



# SAME Executive Committee Meeting Notes

0900 - 1230, Sunday, August 6, 2023

BOD Position	First	Last	Attendance
ElectedDirector	Craig	Bryant	x
Treasurer*	Mario	Burgos	x
Chair, Small Business COI	Sally	Clark	v
Counsel*	Craig	Crotteau	v
Vice President	Mike	Darrow	x
Chair, Leader Development	Roland	DeGuzman	N
RegVicePresident, Gulf Coast	Ryan	Elliott	N
RegVicePresident, Mid-Atlantic	Summer	Gladden	x
ElectedDirector	Robert	Grainger	x
Chair, Yps	Suzanne	Grix	N – sent comments
Vice President	Mike	Huffstetler	x
President-Elect	Sharon	Krock	x
Past President	Cindy	Lincicome	x
Vice President	Ben	Matthews	x
Chair, Foundation*	Dave	Nash	x
President	Charlie	Perham	x
Executive Director/Secretary*	Joe	Schroedel	x
New Executive Director/Secretary*	Mike	Wehr	x
Chair, JECO	Rick	Sloop	x

\*Non-voting v Virtual Participation N absent

## Opening

**Call to Order:** A quorum was established (10 of 13 voting members) at 0905 hours. Charlie Perham, National President and Chair of the XC, called the meeting to order. The meeting was conducted in person at the Post Leaders Workshop in Ft. Lauderdale. The planned agenda (Encl 1) was executed.

**President’s Introduction:** Charlie set expectations for XC participation in the meeting and reiterated his focus areas: to ensure a smooth XD transition, begin the Strategic Planning process, and reinvigorate Posts. He explained the process that was used to select a new XD, introduced Mike Wehr, and thanked Joe for his efforts in instilling that process that will set the standard for the future.

**Decisions:** There were three decisions proposed for the XC. All were approved with slight modifications as noted:

- BOD Agenda – Approved (Encl 3)
- Bylaws Recommendations (Encl 2 & 4)
- Foundation Bylaws Changes (Encl 5)

## 1. XD Report:

Joe Schroedel briefed the XC, providing: the current [Governance Summary](#), Finance Update (Encl 2), and BOD Agenda (Encl 3). Briefing and discussion highlights:

- **Governance Summary.** Joe explained how the Governance Summary was created and the role of the XC in reviewing key items of focus annually at the August meeting. He used the “Management of Executive Director” as an example of a focus area that was successfully near completion (codified), but started several years ago. He discussed the cycle of the National Office Budget, the Annual Report, National Leadership, and other items to explain the governance vs management concept to the XC.
- **Finance Update.** Joe gave an update on the financial health of the organization (Encl 2). The mid-year QMR was scheduled later than normal so that Mike Wehr could participate in the process. Discussion points:
  - Employees now submit actual hours to projects so that we can analyze work flow data.
  - June 30 was the conclusion of the one-year journey since the dues restructure. We now have a process for determining the need to raise dues.
  - How does the Treasurer feel about the finance processes now in place? He feels that they are going well and occurring with the proper frequency and transparency. He complimented Taha Seid and Beatriz Cook for all of their work.
  - Ideally, we would like our revenue to be a 1/3 breakdown between events, membership, and non-dues revenue (primarily advertising). We are not there yet. However, we need to look at net revenue as a comparison. Staff is currently doing much more analysis.
  - The XC should consider having the Investment Committee or Treasurer brief the XC on investments. The question has come up as to whether or not the Society should manage it’s own investments, but that might not be a good idea with volunteers as opposed to professionals. There is an Investment Policy Guidance in place.
  - There is a downturn in Reserves due to the EMS withdrawal of \$1M. We are still above the recommended 9 month reserve line.
  - 13 Posts have put their funds into the Foundation for management which benefits the Posts with lower fees and increases the Foundation corpus.
  - Audit committee consists of Treasurer plus two XC members – is that codified anywhere? Need to check.
- **EMS.** Joe stated that the EMS is on track and we are almost ready to disengage from the previous system. We are about to give access to 35 Posts for their websites. The others will move forward in the next months or so. Our app has officially been accepted by the app store which will really change how we do business and how members engage. By next JETC, we should be through this journey and all Post leaders able to access their information and websites.
- **BOD Agenda.** **The XC approved the BOD Agenda with minor adjustments (updated version at Encl 3).**
  - The Marketing & BD Committee will give a presentation on their efforts. We will not re-discuss the group becoming a COI.
  - Mike D. will provide a National Camps Program Update (it will not be complete). Risk is the fundamental issue. Will add 15 min.
  - Do we need so much time for Bylaws Review & Proposal? Charlie said he would ask members of the XC to contact members of the BOD to discuss this in advance and ensure they are aware of previous discussions. We will keep the time in place, but intend to make a final decision.

## 2. Bylaws Review & Recommendations:

Nick Desport briefed the XC on the work and findings of the Bylaws Review Committee (Encl 2). The XC was given tracked changes as a read-ahead (Encl 4). The Bylaws Committee was asked to review the information provided in the Bylaws for the Counsel, XD, and Treasurer as we were out of compliance with some aspects and needed to separate the three positions. Additionally, the Bylaws Committee always does a review for any inconsistencies or updates on an annual basis.

