



# SAME Board of Direction Minutes

Tuesday, April 27, 2021, 1230 – 1430 EDT

BOD Position	First	Last	Term	Successor
**Appointed Director (Succession TF)	Matt	Altman	2020-2022	
**Appointed Director (AOF Deputy)	Richard	Delaney	2018-2021	
**Appointed Director (IGE Efforts)	Michael	Blount	2018-2021	Jeff Davis
**Centennial Commissioner	Cindy	Lincicome	2018-2021	
Chair, Architectural Practice COI	Ed	Gauvreau	2020-2022	
Chair, College Outreach COI	Anne	MacMillan	2020-2022	
Chair, Energy & Sustainability COI	Michelle	Sipe Exaros	2020-2022	
Chair, Engineering & Construction Camp COI	Joseph	Angell	2018-2021	Cindy Miller
Chair, Enlisted COI	Amanda	Jones	2019-2021	<del>Shane Payne</del>
Chair, Environmental COI	Rick	Wice	2020-2022	
Chair, Facility Management COI	Lisa	Cooley	2020-2022	
Chair, Foundation	Hal	Rosen	2020-2023	
Chair, International COI	Chris	Knutson	2020-2022	
Chair, Joint Engineer Contingency Operations COI	James	Romasz	2019-2021	extending
Chair, Leader Development	Caroline	Roberts	2020-2022	
Chair, Membership COI	Mike	Huffstetler	2020-2022	
Chair, Resilience COI	Joe	Manous	2018-2021	Albert Romano
Chair, Small Business COI	Mario	Burgos	2019-2021	extending
Chair, Young Member COI	Victoria	Mechtly	2019-2021	Corey Weaver
Chair, K-12 COI	Jeffrey	Leonard	2019-2021	Liza Grudin
**Counsel	Craig	Crotteau	2020-2023	
Elected Director	<del>Adam</del>	<del>Boubede</del>	2020-2023	
Elected Director	Sally	Clark	2020-2023	
Elected Director	Pat	Coullahan	2020-2023	
Elected Director	Michael	Darrow	2019-2022	
Elected Director	Candis	Hamilton	2018-2021	Nick Desport
Elected Director	<del>Liz</del>	<del>Parent</del>	2020-2023	
Elected Director	Robert	Ruch	2019-2022	
Elected Director	Marci	Snyder	2018-2021	Tiffany Castricone
Elected Director	<del>JJ</del>	<del>Fang</del>	2018-2021	Craig Bryant
Elected Director	Christine	Tsai	2019-2022	
Elected Director	Matt	Turner	2019-2022	
Elected Director	Rich	Houghton	2020-2021	Patrick Hogeboom
**Executive Director/Secretary	Joe	Schroedel	2014-2023	
Past President	Buddy	Barnes	2020-2021	Heather Wishart-Smith
President	Heather	Wishart-Smith	2020-2021	Mark Handley
President-Elect	Mark	Handley	2020-2021	Cindy Lincicome
RegVicePresident, California	Jeff	Davis	2019-2021	Mike Herman
RegVicePresident, Carolinas	Russell	Patterson	2020-2022	
RegVicePresident, Europe	Alan	Lucht	2020-2022	Chris Knutson
RegVicePresident, Great Lakes	Kevin	Wilson	2020-2022	
RegVicePresident, Lower Miss.	Stephen	Pranger	2019-2022	Extending
RegVicePresident, Mid Atlantic	Lee Ann	Zelesnikar	2020-2022	
RegVicePresident, Missouri River	Jason	Sweet	2019-2021	Michelle Chambliss-Cain
RegVicePresident, New England	Pete	Delano	2019-2021	Christen Sardano
RegVicePresident, North Atlantic	Carrie Ann	Williams	2020-2022	
RegVicePresident, Northwest	Dave	Newkirk	2018-2021	Mark Ohlstrom
RegVicePresident, Ohio Valley	Norm	Campbell	2019-2021	Scott Nesbit
RegVicePresident, Pacific	Eric	Warner	2018-2021	Brian Duffy
RegVicePresident, Rocky Mtn	Anita	Larson	2020-2022	
RegVicePresident, South Atlantic	Angie	Goral	2020-2022	
RegVicePresident, South Central	<del>Jeffrey</del>	<del>Duplantis</del>	2019-2021	Extending
RegVicePresident, Southwest	Roberta	Perry-Schlicher	2019-2021	
RegVicePresident, TEXOMA	Miro	Kurka	2019-2021	Ben Matthews
**Service Liaison Officer	Beth	Runco	NA	
Service Liaison Officer	Robert	Bouffard	NA	
**Service Liaison Officer	<del>Erie</del>	<del>Collett</del>	NA	
**Service Liaison Officer	Karl	Coulson	NA	

