
 - CEO Roundtables
 - Posts, Post IGE efforts
 - Regions, Regional IGE efforts
 - Communities of Interest (COIs)
- *XC involvement* in all aspects
 - Program & project oversight and participation
 - Ongoing *Pressing Issue* assessment, selection
- *Impacts* defined up front as part of *Pressing Issue submission* and if selected, *Letter of Appointment*
- Robust, constant drumbeat of *communication*

Process - Responsibilities

- **XC**
 - Execute IGE Governance Tasks
- **XC Champion**
 - Ensures XC's intent is clearly communicated, met
 - Removes obstacles
 - Holds IGE PM accountable for progress, impact
 - Note: XC Project Champion – opportunity for future National Leader Development
- **IGE Project Manager**
 - Team leader, manages the project effort
 - Accountable for progress, impact
 - Leads collaboration between executing entities
 - Often *Pressing Issue* Initiator
- **IGE Program Manager**
 - Manage collection, validation and prioritization process
 - Reporting to XC
 - Support projects as necessary



Process - IGE Issue Tracking Document (IGE Matrix)

Pending Pressing Issues		SAME INDUSTRY-GOVERNMENT ENGAGEMENT (IGE) PROJECT MATRIX AS OF: 11/5/21 (Includes 6/29/21 EAG Pressing Issues)													Notes	Impact
		Source	Strategic Goal	Impact (Education, Advocacy)	IGE Team					Resources		Schedule				
Project Manager	XC Champion	Lead COI	Stakeholders	Staff Liaison	Level of Effort	Adequate Resources	Completion Date (Initial)	Completion Date (Revised)	Progress							
PROJECT DELIVERY																
SDVO SB Certification	-	1	Advocacy	Needl Wilson	N/A	N/A	SB COI; SBA, VA, USACE, AFCEC, NAVFAC	Rob Biedermann	LOW			N/A	MAY'23	N/A	Legislation enacted (NDAA/17), supporting implementation through National Veterans Small Business Coalition (NVSBC)	
Cost Engineering	-	1	Education	Miro Kurka	N/A	N/A	USACE, AFCEC, NAVFAC	Kathy Off, Rob Biedermann	MED			N/A	NOV'21	N/A	White Paper to be presented to EAG, 11/2021; Final Industry RT held 8/26/21; final recommendations complete 10/8/21; possible follow-on activity from those recommendations...	
Task Order Requirement Notice (TORN)	-	1	Advocacy	Bob Keyser	N/A	N/A	USACE, NAVFAC, AFCEC	Kathy Off	LOW - MED			N/A	FEB'22, DEC'22**	N/A	Continued coordinating with USACE HQ to implement changes, and with ASA-ALT to encourage USACE to drop its restrictive interpretation of FAR 36.6 and the Brooks Act; ** if legislative change required vs USACE policy change	
Project Partnering (Pre-Award)	-	1	Education	Sal Nodjomian	N/A	N/A	USACE, NAVFAC, AFCEC	Rob Biedermann	LOW			N/A	EAQ Q1'22	N/A	Progress brief to EAG (SBC); PMA tool delivered to OSD, NAVFAC rewrote Partnering instructions, providing communication and collaboration platform	
Alternative Project Delivery (ADM)	-	1	Education	Sal Nodjomian	N/A	N/A	USACE, NAVFAC, AFCEC	Rob Biedermann	HIGH			N/A	MAY'23	N/A	Progress brief to EAG (SBC); Webinar (MAR'21, 400 attendees), WGs formed, DRAFT white paper, SBC panel planned	
Small Business size Standards: Challenges Facing Transitioning Federal Small Businesses: A Proposed Framework & Solution	COI	1	Advocacy	Mercedes Enriquez	Sally Clark	SB	SB COI; USACE, NAVFAC, AFCEC	Kathy Off, Rob Biedermann	MED			TBD	N/A	Y	White paper produced; IGE Team forming for next steps, PM Plan submitted	SBA implements a five-year (5) moratorium program for businesses in NAICS Sector 23 allowing transition into the unrestricted market. A five-year moratorium would aid the transition once the \$39.5 million cap has been exceeded and substantially alleviate the current obstacles small businesses face as they transition into the unrestricted market.
Contractor Performance Assessment Reporting System (CPARS) Education & Reform	EAG	1	Advocacy	Michael Blount	Mark Handley	FAM	FAM, SB COIs, NAVFAC, USACE	Rob Biedermann	HIGH			MAY'22 (JETC'22)	N/A	Y	Team formed, initial project kick-off complete; PM Plan submitted	- Ratings consistency within an Agency and across all Agencies; - Incorporation of CPARS definitions and understanding into Partnering; - Establish a dispute resolution process for low ratings; - Establish correlation between meaning of CPARS scores given during and after a project; and interpretation by source selection board; - Promulgate and support CPARS training for vendors.