- **Counsel.** The XC voted to move the Bylaws Committee proposal for Counsel to the BOD. The current Counsel was in agreement with the proposal.
- **XD.** The XC voted to move the Bylaws Committee proposal for XD to the BOD. Succession procedures will be referenced in the Bylaws similar to other operations manuals.
- **Treasurer.** The XC voted to move the Bylaws Committee proposal for Treasurer to the BOD.
  - Why are we changing the Treasurer to be a voting position? At work, the person spending the money advises, but does not vote. Unlike work, the XD is the execution arm of the board and remains non-voting. We would like to be more in line with the industry standard which places the Treasurer in more of an oversight role working in all financial aspects of the Society.
  - The key discussion is oversight or execution. We have staff for execution who report to the XD. Treasurer should provide oversight at the right level.
  - Should we be concerned about allowing an appointed position to vote? We currently allow many appointed positions to vote and BOD approves those positions as well. In the future, the Treasurer could become an elected position. Change slide to say that the President “nominates” the Treasurer vs appointed.
  - Change the slide to reflect what is actually in the suggested Bylaws change (define active to be actually briefing the financial data).
  - Should there be more detailed criteria for the Treasurer referenced? This will be looked at in the future, but not necessary at this time to move forward. This would come into effect if the position became elected.
- **Other Updates.** The XC voted to move the Bylaws Committee proposal for additional updates to the BOD.
  - We need to do a better job of adhering (or communicating) the RVP election process.
  - Need to make the Strategic Planning Team language less exclusionary and more positive to the fact that the team should be diverse and include newer active members instead of relying on the same members from before.

**3. 2030 Strategic Planning Update:** Brian Duffy, co-chair of the 2030 Strategic Plan Development Team, gave an overview of progress (Encl 2). We will not limit ourselves to the current plan, but also not purposely make changes for no reason. He presented the focus areas from the charter. We will start with the foundation that has been set, but then look at the focus areas. 12-15 people seemed to be the right size for the group and came from diverse areas of the Society. They are broken into two groups – advisory and working. The working group will be reaching out to members in their areas (not just providing their own opinions).

- Has there been any discussion about hiring a consultant? Not yet.
- How is the govt. being pulled in? This will be done as we present to the board. However, we will get input from the EAG at SBC and reach out to their SLOs beforehand.
- Is SAME looking to expand it’s base? The Working Group model is great for allowing anybody to come together to work on issues.

**4. Foundation Bylaws Changes:** Dave was not available for an update, but the XC was provided the tracked changes in advance (Encl 5) and nobody disagreed with moving the changes to the board.

**5. IGE Update:** Rob Biedermann gave an update. There were two new issues that went to the XC for scoring previously. The scoring serves as a resource control and provides great input through the comments that goes back to the project teams. There are two pressing issues: Future installation planning from Architectural Practice COI – they are holding their Brooks Act project until the NDIA comes out and Electric Vehicle Infrastructure Project from the Energy & Sustainability COI. We are pushing them to identify govt. participants that are or have access to the govt. decision makers. You will receive updates on the projects. There are 8 current projects – 2 are waiting on legislation. The IGE Summit conducted by Construction Task Force (now COI) was very successful during Capital Week and will be held again in 2024.

- One item that came out of the JECO COI Warfighter was Congressional limits on types of contracts. This could be added as a pressing issue – Rick Sloop will coordinate with Rob Biedermann off line.

**6. Rank & Review Committee (R2C) Update:** Cindy Lincicome gave an update as the chair of the R2C (Encl 2). This is the first year that the group met. There were 17 requests for resources. The R2C determines which requests are funded and by who (Society or Foundation). The Foundation has provided about \$180K which is what the initial meeting used as Foundation funding – the Foundation will provide an approved amount by 15 October. They first looked at what the Foundation would support based on precedent and according to their purpose, then what is typically budgeted by the National Office already, and then any additional needs are taken into account.

- The CAAP will be shared between the Foundation and the Society. It is an underutilized program. It may be beneficial to have the COIs and Working Groups promote it more instead of just the YPs. There are programs in place for military. But still need to make it more visible to membership.
- Having this process is a big improvement. Next step – we will hear from the Foundation on the amount they will provide, then the team will meet again to solidify the recommendations. There were also a few items that needed to be researched before meeting again.
- Per the Bylaws updates, the XD will now have the responsibility to provide an impact report to the Foundation and membership/donors.
- COIs were encouraged to put in requests (most based on their Annual Work Plans), but not specifically to the Society or the Foundation.
- Need to clarify that the numbers are “not to exceed” vs estimations.
- If not all the money is spent, it should stay with the program for the next year. A process will be defined.

**7. COI Annual Workplan Approvals:** Each of the Vice Presidents gave an update on their COI Workplan Approvals by exception (any issues).

- **Membership COI.** Mike Huffstetler gave an update on the Membership COI. They have three basic goals and will give an update in November: DEI is continuing to get input on their toolkit from Posts, they are working with National on a guidebook to the EMS, and a communications plan using best practices at the Post level. They have good metrics established to measure success.
  - Can we get an update from the Service Member Working Group? Mike will go back and ask them about it. They need a leader. We still have an issue with uniformed members (reference the JEOC).
  - How can we incorporate govt. into DEI to help them with their needs?

- **Technical COIs.** Ben Matthews gave an overview of Technical COIs. They are all at different levels of maturity. Trying to get them to work with each other. Operationalizing COIs has been an interesting dynamic. More to brief at SBC.
- **Human Capital COIs.** Mike Darrow gave an update on Human Capital COIs. All have submitted Work Plans. The Enlisted COI had several resource requests which is a good sign. They need to work together more to implement Guided Pathways. Mike is starting regular calls with them. Camps takes the most effort and time. Getting up-to-date information on expenses and true costs to figure out how to resource them properly. They did get more mentors this year because we can pay for some of them (and didn't have to beg for mentors as in the past). Developing more structure internally for them. Still trying to figure out the ROI on Camps and all the Human Capital COIs. Need to provide impact to the Foundation. The EMS has the capability to track people better.