**ServiceLiaisonOfficer	Kevin	Remley	NA	
**ServiceLiaisonOfficer	Christopher	Scannell	NA	
**Treasurer	Allison	Ingram	2020-2023	
Vice President	Robert	Keyser	2019-2021	Sharon Krock
Vice President	Charlie	Perham	2020-2022	
Vice President	Neal	Wright	2019-2021	Rad Delaney

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

### Virtual Format

The BOD meeting was conducted virtually. GoToMeeting was the platform used with a few points of emphasis to make the BOD meeting as effective as possible. The following points all contributed significantly to the BOD being conducted smoothly, effectively and on schedule:

1. members were given specific instructions on how to alert the speaker that they had a question or comment. Once recognized by the President or speaker they could turn on their camera so they could be seen and heard by all BOD members;
2. despite the fact that members were given the opportunity to review each item on the Consent Agenda prior to the BOD Meeting (minutes, etc are distributed after meetings are conducted), members were asked in advance to *confirm* their consent via Survey Monkey. They indicated their consent/no consent and discussion points in the survey. All but four BOD members submitted survey input. Those items for which consent (unanimous) was not confirmed were appropriately removed from the consent agenda and discussed.
3. members were asked to provide comments and an "initial vote" on the main decisions for the BOD meeting as a way of soliciting any final discussion points on the Program.

These practices have proven to be successful for BOD meeting preparation, length, and effectiveness. A quorum was established of 2020-2021 board members which remained constant throughout the meeting (many members left and came back for various reasons). See the presentation in the document exchange.

### Call To Order

Heather Wishart-Smith called the meeting to order at 1235. She thanked those that are leaving the board this year and welcomed those who are joining the board.

### Standard Reports

- **Executive Director:** Joe gave an update to National Office business and operations. He commended the President and President-Elect for their seamless transfer. He also announced that the Navy would host the virtual camp this year (breaking news 30 min prior to the meeting). Two campers coming from the Marshall Foundation.

Financially, we are doing well. Expect to receive our sixth unqualified opinion audit. 1<sup>st</sup> QTR is in a positive balance. Centennial Commission is on plan and under budget. The contracts for the new Enterprise Management System (EMS) were signed on 1 March, 2021. Relocation of the National Office was completed in September, 2020 (on plan, under budget). With two failed attempts for the sale of the Century House, there are still plenty of interested buyers. Joe mentioned the "Home Fund" for sale proceeds – a separate fund to finance national office rent, etc....to ensure that SAME always has a "home." Will honor previous donors to the Century House as well.

SBC will be hybrid. There will be a decision made very soon using the outlined decision criteria. The National Gathering Guidance will be revised to tell Posts to follow local guidelines, mitigate risks and *inform* National (not ask permission).

Joe introduced new senior staff – Rob Biedermann who will develop the "National IGE Plan."

The comprehensive Membership Review is underway. The new XC and then a Special BOD will take place by mid-June to improve the governance and management of SAME and better serve members and stakeholders.

Joe reminded new board members to complete their “New BOD Member On-line Orientation Training.”

- **Centennial Commission:** Cindy Lincicome gave the final report of the Centennial Commission. The commission was under budget – remaining funds will be transferred back to the National Office. Cindy reflected on accomplishments from the previous three years which include establishing a new governance model, 13 different impactful initiatives, Posts proactively engaging with National Leaders and National entities are supporting Posts. We adapted and executed a virtual 2020 JETC in less than 60 days. Not as many Post celebrations during COVID, but many being scheduled again now. Cindy recognized all the sub-groups that have assisted with the Centennial and Century Book.

The Century Book will capture our history and set the stage for the future. Book is going to press around May 15, 2021; will ship early/mid-June. Individual sales were at 200 at the time of the meeting. Suggestions were made for Posts to give the book out as speaker gifts. Additionally, several members were looking forward to getting them signed by friends (similar to a yearbook).