Avoiding PFAS Information Overload: Targeted Training for Operational Entities	EAG (OSD)	1	Advocacy / Education	Bill DiGiuseppe	Jeff Davis	ENV	ENV, FAM COIs;	Rob Biedermann	MED			TBD	N/A	N	ENV COI Meeting discussion 8/18/21; justification received 9/15/21; XC APPROVED 10/20/21	- Enables DOD, other Public personnel, and contractors to effectively address PFAS issues by providing accurate, concise, tailored and digestible PFAS knowledge.
Cybersecurity: Raising Awareness of Current & Emerging Cyber Threats to Smart Operational Technologies (OT) & Development of Effective Policy & Standards Enhancing Cybersecurity Resiliency for Federal Facilities & Infrastructure	EAG (CG, COI)	1	Advocacy / Education	Lucian Niemeyer, Brian May	Heather Wishart-Smith	RES	RES, FAM, AP, SB COIs;	Rob Biedermann	HIGH			MAY'22 (JETC'22)	N/A	N	LN/BM developing "charter", should have NLT 8/13/21; received 8/17/21; XC APPROVED 10/20/21	- Raising awareness of current and emerging cyber threats to smart operational technologies (OT) used in federal facilities and infrastructure; - Facilitate development of effective policy and standards aimed at enhancing the cybersecurity and resiliency of federal facilities and infrastructure.
Climate Change: Sea Level Rise in Coastal Regions and its Effect on Military and other Public Infrastructure	EAG (OSD)	1	Advocacy / Education	Albert Romano	Carrie Ann Williams	RES	RES, ENV, E&S, FAM COIs;	Rob Biedermann	MED			TBD	N/A	N	RES Chair developing justification, NLT EOM 08/21. (8/9/21); received 9/13/21; XC APPROVED 10/20/21	- Provides resilience education, awareness, and best practices related to climate change and adaptation (CCA) focusing attention on Military and other public infrastructure impacts and best practices.
JOINT ENGINEERING OPERATIONS																
Joint Engineering Training Conference (JETC) Warfighter	NAT'L		Education	Jim Romasz			JECO JECO COI	Kathy Off								
EUCOM/AFRICOM COCOM Conference Warfighter	Int'l	1	Education	Chris Knutson			JECO Int'l, JECO	Rob Biedermann								
INDOPACOM COCOM Conference Warfighter	Int'l	1	Education	Chris Knutson			JECO Int'l, JECO	Rob Biedermann								
OTHER NATIONAL PROJECTS																
Diversity, Equity & Inclusion Work Group	NAT'L	N/A	N/A	Heather Wishart-Smith	Heather Wishart-Smith	N/A										
PENDING PRESSING ISSUES																
SAME SP Goals 3-5 (NAVFAC)	EAG	3-5	Education / Advocacy	N/A	Jeff Davis	N/A	CO, ENL, LD, STEM, VP	Eddie Gonzalez							NO SCORING: Preparing a summary document to submit to the EAG in SAME SP Goals 3-5 current efforts	Efficiently inform EAG members of ongoing SAME Goal 3-5 efforts and impacts.
Joint Industry - Government Training (Business acumen, procurement, etc.) (OSD)	EAG	1	Education	TBD	TBD	FAM	FAM	Rob Biedermann							NO SCORING: Requested additional scope clarification from the EAG (thru SLOs)	
Energy Resilience (CG): Everybody Wants It, Nobody Wants To Pay For It	EAG, COI	1	Advocacy / Education	TBD	TBD	E&S	E&S, RES, FAM COIs;	Rob Biedermann							NO SCORING: Requested additional scope clarification from the EAG (thru SLOs)	
Construction means and methods (prefabrication, etc.) (NAVFAC, USACE)	EAG	1	Education / Advocacy	TBD	TBD	JECO	JECO, FAM	Rob Biedermann							NO SCORING: Requested additional scope clarification from the EAG (thru SLOs)	
Technical Exchange: 2022 Conference - Improvements of Midwest Infrastructures Over the Last 60 Years	POST (Scott Field, St Louis)	1	Education	TBD	TBD			Rob Biedermann							Received submission 9/17/21, under review	
Infrastructure Bill (Capacity)(USACE)	USACE	1	Advocacy / Education	TBD	TBD		FAM, SB, E&S COIs;	Rob Biedermann							JS, RB discuss with USACE DCG, 9/20/21	