**Closing Comments:** Joe Schroedel gave some final comments in his last meeting as XD. He said that the work of our engaged volunteers (with their day-jobs) is what kept him going for 9 years. It has been an honor to serve in the SAME family. He thanked the Selection Committee for getting the right person to replace him.

**Next: BOD, 31 October 2023.**

**Adjourn:** 1230 hrs.



MG Mike Wehr, USA (Ret.)  
Executive Director

- Encl 1: XC Agenda
- Encl 2: Presentation Slides
- Encl 3: Approved BOD Agenda
- Encl 4: Tracked Change Bylaws (separate)
- Encl 5: Tracked Change Foundation Bylaws (separate)

**ENCLOSURE 1**

<b>TIME</b>	<b>AGENDA</b>	<b>RESPONSIBLE</b>
0900 - 0910	Call to Order, Remarks, Introduction of new XD	Charlie Perham
0910 - 1000	Governance Review Finance Update EMS Update BOD Agenda - <i>Decision</i>	Joe Schroedel Taha Seid Joe Schroedel Joe Schroedel
1000 – 1040	Bylaws Review & Recommendations (Board Decision)	Nick Desport
1040 – 1055	Strategic Planning Team Update	Sharon Krock, Brian Duffy
1055 – 1105	Foundation Bylaws Changes (Board Decision)	Dave Nash
1105 – 1120	IGE Update & Pressing Issues	Rob Biedermann
1120 – 1130	R2C Update & Discussion	Cindy Lincicome
1130 – 1145	COI Annual Workplan Approvals/Issues (by exception)	Ben Matthews, Mike Darrow, Mike Huffstetler
1145 – 1155	Closing Remarks	Joe Schroedel
1155 – 1200	Closing Remarks	Charlie Perham

## ENCLOSURE 2



### **SAME National Office Mid Year Financial Update January 1, 2023 – June 30, 2023**

**XC Meeting  
August 6, 2023**

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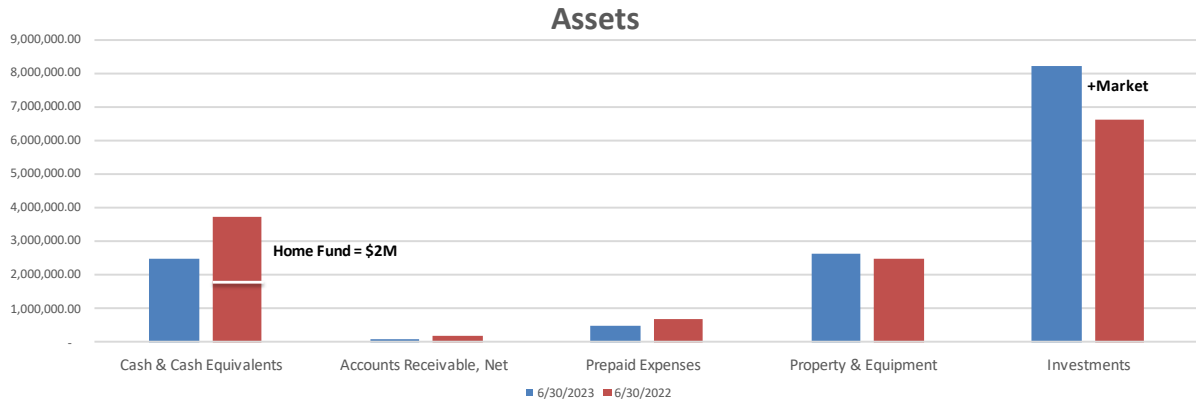
### Agenda

- Statement of Financial Position (FY2023 vs FY2022)
- Statement of Income and Expenses (FY2023 vs FY2022)
- Investment activities – FY2023
- Budget vs Actual – Mid Year FY2023
- Mid Year QMR
- Summary

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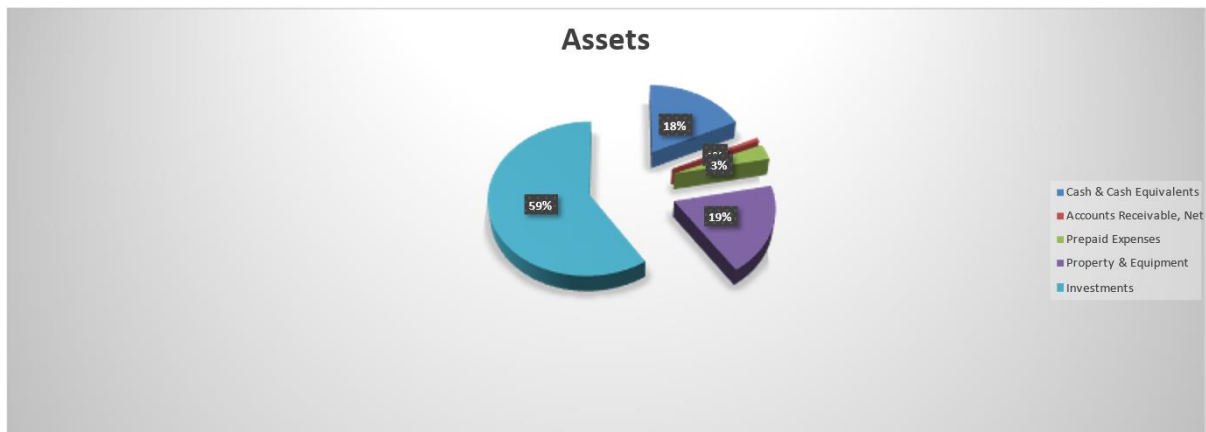
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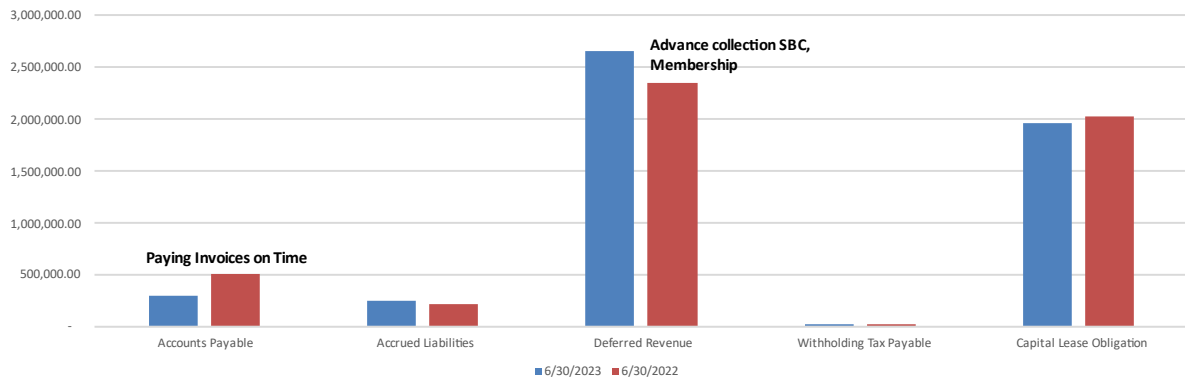