- **Academy of Fellows:** Mark Handley gave an update on AOF activities.
  - Investiture on 12 May 2021. Plan to keep virtual Happy Hour for future classes and engage the class leader.
  - Centennial Golden Eagles dinner will be hybrid – hopefully in Fall 2021.
  - 4 new Distinguished Fellows: Suzanne DiGeronimo, Dave Nash, Roger Wozny, Gary Engle
  - Sensitivity analysis will be conducted at one year to make changes if necessary.
  - Ops Manual will be updated by May 2021
  - Class of 2022 nomination process begins on June 9, 2021.
- **Foundation:** Hal Rosen briefed the board on the progress of the Foundation. The Foundation is healthy. Assets are approximately 1.5M, up 600K from the original donation from the Society. Foundation managing 2M in scholarship funds from Posts. Compelling purpose remains – “Fostering Engineering Leadership for the Nation.” The strategic plan of the Foundation is the strategic plan of the Society. Fundraising is major effort with dedicated volunteers, to include one volunteer with 40 years experience with fundraising. Working on planned giving campaign and will be moving shortly into a Second Century campaign.
- **Strategic Plan Alignment:** Buddy gave an update on the initiative which began last year. Two areas were examined: regional structure and COI alignment. Bob Keyser led the effort on regional structure. Neal Wright and Charlie Perham led the effort for COIs. This effort will ensure that our Society is focused on the 2025 Strategic Plan.
- **RVPs:** Bob Keyser briefed the BOD on the regional realignment. The intent was to reduce geographic spread and balance span of control and identify commonalities across Posts. The realignment will be instituted on January 1, 2022. We have been tracking Post viability and trying to determine which Posts should continue and whether or not to standup Field Chapters. Potential closures include NY Capitol District, Ft. Drum, Illini, and Southern Nevada. Posts to be downgraded to Field Chapter include Delmarva, Ft. Campell, Detroit, El Paso, Southern Arizona, and Inland Empire. Decisions needed to close Mississippi Gulf Coast and Ft. Hood. The pandemic acted as a catalyst and really just hastened the demise of Posts that were already struggling.
  - **DECISION:** Mississippi Gulf Coast Post will be deactivated.
  - **DECISION:** Ft. Hood Post will be deactivated.
  - **DECISION:** Approved CA incoming RVP – Mike Herman (was not included on original slate due to a miscommunication).

Bob also briefed the BOD on the efforts of the Membership COI and other areas under his supervision. They are working with leadership on membership structure and continuing their work on diversity and inclusion. The awards program is seeing limited nominations. He believes it needs review and recommended some attention be given to it.

- **COIs:** Neal Wright began with a report on “Human Capital” COIs. Charlie Perham reported on “Technical” or “IGE” COIs.
  - Substantial progress since Nov. 2020.
  - Credentialing has moved under Young Professionals.
  - Rob Biedermann hire will provide value to COIs.
  - Succession planning is a focus.

- Recommend Health Engineering TF remain as Task Force – not quite ready for COI.
- Vision for COIs is that they are an extension of SAME knowledge base and resources for individuals and Posts.
- COIs have mandate to set expectations and success metrics.
- 2021 Action Plans must focus on value and impact.
- Neal summarized areas where different Human Capital COIs are providing value and impact in alignment with our Strategic Plan. Charlie Perham summarized areas where IGE COIs provided value and impact.
- Charlie’s challenge to COIs – “Find the Value, Be the Value.” COIs should help members find value and provide opportunities to be the value. All COIs are trending in right direction.
- **Elected Directors:** Heather gave an update on projects and activities being done by our Elected Directors. Please see slides for specific details for each director.
- **KLDC:** Matt Altman gave a report on KLDC activities. Completed initiatives include a KLDC webpage, webinar, evaluation of the National Leadership Nomination process, and volunteer job board. On-going efforts include codifying engagement and follow-through into SAME processes and procedures, targeting graduating positions for follow-on assignments, formalizing annual KLP engagement plan, and looking for opportunities to engage the Diversity & Inclusion Working Group.

**Diversity, Equity & Inclusion Working Group (DEIWG) Report:** Mike Huffstetler gave an update on the work of the DIWG. 6 paths forward have been identified:

- Commit and cascade
- Create publicly announced diversity goals for leadership roles and membership diversification
- Link D&I to membership growth strategy
- Craft an initiative portfolio
- Mentoring & training
- Partner with other organizations with similar DEI initiatives.