Process - IGE Program Communication Plan

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

SOCIETY NEWS

National IGE Report

Industry-government engagement (IGE) is the cornerstone on which the Society was founded in 1920, and remains "mission-essential" for the organization a century later, as the first goal of the 2025 SAME Strategic Plan. As a multi-disciplined organization with members representing diverse technical and socio-demographic backgrounds, SAME is uniquely positioned to address the major engineering-related challenges of our time. Moreover, with institutional stakeholders from all corners of the A/E/C industry, including large and small businesses, and federal, state and local agencies, SAME is able to see challenges across the board that directly affect the delivery of national security projects, products and services. Through a focus on collaboration and relationships at the local, national, and international levels that go back decades, SAME provides an inclusive forum where government and industry can come together to identify and resolve challenges.

In September 2021, the Executive Committee approved a new selection process for national IGE projects that will provide deliberateness, consistency, repeatability, and transparency.

This formalized evaluation will ensure we deliver impact and maximize the use of available resources. Submissions will be collected from several sources, including the Executive Advisory Group, CEO Roundtables, Communities of Interest, Posts, strategic partners, and others. Submissions will be presented to the Executive Committee for scoring, approval, and action by member volunteers (subject matter experts). Currently, there are 10 projects underway, three of which were recently approved by the Executive Committee this fall.

STAY INFORMED ON IGE
Looking to become involved in an IGE project, or want to learn more? By end of 2021, SAME will have revamped the IGE webpage on the national website with ongoing projects, abstracts, and most importantly, impacts to achieve (www.same.org/ige). A regular update of all IGE efforts also will be included in TME.

CURRENT INDUSTRY-GOVERNMENT ENGAGEMENT PROJECTS			
Issue/Topic	Impact Type	Lead POC	
IDVOSB Certification	Advocacy	Neel Wilson	
Cost Engineering	Education	Miro Kurka	
Task Order Requirement Notice	Advocacy	Bob Keyser	
Project Partnering (Pre-Award)	Education	Sal Rodjoman	
Alternative Project Delivery	Education	Sal Rodjoman	
Small Business Size Standards: Challenges Facing Transitioning Federal Small Businesses & Proposed Framework & Solution	Advocacy	Marcedes Enriquez	
Contractor Performance Assessment Reporting System Education & Reform	Advocacy	Michael Blount	
Avoiding PFAS Information Overload: Targeted Training for Operational Entities	Advocacy / Education	Bill DiGiuseppe	
Cybersecurity: Raising Awareness of Current and Emerging Cyber Threats to Smart Operational Technologies and Development of Effective Policy and Standards Enhancing Cybersecurity Resiliency for Federal Facilities Infrastructure	Advocacy / Education	Lucian Nwameye, Brian May	
Climate Change: Sea Level Rise in Coastal Regions and its Effect on Military and other Public Infrastructure	Advocacy / Education	Albert Romano	


