



SAME Board of Direction Minutes

Tuesday, November 16, 2021
Omni Atlanta at CNN Center, Ballroom D

**Appointed Director (KLDC)	Matt	Altman	
**Appointed Director	Jeff	Davis	
**Appointed Director (IGE)	Blair	Schantz	
Chair, Architectural Practice COI	Ed	Gauvreau	
Chair, College Outreach COI	Anne	MacMillan	
Chair, Energy & Sustainability COI	Michelle	Sipe Exaros	
Chair, Engineering & Construction Camp COI	Cindy	Miller	
Chair, Enlisted COI	Shane	Payne	
Chair, Environmental COI	Rick	Wice	
Chair, Facility Management COI	Lisa	Cooley	
**Chair, Foundation	Hal	Rosen	
Chair, International COI	Chris	Knutson	Charysse Knotts
Chair, Joint Engineer Contingency Operations COI	James	Romasz	Scott Nall
Chair, Leader Development	Caroline	Roberts	
Chair, Membership COI	Mike	Huffstetler	
Chair, Resilience COI	Albert	Romano	
Chair, Small Business COI	Mario	Burgos	
Chair, Young Professional COI	Corey	Weaver	
Chair, K-12 COI	Liza	Grudin	
**Counsel	Craig	Crotteau	
Elected Director	Adam	Boubede	
Elected Director	Craig	Bryant	
Elected Director	Tiffany	Castricone	
Elected Director	Sally	Clark	
Elected Director	Pat	Coullahan	
Elected Director	Michael	Darrow	
Elected Director	Nick	Desport	
Elected Director	Liz	Parent	
Elected Director	Robert	Ruch	
Elected Director	Christine	Tsai	
Elected Director	Matt	Turner	
Elected Director	Patrick	Hogeboom	
**Executive Director/Secretary	Joe	Schroedel	
Past President	Heather	Wishart-Smith	
President	Mark	Handley	
President-Elect	Cindy	Lincicome	
Reg Vice President, California	Mike	Herman	
Reg Vice President, Carolinas	Russell	Patterson	
Reg Vice President, Europe	Alan	Lucht	Charysse Knotts
Reg Vice President, Great Lakes	Kevin	Wilson	
Reg Vice President, Lower Miss.	Steve	Pranger	
Reg Vice President, Mid Atlantic	Lee Ann	Zelesnikar	
Reg Vice President, Missouri River	Michelle	Chambliss-Cain	
Reg Vice President, New England	Christen	Sardano	
Reg Vice President, North Atlantic	Carrie Ann	Williams	
Reg Vice President, Northwest	Mark	Ohlstrom	Scott Grainger
Reg Vice President, Ohio Valley	Scott	Nesbit	
Reg Vice President, Pacific	Brian	Duffy	
Reg Vice President, Rocky Mtn	Anita	Larson	
Reg Vice President, South Atlantic	Angie	Martinez	
Reg Vice President, South Central	Jeffrey	Duplantis	
Reg Vice President, Southwest	Roberta	Perry-Schlicher	
Reg Vice President, TEXOMA	Ben	Matthews	
**SLO - USA			
**SLO - USN	Kristina	Milone	

**SLO - USPHS	Kevin	Remley	
**SLO - USAF	Ryan	Price	
**SLO - USCG	Cory	Fagan	
**SLO - OBO	Christine	Foushee	
**SLO - OSD	Preston	Taylor	
**SLO - NOAA	Caroline	Wilkinson	
**SLO - VA	Zebulon	Fox	
**SLO - USMC	Christopher	Scannell	
**Treasurer	Allison	Ingram	
Vice President	Rad	Delaney	
Vice President	Sharon	Krock	
Vice President	Charlie	Perham	

**Non-voting / ~~did not attend~~

Administrative Notes

Breakout groups were held, 1000 – 1130, for RVPs, COI Chairs, Membership, and Directors. Groups were led by National Officers and the Membership COI Chair. See Agenda (Encl 1).

Call To Order

Mark Handley, SAME President, called the meeting to order at 1140 and a quorum was established. Slide presentation can be found in Encl 2.

National Office Business Operations Update

The Executive Director, Joe Schroedel, thanked volunteers and staff for their work. We did not only survive the pandemic, we thrived; SBC is proof! He emphasized the importance of SBC being in person with virtual participation (but no virtual presenters) - this will be the new model moving forward. We did have a successful Centennial with only the Society Ball at JETC next May and the Special Edition of TME to cover Post events remain. He recognized Stephen Karl for his work on the Century Book. The major shift with our 2025 Strategic Plan was that we established IGE as our top priority, even shifting streamer requirements to require Posts *only* contribute to IGE (Goal 1) with all other contributions optional. Additionally, the national office staff is shifting as well. Rob Biederman, Director of IGE and Programs, is building the IGE team by hiring IGE COI Managers since operationalizing COI's is fundamental to national office IGE capabilities. We have and will continue to improve our governance around IGE management.