The group has made a lot of progress to include JETC CFP submissions, events, primers and toolkits for Posts, surveys, and development of future action plans. The group has changed their name to the “Diversity, Equity and Inclusion Working Group (DEIWG)” to better reflect the totality of diversity, equity and inclusion – which is also consistent with other organizations. The President-Elect, Mark Handley, has asked Heather Wishart-Smith (as Past President), to oversee the work of the DEIWG. The working group will more than likely become a permanent sub-committee of the Membership COI. They should be an influencer across the Society. The BOD did not vote on DEIWG recommendations, but supports the continued efforts of the group. This will be one of the initiatives of Mark Handley (as President) as well. Mark suggested re-reading the results of the survey that the group presented in the fall. The survey will be annual in order to measure growth.

### Consent Agenda

- XC Meeting Minutes (Aug 20) – **approved**
- XC Meeting Minutes (Dec - Budget) - **approved**
- XC Meeting Minutes (14 Apr 20) - **approved**
- BOD Meeting Minutes (Nov 20) – **approved**
- Foundation Meeting Minutes (Nov 20) - **approved**
- Foundation Meeting Minutes (Jan 21) - **approved**
- 2021-2022 Board of Direction & Executive Committee - **approved**
- 2021 National Election Results - **approved**

### Summary & Adjourn:

At the end of the meeting, Heather provided remarks. She mentioned the membership review that will be kept at the XC level until it is ready to be brought forward to the BOD. The intent is to better serve our members and improve the governance and management of SAME in accordance with the recommendations of the focus groups. Now is the time to do this with our new EMS. It will align us with the industry standard and decrease our dependence on events. Our dues do not cover the cost of being a member. In closing, Heather thanked the BOD for their work. The KLDC exceeded expectations and is a long-term investment. She appreciated the work of the

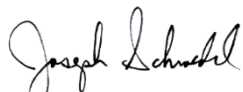
Strategic Plan Alignment Initiative and the Elected Directors. She is looking forward to carrying out the initiatives of our new President (2021-2022). She recognized outgoing board members who were all sent certificates of recognition. She also welcomed the incoming BOD members. Every incoming member received personal outreach and encouragement – this is one of our responsibilities of the BOD.

Mark Handley provided remarks and expectations as he takes over at 2021 JETC. He thanked Heather, the National Leadership Team (NLT), BOD, and the National Office. NLT assignments are as follows:

- Cindy Lincicome: governance, IGE identification & processes, human capital COIs
- Sharon Krock: RVPs, Post governance, Awards & Recognition, and Membership
- Rad Delaney: IGE COIs, Strategic Partners
- Charlie Perham: AOF
- Heather Wishart-Smith: DEIWG

Primary initiatives are to support IGE through thought leadership (engage our COIs), develop SAME National Action Plan for DEIWG, and continue the great work of the KLDC, incorporating DEIWG input.

The meeting ended with toasts (in lieu of the President’s Reception). The meeting adjourned at 1450 hrs.



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

Encl: Presentation – supporting documents can be found in the Document Exchange: <https://www.same.org/Document-Exchange>

## **SAME National Board of Direction Meeting**

**27 April 2021**

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5/27/2021

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## **Welcome to the SAME Spring Board Meeting!**

### Housekeeping:

- You will automatically be on mute unless you are a presenter. If you are not on mute for any reason, but are not speaking, please mute your device.
- We will hold questions and comments until the end of each presentation. If you need to speak or ask a question:
  - Notify us in the chat box at anytime.
  - You will be acknowledged and told to turn on your webcam at the end of the presentation.
  - The Chair of the Board or presenter will see your screen and tell you to ask your question.
- Only voting board members may vote when prompted. Voting members should have preoted with the survey monkey link that was sent. Discussion points should have been shared in advance.
- If you are having problems, please let us know in the chat box.