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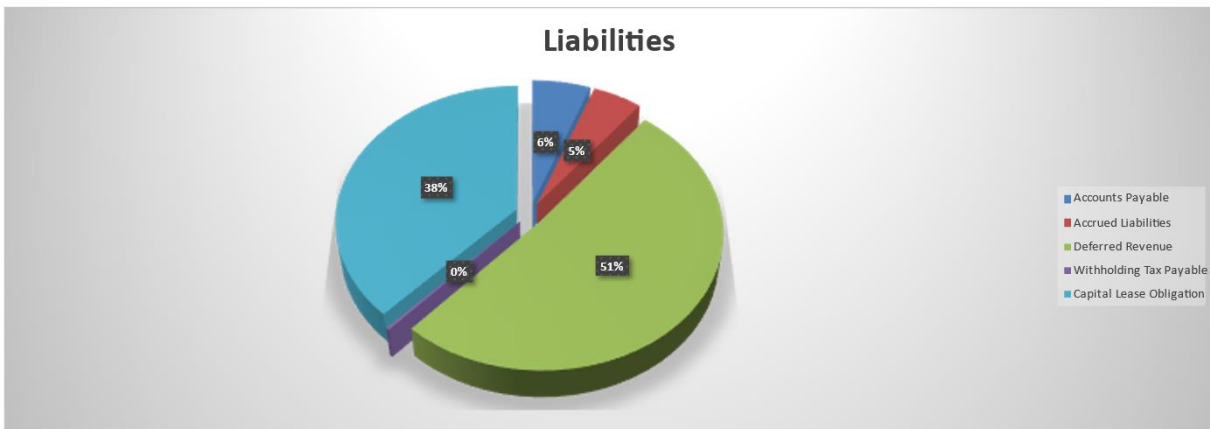
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### Liabilities



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## Investments

Fund	Start Value (Jan)	Return (2QTR)	Return (YTD)	Deposit/Withdraw	End Value
SAME Reserve 1 (RBC)	\$2,557,789	2.94%	6.94%		\$2,735,386
Home Fund (RBC)	\$2,082,079	1.47%	2.30%		\$2,129,986
SAME Reserve 2 (Fidelity)	\$3,265,108	3.00%	8.36%		\$3,363,042
Foundation (Fidelity)	\$3,305,150	2.81%	7.84%	+\$200,942	\$3,603,553

### Joint Investment Committee Notes (3 Aug 2023):

**Market:**

Inflation at 4% (goal 2.5% (Fed may not increase rate).  
S&P 500 Rally driven by AI; propelling large cap U.S. stocks up.  
Predicted recession not materialized but leading indicators point to slower growth.

**Actions:**

Performing slightly below benchmark  
Time to assess investment strategy (long term expertise; maximizing return; number of funds; buy American)

**Committee:**

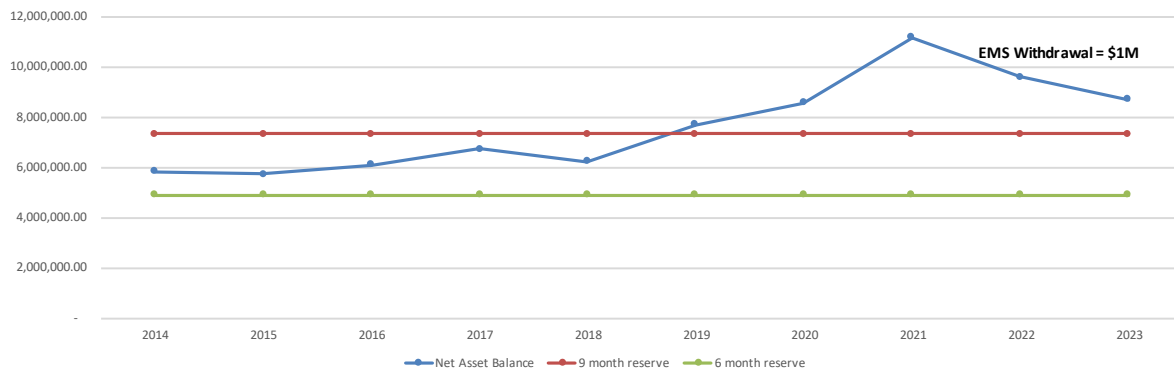
Joe O'Brien passed leadership of committee to Melissa Smith