Financially, the bottom line is that we will meet our 2021 budget; we achieved our 6th consecutive unqualified opinion on our audit; we try to maintain a positive cash balance of \$1M, but we now have \$2M, mostly due to the PPPs, the first of which was forgiven. We also continue to find ways to invest in the Society as we execute major actions that will set the stage for long term success. The membership and dues restructuring is a great example, especially in terms of how well the governance process worked. We expect to complete implementation of the effort in the next 1-1.5 years. Another indication of the success of this past year was the fact that we have not liquidated reserves to finance approved investments (Reserve Management Plan). The second major ongoing effort is developing a fully integrated Enterprise Management System (EMS). June of 2022 is the target date for completion. Joe outlined the idea of a member engagement rewards system which will be possible with the new EMS. He also discussed updating the website, the SAME App, and outsourcing financial management. Lastly, we have established the SAME Home Fund with the \$2.07M profit from the sale of the Century House. The Investment Committee is now researching investment options. The Home Fund will remain separate from the rest of the reserves and be a "Board Designated" fund that will be available to ensure that the national office always has a home as was originally intended when the Century House was purchased. We are honoring the legacy of every member that supported the Century House purchase. All other SAME investments, including the Foundation are meeting the benchmarks of our Investment Policy Guidance. The Post Funds Policy is also doing well, with 11 Posts now in the Foundation.

Joe outlined the concept of operationalizing COIs with the example of the FAM COI. The impact is IGE projects, education & training, professional dialogue, and talent management. He shared his vision with the example of the

SAME App: you have a question, you put it in the app, and the COI is able to give you an answer. He shared the role of strategic partners (IFMA, APWA) and staff. He asked the BOD to use the assessments to move toward this vision.

Mark Handley recognized Mike Huffstetler for his efforts surrounding the membership dues and structure with a Presidential coin.

KLDC Update

Matt Altman, Appointed Director, provided an update on Key Leader Development Commission (KLDC) activities. The group was commissioned by Heather Wishart-Smith and asked to continue by Mark Handley. This year, their focus is to codify deliberate Key Leadership pipeline-building engagements in standard SAME processes, procedures, and positions. They are developing a plan to sunset at the end of the 2021-2022 campaign; they will present courses of action (COAs) w/recommendation to the XC during Capital Week with final BOD approval at JETC.

Discussion

- COAs may have a layered approach through several entities (EDs, RVPs, LDP).
- There is no specific path within SAME.
- Part of your BOD job is to find your replacement.
- Engaging non-selects personally is key (AOF, LDP, BOD nominations).
- Need to incorporate KLDC contacts into volunteer pool for COIs (call for volunteers does not generate as many volunteers).

Diversity, Equity and Inclusion WG Update and Actions

Mike Huffstetler, Membership COI Chair, gave a brief history of how the DEIWG began with the 2019 PLW and all the work they have done since. He introduced Elaina Edwards, DEIWG Chair, who provided the update. Elaina Edwards briefed the BOD on the Pathways Action Plan. The plan consolidates a number of Paths Forward, schedules them over the next year and beyond, and engages members and entities across the Society on DEI. The work group is seeing increased requests throughout the Society for information and support.

- Pathway 1: Commit & Cascade. Key tasks include an executive commitment statement, DEI toolkit, and establishing actions to ensure continuity beyond 2022/2023.
- Pathway 2: Link DEI to Membership Growth. Key tasks include the toolkit and exploration of SAME demographics compared to industry, government, military, etc...
- Pathway 3: Mentoring & Training. Key tasks include the toolkit, leadership development, camp/scholarship program requirements, and STEM programs.
- Pathway 4: Partnering with other Organizations. Key tasks include prioritizing existing strategic partners and seeking alignment with partners that focus on a particular demographic.

Next steps are to prioritize actions, gather champions, establish communication plan and publish.

Discussion

- Capturing the current picture of SAME will be difficult (member profiles are member dependent). But, we can look at specific programs and not necessarily the membership at large.
- Current new member communications encourage a complete profile that includes demographic information.
- New EMS will make it easier to report on existing data.
- Long-term strategic effort with the EMS is about collecting the data now for the future.

Foundation Support Update and Actions

Mike Darrow, Elected Director, provided an update on the Foundation Funds Request Process. This is how funds will be requested of the Foundation from internal entities. The process covers how requests are made, who is involved, how they are reviewed and ranked, and governance involved. The XC, then BOD, will review and approve a final consolidated and prioritized list of requests on consent agenda. It would then move to the Foundation for further action and potential funding. This process will begin in May 2022.