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## Pledge of Allegiance

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## Call to Order & President's Opening Remarks



Heather Wishart-Smith

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## Executive Director Update

**Joe Schroedel**  
**SAME Executive Director**

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## National Office Current Status

- **Financial Update:**
  - 2020: Closed with positive net balance ... Staff intact ... paid bonuses ... successful pivot!
  - 2020 Audit: Final report pending; tentative unqualified opinion
  - 2021:
    - 1<sup>st</sup> QTR positive balance
    - Investments all meeting or exceeding Investment Policy Guidance (IPG) benchmarks
- **Major Ongoing Staff Actions:**
  - **Centennial:**
    - Commission support (\$250,000.00): On plan; under budget
    - Centennial Ball: JETC 2022 (here's hoping)
  - **Enterprise Management System (NTE \$1 million):** Long overdue effort to develop an integrated enterprise system including overhaul of member database, website, develop a SAME APP and more. **Contracts signed 1 March; EDC: March 2022**
  - **Relocation of the National Office: Completed Sept 2020 (on plan and under budget)**
  - **Sale of the Century House:**
    - Two failed attempts (Alexandria City issues)
    - Several interested (commercial and residential)
    - "Home Fund": sale proceeds (\$1.8m- 2.0m) will be put in separate fund to finance national office rent, etc.

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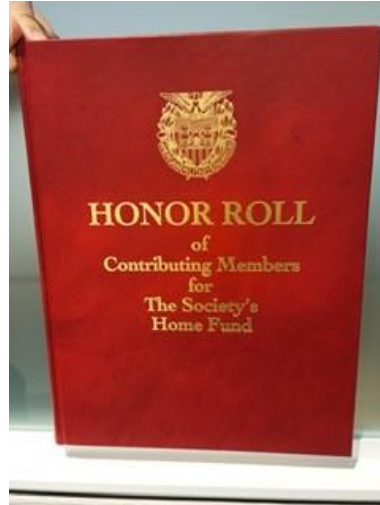
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**Hotel at 699 Prince  
Street Century House at  
607 Prince  
Built 1850**



**Washington Engineering Center  
1420 King – NSPE  
Built 1984**

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*What everyone wants to know ... "Is SBC in person?"*

**Options:**

Virtual >>>>>>>>> Hybrid >>>>>>>>> In Person

Survey Says: Here were the stats from the Cap Week Survey:

- 38%: I am so ready to attend an SAME event in-person that I would go no matter who, what, where, when, or how.
- 40%: I will only attend SBC in -person if government is also there in -person
- 9%: If the in -person event is focused solely on private industry networking ( i.e. no government is at the in -person component), I would attend - finding teaming partners is important to me.
- 13%: I will not attend any conferences in -person until I am confident that almost everyone is vaccinated.

**Decision Criteria (decision in June):**

- Local Regulations on Gatherings
- Number of COVID cases and trends nationally, in the event location and in places where large number of attendees originate (Nov?)
- Vaccine distribution/trends
- Ability to distance during event (room layouts, multiple entrances, etc)
- Protocols in place at event facility (cleaning, disinfection, ventilation)
- Audience desire and readiness for an in -person event
- SAME reputation (ability to adapt, be resilient, and find solutions – if in-person is doable – then do what we can to move forward)
- Success of SAME Post in -person events and events hosted by other industry organizations

**National Gathering Guidance (Nov '20)** will be revised: follow local guidelines, mitigate risks, inform national (not ask permission)

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- **Taking IGE (Strategic Plan Goal #1) to the next level**
  - IGE Program Management – new senior staff position – Rob Biedermann
  - “National IGE Plan”
  
- **Membership Review– A Comprehensive approach– New XC Meeting then Special BOD Meeting by Mid June**
  - Enable us to better serve our members and stakeholders!
  - Improve the governance and management of SAME IAW BOD Focus Group Recommendations:
    - **Membership Focus:** Establish a **Membership Review Procedures Guide** for regular reviews of our membership to support governance and management decisions ( e.g. “What do we want our membership to be and how do we get it there?” ... *more engaged?*).
    - **Member Management:**
      - » Simplify our overly complicated membership and dues structure – make it easier to be a member.
      - » Adopt the standard of one member record per individual to support the development Enterprise Management System (EMS).
    - **Financial Management:**
      - » Reduce the current risk of being overly dependent on non -dues revenue and establish a predictable process for dues related decisions.
      - » Modify dues now to manage the financial risk of structure changes and better align dues with the value we provide.
    - **Governance:** Amend our bylaws to align them with recommended BOD Focus Group decisions and current practices.

Reminder: New BOD Member On-Line Orientation Training

See you at VJETC and FMW!!