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88 | The Military Engineer • November-December 2021

Progress - XC Accomplishments

- Developed, Approved Governance Criteria for IGE Management Process:
 - National IGE Tracking document (IGE Matrix)
 - National IGE *Pressing Issue* proposal criteria and format
 - National IGE *Pressing Issue* validation criteria
 - National IGE *Pressing Issue* prioritization process
- Evaluated, Approved current slate of National IGE *Pressing Issues and Projects*

Progress – Project Status

	SAME INDUSTRY-GOVERNMENT ENGAGEMENT (IGE) PROJECT MATRIX													
	AS OF: 11/5/21 (Includes 6/29/21 EAG Pressing Issues)													
	Source	Strategic Goal	Impact (Education, Advocacy)	IGE Team				Resources		Schedule			PM Plan (Y/N)	Impact
Project Manager				XC Champion	Lead COI	Stakeholders	Level of Effort	Adequate Resources	Completion Date (Initial)	Completion Date (Revised)	Progress			
PROJECT DELIVERY														
SDVOSB Certification	-	1	Advocacy	Neeld Wilson	N/A	N/A	SB COI; SBA, VA, USACE, AFCEC, NAVFAC	LOW		N/A	MAY'23		N/A	
Cost Engineering	-	1	Education	Miro Kurka	N/A	N/A	USACE, AFCEC, NAVFAC	MED		N/A	NOV'21		N/A	
Task Order Requirement Notice (TORN)	-	1	Advocacy	Bob Keyser	N/A	N/A	USACE, NAVFAC, AFCEC	LOW - MED		N/A	FEB'22, DEC'22**		N/A	
Project Partnering (Pre-Award)	-	1	Education	Sal Nodjomian	N/A	N/A	USACE, NAVFAC, AFCEC	LOW		N/A	EAQ Q1'22		N/A	
Alternative Project Delivery (ADM)	-	1	Education	Sal Nodjomian	N/A	N/A	USACE, NAVFAC, AFCEC	HIGH		N/A	MAY'23		N/A	
Small Business size Standards: Challenges Facing Transitioning Federal Small Businesses: A Proposed Framework & Solution	COI	1	Advocacy	Mercedes Enriquez	Sally Clark	SB	SB COI; USACE, NAVFAC, AFCEC	MED		TBD	N/A		Y	- SBA implements a five-year (5) moratorium program for businesses in NAICS Sector 23 allowing transition into the unrestricted market. A five-year moratorium would aid the transition once the \$39.5 million cap has been exceeded and substantially alleviate the current obstacles small businesses face as they transition into the unrestricted market.
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Climate Change: Sea Level Rise in Coastal Regions and its Effect on Military and other Public Infrastructure	EAG (OSD)	1	Advocacy / Education	Albert Romano	Carrie Ann Williams	RES	RES, ENV, E&S, FAM COIs;	MED		DEC'22	N/A		PENDING	- Provides resilience education, awareness, and best practices related to climate change and adaptation (CCA) focusing attention on Military and other public infrastructure impacts and best practices.

One Final Thought...

For SAME's first century, the Society was instrumental in creating opportunities for individuals and organizations to become familiar with each other, allowing each party to prosper and build lasting trust and relationships...

It's now time to put those relationships to use for the National Security...

In SAME's second century, in addition to this legacy of camaraderie, the Society has the opportunity to impact some of the pressing issues of the day affecting our National Security through IGE efforts such as project delivery, PFAS, sea level rise and other issues...

Consent Agenda

- **BOD Meeting Minutes 4-27-21**
- **BOD Meeting Minutes 7-29-21**
- **XC Meeting Minutes 8-25-21**
- **Foundation Meeting Minutes 8-19-21**
- **Addition of Appointed Director – Blair Schantz**