Discussion

- Requests must be tied to the Strategic Plan and support the Foundation compelling purpose of “fostering engineering leadership for the nation.”
- An example would be a COI asking for resources as part of their annual work plan. The review committee decides if the resources will come from the Society or be requested from the Foundation using subject process. Foundation will then determine if request can be supported (in entirety, partially, not at all, with modifications, etc...) and what follow-up is required.
- Communication/roll out to follow.

Bylaws Update

Nick Desport, Elected Director, gave an update on the Bylaws Subcommittee. The goal is to streamline the bylaws, stay in compliance with any laws or industry standards, and serve the membership in a straightforward and functional way. They have various updates scheduled, culminating in final recommendations presented at the May, 2022 BOD meeting.

IGE Action Plan Update

Rob Biedermann, SAME Director of Programs & IGE, provided an overview of the IGE Action Plan and update on projects. 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. The two major parts are governance and execution & program management. There is XC involvement in all aspects. Pressing issues can come from a variety of places to include CEO Roundtables, Executive Advisory Group (EAG), Posts, Regions, and more commonly, COIs. Submissions are standard and include all pertinent information. The XC determines and prioritizes the issues. Information will be housed on a new IGE web page with links to info on each project. The final product is “SAME Perspectives” which will illustrate the impact. Recent XC approved projects include PFAS, cybersecurity, and climate change. COIs are excited about the plan and ready to provide subject matter experts to further projects.

Discussion

- What do Posts do to connect to particular projects? Example is Hampton Roads Sea Level Rise – effort is already connected. As communication plan is implemented, Posts will be aware of ongoing projects and POCs to contact.
- Where can we learn more? The matrix will be provided to the BOD. The website will be complete by the end of the year with all the information posted.
- This structure will provide standards and visibility to the process which will connect the dots within SAME to ensure unity of effort.
- Need more time dedicated to this in BOD meetings.

Strategic Plan (SP): Action Plan Development

Joe Schroedel explained the purpose of the afternoon breakouts. BOD was provided the assessment summaries and ongoing actions at the national level. Groups were tasked to provide input on ongoing actions and propose new actions for BOD consideration.

Consolidated Input

- Federal and public agency engagement – how can we break down the current barriers and what is the value we are providing? It is not networking or transitioning. Is IGE our value statement? Need to establish a permanent veteran group.
- SAME lifecycle – Post President is not the end of your SAME career. There seems to be a communication breakdown between Post and National.
- Communications – Posts still have trouble with websites, but who is the lead? Calendar of events still not updated regularly (therefore national calendar is not up-to-date). Tools exist, but leadership is not aware. Communication between COIs and RVPs need to be improved.
- Virtual Post/Member – very popular action to engage enlisted and remote members. This dramatically increases SAME’s value proposition.
- LDP – continue and expand program. Need platforms to share information.

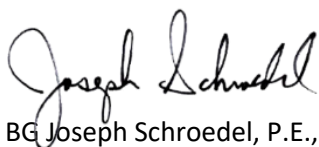
Discussion

- COI Post liaisons can provide linkage between Posts and COIs.
- No requests for information or speakers from Posts through COI Post liaison.
- Newsletters not getting much response.
- Do Posts not know or do they not need COI support? Just don't think about it or think about it too late. Some don't think of them as being able to help regionally.
- Allow COIs to highlight at PLW and/or spotlight in TME.
- SLOs have opportunity to reach out to COI chairs for assistance.
- Need to overcome leadership challenges within the Post before we can add COI POCs.
- What is the Post answer to LDP? NOVA, DC, Mid-MD LDP is a great feeder to national program and great example of Posts leveraging their relationship to provide a better program than they could individually.
- Posts need leadership to push strategically instead of reactionary. Strategic planning is key – and make it fun.
- LDP is key to energizing and engaging the Society. That investment needs to happen locally as well. Leadership is key.

Consent Agenda

- BOD Meeting Minutes 4-27-21 – **unanimously approved.**
- BOD Meeting Minutes 7-29-21 – **unanimously approved.**
 - one negative on-line vote – comments will be taken into consideration during annual membership review but were not related to the accuracy of the minutes.
 - Membership changes were approved unanimously as part of the 7-29-21 BOD Meeting.
 - A motion was made to accept. No additional discussion or objections were presented in person. The minutes were unanimously approved.
- XC Meeting Minutes 8-25-21 – **unanimously approved.**
- Foundation Meeting Minutes 8-19-21 – **unanimously approved.**
- Addition of Appointed Director – Blair Schantz – **unanimously approved.**

Mark recognized Caroline Roberts and Mike Darrow for their work on LDP. The meeting ended at approximately 1630. He reminded the BOD that they are the leaders of our Society and the in-person SBC is the perfect time to pull people in and lift them up into leadership positions.



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

Encl 1: Agenda

Encl 2: Presentation Slides