## Centennial Commission

Cindy Lincicome, Centennial  
Commissioner

## Commission Members

- Commissioner (Cindy Lincicome)
- National Office (**Joe Schroedel**)
- Centennial Task Force (**Dave Newkirk**)
- Foundation (**Tony Leketa**)
- Academy of Fellows ( **Neal Wright, Rad Delaney, Mark Handley**)

## Financial

- \$250,000 Budget
- Remaining funds will be reallocated to National Office for closure

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## Reflecting Back – Phase I Long Lasting Impact for Future

- Established New Governance Model
- 13 Impactful initiatives, including
  - Re-tooling the Communities of Interest
  - Academy of Fellows Action Plan
  - Leader Development Program
  - Leadership of Collaboration Role
  - Resources for SAME Foundation
  - Publish *WWI Era TME Commemorative Edition*
  - Historical Archive for Members
  - Member Review
- **Established a unity of effort Society-wide as a result of three year plan**
  - \* One Society \* Vibrant Posts \* Relevant Locally
- No longer a confederation of individual posts. Posts are proactively engaging with National Leaders, COIs, and AOF.
- National Entities (Leadership, COIs, AOF, Foundation) are action-focused to support Posts
- Increased collaboration with other organizations and military/government at local levels
- Developed a stronger, resultsoriented Strategic Plan!



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## *Virtual* Joint Education Training Conference

- Adapted and executing in less than 60 days
- Dynamic Senior Government & Industry Leader Forums (Industry-Government Engagement)
- Increased Government Attendees
- “Retooled” future events to include virtual component

*As Industry and Government pivoted to tackle the infrastructure-related national security challenges we faced in the unprecedented environment.*

*Congratulations to National Office Staff !*



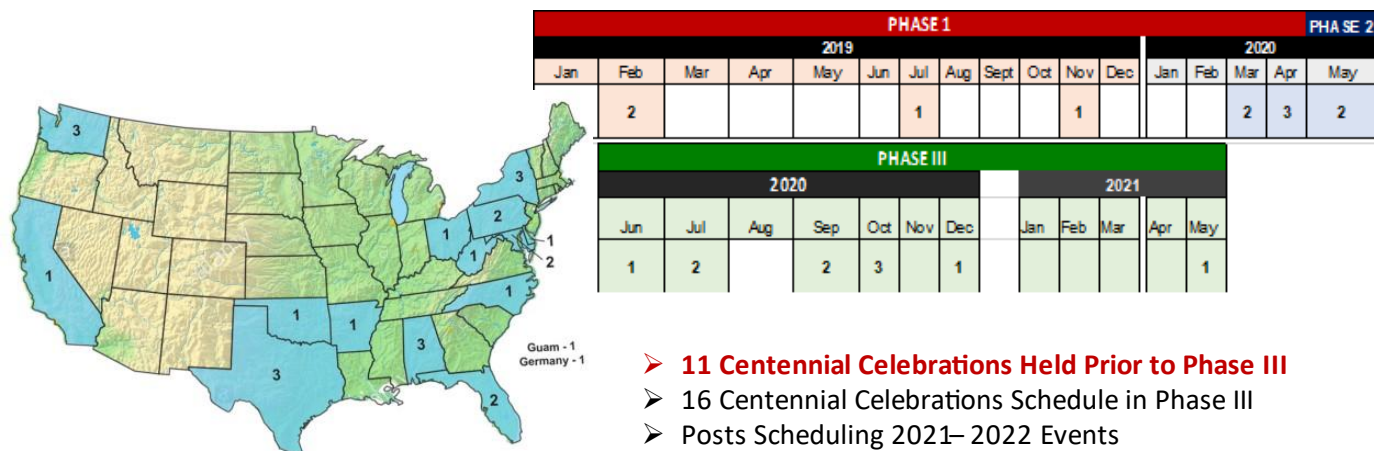
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## Phase III – Post Celebrations



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## Post Centennial Celebrations *as of May 29, 2020*



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## Summary – Phase I - III

- Phase I developed a sustainable plan to strengthen the Society leading into our second Century of service
- New Governance Model
- **Established a unity of effort Society-wide as a result of three year plan**
  - \* One Society \* Vibrant Posts \* Relevant Locally
- No longer a confederation of individual posts. Posts are proactively engaging with National Leaders, COIs, and AOF.
- National Entities (Leadership, COIs, AOF, Foundation) are action focused to support Posts
- Greater emphasis and enhancing Industry Government Engagement
- *Run to 2020 & Beyond moved SAME into the next Century with excitement, awareness of our ongoing contribution and service to the Nation*
- Developed a stronger, results oriented Strategic Plan!