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## Investments (Reserve)

### Net Asset (Unrestricted Reserve) Balance



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## Post Funds Status

Post	Initial Contribution	Initial Cont Date	Starting value 1/1/2023	Deposit/(Withdraw)	End Value
Houston	\$ 225,000.00	Nov-17	\$ 254,224.36	\$ 75,000.00	\$ 350,510.00
NOVA	\$ 108,435.00	Nov-17	\$ 122,498.57		\$ 132,147.00
Narragansett Bay	\$ 39,000.00	Nov-17	\$ 44,046.28		\$ 47,516.00
Omaha	\$ 560,000.00	Mar-19	\$ 631,746.90		\$ 661,501.00
Panama City	\$ 30,000.00	Sep-19	\$ 23,345.87		\$ 25,184.00
Mid-Maryland	\$ 30,000.00	Nov-19	\$ 31,105.88		\$ 33,557.00
Tampa Bay	\$ 250,000.00	May-20	\$ 255,043.17		\$ 275,038.00
Huntsville	\$ 81,000.00	Aug-20	\$ 81,231.68		\$ 87,630.00
Hampton Roads	\$ 459,500.00	Dec-20	\$ 441,240.61		\$ 475,990.00
Orange County	\$ 100,000.00	Nov-21	\$ 86,096.83		\$ 92,877.00
Central Virginia	\$ 20,000.00	Mar-22	\$ 17,944.03		\$ 19,357.00
Pittsburgh	\$ 35,000.00	Apr-23		- \$ 35,000.00	\$ 35,589.00
Buffalo	\$ 90,942.00	Apr-23		- \$ 90,942.00	\$ 92,473.00
				200,942.00	<b>\$ 2,329,369.00</b>
				Total Corpus	\$ 3,603,553.00
				Unrestricted FND Invest	<b>\$ 1,274,184.00</b>

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## FY 2023 Budget Execution National Office Mid Year QMR Notes (2 Aug)

**Bottom Line:** EOY Forecast: +\$143,000 **FY 2024 Budget Development begins 1 Sept.**

- FY 22 Audit:** *On track; Treasurer constituting Audit Committee (treasurer plus two X0nemebrs)*
- Advertising:** *Nov '22: lost long time staffer unexpectedly outsourced to PAI  
PAI: quick start; still in early stages (8 months) building relationships  
Anticipate PAI will continue to accelerate in second half FY 23  
Added new revenue generating programs: "Faces of Federal Business", "Sponsored Content"*
- Membership:** *Completed execution of Dues Restructuring Initiative (30 June): negligible impact  
**Company Members:** budget: 1460 actual: 1447 (note 10 new members this week)  
73% are small businesses (no change)  
**Individual:** 21,500 paying + 2,000 students = "24,000"  
**Financial:** well oiled invoicing process with new EMS (Sales Force is date driven, hence if membership expires, membership is terminated)*
- Events:** *On budget  
SBC: booth sales at 70%; sponsorship goals met;  
Expenses still rising; venues now collecting deposit of 100% of catering*
- Programs:** *Initiated Resource Request Policy (decide use of Foundation grant; identify Society requirements for budget consideratic  
National Camps Program (audit of camps, input of financial data due 1 Sept); No loss this year controlled funds  
We are a finalist for another UFF Grant (Take it to Them STEM)*

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**Bottom Line:** *We are financially healthy.*

**FY 23 Execution:** *EOY Forecast = +\$143,000*

**Investments:** *Time to assess investment strategy “Can we do better without incurring undue risk (long term)?”*

**FY 24 Budget:** *This year we add the annual dues review, workforce to workload analysis, other business operations analyses.*

**Risk:** *Strategic Plan 2030 Development is key “Are we trying to do too much? Can we produce bigger impact with fewer, focused, resourced programs like the National Camps Program, LDP and the Take it to them STEM program?”*

## BYLAWS COMMITTEE

- Nick Desport (Chair)
- Ben Matthews (Past Member)
- Russ Patterson (Past Member)
- Tony Higdon (New Member)
- Christina Przygoda (New Member)
- Erin Krug (New Member)
- Kathy Off (Staff POC)

### SCHEDULE

- Pre-JETC: Committee Members Reviews
- May 1, 2023: Brief Timeline to Board (5 min brief)
- May/Jun 2023: Internal Committee Reviews/Transition new Members
- Jun 30, 2023: DRAFT Review/Edit By Laws Complete
- Jul 12, 2023: Brief Initial Changes to the NLT
- Jul 26, 2023: Follow Up with NLT if needed
- Aug 6 2023: Brief XC (Mtg)
- Sep 20, 2023: Follow Up with NLT if needed
- Oct 2023: Brief XC (Call) If Needed
- Oct 30, 2023: Brief Final Bylaws Changes for approval at Board

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### ITEMS OF FOCUS FOR REVIEW

- Codify Term Limits, Responsibilities and Process for the following National Officers:
  - Counsel
  - XD Transition
  - Treasurer
  - Why? Currently out of compliance with some aspects of our Bylaws.
- Any other items that arise from the review will be presented to the NLT to provide direction.

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### METHODOLOGY

- Industry Standards
- Key Discussions/Input SAME has received
- Benchmarking with similar Strategic Partners
- NLT Input: concurs with Bylaws Committee recommendation
  - Bylaws Presentation- NLT Call 7-12-23
  - Voting NLT Call 7-19-23

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### Definitions

- National Officer: Nonprofit officers are elected or appointed by the board of directors to actively carry out the nonprofit's day-to-day business within the scope of their delegated authority. The nonprofit's bylaws typically define their role. Officers most often serve in a volunteer capacity but are sometimes paid staff members.
- National Leadership Team (NLT): Not an official term defined anywhere in our governance. Composition is up to the discretion of the President and XD, but typically and currently comprised of National Officers (President, Past President, President-Elect, VPs, Treasurer, Counsel, XD). **Bylaws Committee proposal does not address NLT.**

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## Counsel

Current	Recommendation	Rationale
<ul style="list-style-type: none"> <li>Currently nominated by the President and approved by the BOD for 3-year term.</li> </ul>	<ul style="list-style-type: none"> <li>Eliminate term limit. Appointment will be performance-based.</li> </ul>	<ul style="list-style-type: none"> <li>It is very challenging to find counsel every 3-6 years among our membership.</li> </ul>
<ul style="list-style-type: none"> <li>Serves in an advisory role to the BOD and XD.</li> </ul>	<ul style="list-style-type: none"> <li>No change.</li> </ul>	<ul style="list-style-type: none"> <li>This works well based on discussion with XD and Past Presidents.</li> </ul>
<ul style="list-style-type: none"> <li>Non-voting.</li> </ul>	<ul style="list-style-type: none"> <li>No change.</li> </ul>	<ul style="list-style-type: none"> <li>In an advisory role and with no term limit, this position should remain non-voting.</li> </ul>
<ul style="list-style-type: none"> <li>No qualification language.</li> </ul>	<ul style="list-style-type: none"> <li>Added qualification language.</li> </ul>	<ul style="list-style-type: none"> <li>In accordance with current Counsel recommendations.</li> </ul>

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## Executive Director

Current	Recommendation	Rationale
<ul style="list-style-type: none"> <li>Currently hired by President/Selection Committee (not BOD).</li> </ul>	<ul style="list-style-type: none"> <li>Update Bylaws to reflect practice.</li> </ul>	<ul style="list-style-type: none"> <li>We don't think the intent was ever for the full BOD to hire the XD.</li> </ul>
<ul style="list-style-type: none"> <li>3-year term specified in Bylaws.</li> </ul>	<ul style="list-style-type: none"> <li>Remove term limit, but ensure that performance-based assessment is outlined and followed in referenced document.</li> <li>Term is referenced in hiring contract.</li> </ul>	<ul style="list-style-type: none"> <li>Since the BOD does not (in practice) hire the XD, they should not be voting on his/her term. It should be performance based similar to other employees (Compensation Committee).</li> </ul>
<ul style="list-style-type: none"> <li>No succession procedures defined</li> </ul>	<ul style="list-style-type: none"> <li>Use the procedures that were put in place for the current succession to create a standard that is referenced in the Bylaws.</li> </ul>	<ul style="list-style-type: none"> <li>This ensures that the Bylaws do not become cumbersome, but we retain the procedures and knowledge that was successful.</li> <li>Similar to our approach for other areas (Ex: referenced Operational Manuals)</li> </ul>

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## XD Cont. – some feedback through ASAE

- *“Standard practice is for the ED to be an Ex Officio non -voting member of the Board with no term limits as their position is due to their position. If they hold the position, they hold the Board seat. Change those bylaws.”*  
~Gregory Fine, FASAE, CAE, Principal Consultant, Tecker International
- *“Rather than have the executive director's term set in the bylaws it's more common for the executive director to have a contract and to have general responsibilities set out in the contract. There may also be performance goals set annually. Those goals should be measurable and established at the beginning of a term.”* ~Michael LoBue CAE, Principal, LoBue Management Solutions, LLC

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## Bylaws Committee REPORT

### Treasurer

Current	Recommendation	Rationale
<ul style="list-style-type: none"> <li>• Currently appointed by the President and approved by the BOD for 3-year term (<i>not happening</i>).</li> </ul>	<ul style="list-style-type: none"> <li>• Abide by the 3-year term limit with option to extend for one term.</li> </ul>	<ul style="list-style-type: none"> <li>• Allows leadership to recruit the right person for this position in a deliberate manner.</li> </ul>
<ul style="list-style-type: none"> <li>• Serves in an advisory role to the BOD and XD.</li> </ul>	<ul style="list-style-type: none"> <li>• Continue, but in a more active manner – attend BOD/XC and other leadership meetings and provide input.</li> </ul>	<ul style="list-style-type: none"> <li>• Helps the XD convey finance reporting to the BOD and serves as a “check &amp; balance.”</li> </ul>
<ul style="list-style-type: none"> <li>• Non-voting.</li> </ul>	<ul style="list-style-type: none"> <li>• Recommend this position is a voting member of the Society Board, but remain a non-voting member of the Foundation Board.</li> </ul>	<ul style="list-style-type: none"> <li>• Industry standard and encourages active participation (see select quotes).</li> <li>• Discussions with past and current Treasurers and past SAME Presidents.</li> </ul>
<ul style="list-style-type: none"> <li>• No qualification language</li> </ul>	<ul style="list-style-type: none"> <li>• Added qualification language.</li> </ul>	<ul style="list-style-type: none"> <li>• Research based.</li> </ul>

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## Treasurer Cont. – *feedback through ASAE*

- *“We've had great success with an active member serving as our Secretary -Treasurer. They serve the same three-year term as the other directors on our Board (our President and each of our two Vice Presidents serves a one-year term) and may be elected to a second consecutive term (a maximum of six years, in other words). They are also a voting member of the Board and serve all of the same functions as the rest of the Directors.” ~Andy Vance, Executive Director, Poultry Science Association*
- *“I suppose there's more than one right way of structuring finance oversight of an association. Over 30 years of association management through an AMC (thus, had experience with many associations, societies and a few foundations), my experience is very similar with what Andy described. Treasurer is a voting officer of the board of directors. Staff includes a trained and experienced accountant (not necessarily a CPA) and an occasional outside financial audit and an outside tax accountant preparing the returns. As a many -times nonprofit board member, I like having a treasurer being a peer -- having a vote and the same commitments and obligations to the organization that I have.”~Michael LoBue CAE, Principal, LoBue Management Solutions, LLC*

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## *Bylaws Committee REPORT*

### **Other recommended Bylaws changes.**

- Current Bylaws state that the President-Elect will chair the Selection Committee for the Foundation Board. This is incorrect in practice and according to the Foundation Bylaws. Recommend removal.
- Added Foundation Chair in places (as practiced). Ex: Executive Committee
- Added Foundation Impact Report as general duty of the XD (similar to Society Annual Report).
- Added Strategic Plan language for consideration to codify process conducted this year.

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## 2030 STRATEGIC PLAN UPDATE TO THE SAME EXECUTIVE COMMITTEE (XC)

Albert Romano, CFM, F. SAME  
Brian Duffy, Col (Ret), USAF

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## 2030 Strategic Plan Update

### **SP2030 Charter**

Comprehensive review and update of the Society's priorities and direction with emphasis on the following outcomes:

- Accelerate actions to become recognized as the A/E/C Industry leader of collaboration to support IGE
- Focus SAME's goals & objectives on core deliverables
- Contribute to expanding membership growth & engagement ("Take Society to Members")
- Clarify & codify the concept of SAME being the "synergizers" (leaders of collaboration) to build bridges between "needs" and "knowledge"

Source: SAME Strategic Plan 2030 Development Charter

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## SP2030 Charter (cont)

### Focus Areas:

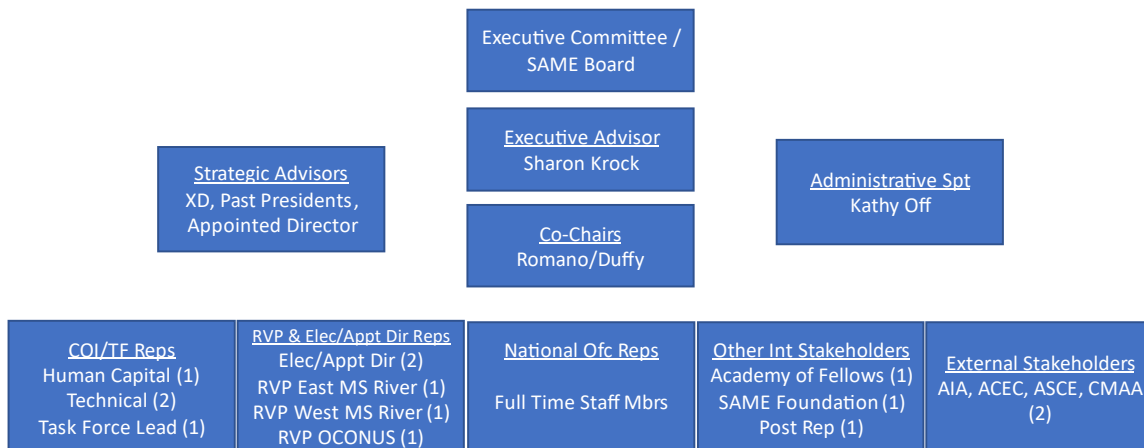
- Mission & Vision
- Stakeholders (Internal and External)
- Governance
- Membership Growth, Interests & Engagement
- Services Provided to Members
- Operationalizing Communities of Interest (COIs)
- Performance Metrics

Source: SAME Strategic Plan 2030 Development Charter

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## Strategic Plan Development Team



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## Strategic Plan Development Team

### Strategic Advisor Group (SAG):

- Mike Wehr (XD)
- Cindy Lincicome (Past Pres)
- Mark Handley (Past Pres)
- John Mogge (Past Pres)
- Rad Delaney (Appt Dir)

### Strategic Plan Working Group (SPWG):

- Josh Graham (Hum Cap COI)
- Rick Wice (Tech COI)
- Bill Haight (Tech COI)
- Arpan Patel (Guided Pathways TF)
- Carolos Sanchez (RVP"East")
- Julia Pluff (RVP-"West")
- Charysse Knotts (RVP-OCONUS)
- Craig Bryant (Elec Dir)
- Blair Schantz (Appt Dir)
- Kathy Off (Nat'l Office)
- Ann Ewy (Academy of Fellows)
- Susan Thames (SAME Found Bd)
- Kellie Sak (Post Rep)
- Melvin Williams (Ext Stakeholder)
- Shea Delutis-Smith (Ext StakeH)

## SP2030 Timeline & Major Milestones

- ✓ March-May 2023– Strategic Plan Development Charter Approved
- ✓ June/July 2023– Appoint SP Co-Chairs, Develop Organizational Framework & Implementation Plan
- ✓ July 2023– Identify, Assign and Confirm SPDT Stakeholder Team Leaders
- ✓ August 2023– Socialize Strategic Plan Review/Update with PLW attendees
  - August 2023– Establish & Kickoff Focus Groups
  - November 2023– BOD Vector Check
  - May 2024– BOD Approve Final Draft
  - November 2024– Approve Supporting Post & COI Plans
  - December 2024– Incorporate any Resourcing Requirements into National Office Budget Proposal to the Executive Committee(XC)
  - January 2025– Strategic Plan 2030 & Supporting Streamer Plan in Effect



***HAS A RICH LEGACY OF  
LEADERSHIP  
& SERVICE TO AMERICA ...***



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

**General of the Army Douglas MacArthur – 1956**

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## Review & Ranking Committee (R<sup>2</sup>C) INTERIM Report

Prepared for:  
SAME Executive Committee  
August 6, 2023

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# R<sup>2</sup>C TENTATIVE Recommendation: Approved

APPROVED REQUESTS						
Source of Request	Request	Request	Approved	Funding Source		Notes
				Foundation	Budget	
Leadership Development Program	LDP Cohort Onboarding, Graduation Support	\$ 133,092	YES	\$ 133,092		2022 request/2023 funding: \$125,000; Foundation \$\$\$ funded
Camps	STEM Mentors	\$ 30,000	\$ 25,000	\$ 25,000		2022 request/2023 funding: \$25,000; Foundation \$\$\$ funded
Camps	SAME STEM Camps-Marketing	\$ 15,000	YES		\$ 3,000	2023 expenses to date: \$1,215, National Office budget \$\$\$ funded
College Outreach	Student Chapter Workshop held during SBC in 2024	\$ 37,800	TENTATIVE		\$ 37,800	2022 request: \$40,000; National Office budget 2023 \$\$\$ funded; QUESTION \$ OUTSTANDING
College Outreach	Student Innovation Challenge Competition in 2024	\$ 7,495	YES		\$ 7,495	Multi-year program; 2022 request: \$8,499, 2023 expenses (COMPLETE): \$6,400
STEM Outreach	STEM Pathways for Indigenous Youth (formerly We Must Go To Them)	\$ 32,000	YES	\$ 20,000		2022 request: \$48,000; 2023 Foundation funding \$32,000; 2024 UEF grant pending ("matching" funds, UEF comments/positives: multiple locations, data, addresses underecognized group, DoE in-kind support)
Young Professionals	Credentialing Assistance Program (CAP)	\$ 5,800	YES	\$ 2,800	\$ 2,800	Multi-year program; Budgeted by National Office 2023 budget at \$4,400 (4xGov't@\$200, 4xIndustry@\$500, 4xStudents@\$200, 4xMilitary@\$200); MD to work with YP Steering Committee to examine amounts.
Membership	Young Professional (YP) stipends for JETC	\$ 17,000	YES		\$ 17,000	2023 budget: \$x,xxx, expenses to date: \$x,xxx (complete), National Office budget \$\$\$ funded
				<b>\$ 180,892</b>	<b>\$ 68,095</b>	

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# R<sup>2</sup>C Recommendation: Disapproved

DISAPPROVED REQUESTS		
Camps	SAME STEM Camps-Registration	\$ 15,000
College Outreach	JETC Student Care Packages in 2024	\$ 600
Resilience	Dam & Levee Conference Support	\$ 9,999
Resilience	SME Travel Support	\$ 6,000
		<b>\$ 31,599</b>

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**ENCLOSURE 3**

<b>TIME</b>	<b>AGENDA</b>	<b>RESPONSIBLE</b>
0830 - 0900	Continental Breakfast	
0900 – 0910	Call to Order, Pledge, XD Intro	Charlie Perham
0910 – 0930	National Office Update <ul style="list-style-type: none"> <li>• Finance</li> <li>• Membership</li> <li>• Enterprise Management</li> </ul>	Mike Wehr
0930 – 0940	Foundation Update & Bylaws Change	Dave Nash
0940 – 0950	IGE Update (new Pressing Issues)	Rob Biedermann
0950 – 1000	AOF Update & Journey to Fellow Program	Cindy Lincicome
1000 – 1020	Marketing & Business Development Working Group Presentation	Mindy Hinsley
1020 – 1030	“Ground Truth” Post level effort update	NK Mbaya
1030 – 1115	Bylaws Review & Proposal - <b>Decision</b>	Nick Desport
1115 – 1130	<b>Consent Agenda</b> ( <i>items without unanimous vote will be moved from the Consent Agenda</i> ) <ul style="list-style-type: none"> <li>• BOD Meeting Minutes May 2023</li> <li>• Foundation Meeting Minutes Apr 2023</li> <li>• Foundation Meeting Minutes Aug 2023</li> <li>• XC Meeting Minutes Aug 2023</li> <li>• Foundation Bylaws Changes</li> </ul>	Charlie Perham
1130 – 1230	<b>Lunch &amp; Networking</b>	
1230 – 1245	Technical COIs <ul style="list-style-type: none"> <li>• Assessments</li> <li>• Strategic Review</li> </ul>	Ben Matthews
1245 – 1315	Human Capital COIs <ul style="list-style-type: none"> <li>• Assessments</li> <li>• National Camps Program Update</li> <li>• Strategic Review</li> </ul>	Mike Darrow
1315 – 1330	Regions/Posts <ul style="list-style-type: none"> <li>• Assessments</li> <li>• Membership COI</li> <li>• Awards Committee</li> </ul>	Mike Huffstetler
1330 – 1515	2030 Strategic Plan Update <ul style="list-style-type: none"> <li>• Structure - Composition</li> <li>• Timeline</li> <li>• Breakout Discussions</li> </ul>	Sharon Krock, Brian Duffy, Al Romano
1515 – 1520	President’s Closing (Review Actions and Direction)	Charlie Perham
1520 – 1730	<b>Break</b>	
1730 – 1900	President’s Reception	Charlie Perham