***Long-Term Positive Impact for the Society***

...no better final phase to our “Run to 200 and Beyond” than the publication of this Century Book.

*By November 2021 ...*

*... our Centennial Celebration has concluded ...*

*... our Century Book is published, capturing national and post celebrations, but more importantly providing a guide to the future ... based on our Strategic Plan ...*

*... SAME is more widely recognized as a leader of collaboration ...*

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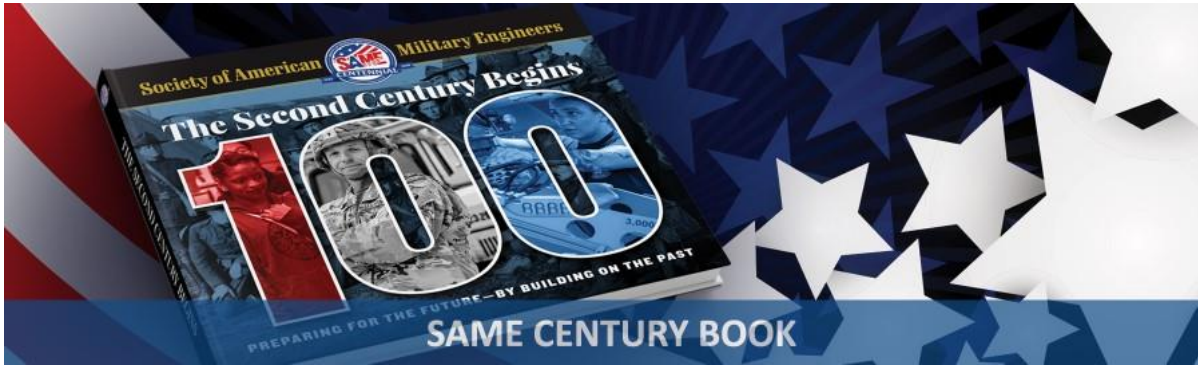
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## Special Recognition

Centennial Commission  
Post Centennial Liaisons  
Post Leaders  
National Leadership Team  
National Office Team  
Century Book Review Team

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Stephen Karl, Director of  
Communications & Marketing

5/27/2021

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## Century Book

- Pre-Orders to Date: 200\*- *All of these are individual sales; to date, no Posts have placed bulk orders, however a couple have inquired about it.*
- Going to Press: ~May 15
- Books will Ship: Early/Mid-June
- Long-time members who will fondly remember the people and the events captured
- Thought-provoking look into the future to inspire actions
- Be a Part of the Next Century's Legacy!

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# Academy of Fellows

## Mark Handley, President-Elect



5/27/2021

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## Academy of Fellows

- **Class of 2021 Investiture:** Welcome 28 New Fellows into the AOF
  - Pre-investiture Happy Hour right after selection (virtual enhancement)
  - Engaged Class Leader Col. Robert “Scott” Grainger, P.E., PMP, F.SAME, USAF
  - Investiture 12 May 2021 @4pm EDT (Virtual Zoom plus Facebook Live)
- **Golden Eagles:**
  - Centennial Golden Eagles: LTG Flowers (internal) and Joseph Galloway 2020
    - Fireside Chat with LTG Flowers and LDP/YP was a success (keep)
    - Awards Dinner Fall 2021 (hybrid small in person event, broadcast live)
  - 2022 Golden Eagles: Nominations/Selections (Distinguished Fellows)
- **Distinguished Fellows: Welcome 4 new Distinguished Fellows:**
  - Suzanne DiGeronimo, F.SAME (Dist.)
  - Roger Wozny F.SAME (Dist.)
  - Rear Adm. Dave Nash, CEC, USN (ret), F.SAME (Dist.)
  - Rear Adm. Gary Engle, CEC, USN (ret), F.SAME (Dist.)
- **Communications:** Newsletter and Town Halls started this year to increase engagement
- **Governance:** Updated AOF Operations Manual – May 2021
- **Fellows Class of 2022: Nominations Process**
  - Webinar: 9 June 2021 EDT
  - RFPOCs submit nominee intentions to National : 6 August 2021
  - Completed Nominations due to National : 1 October 2021

11/19/2020

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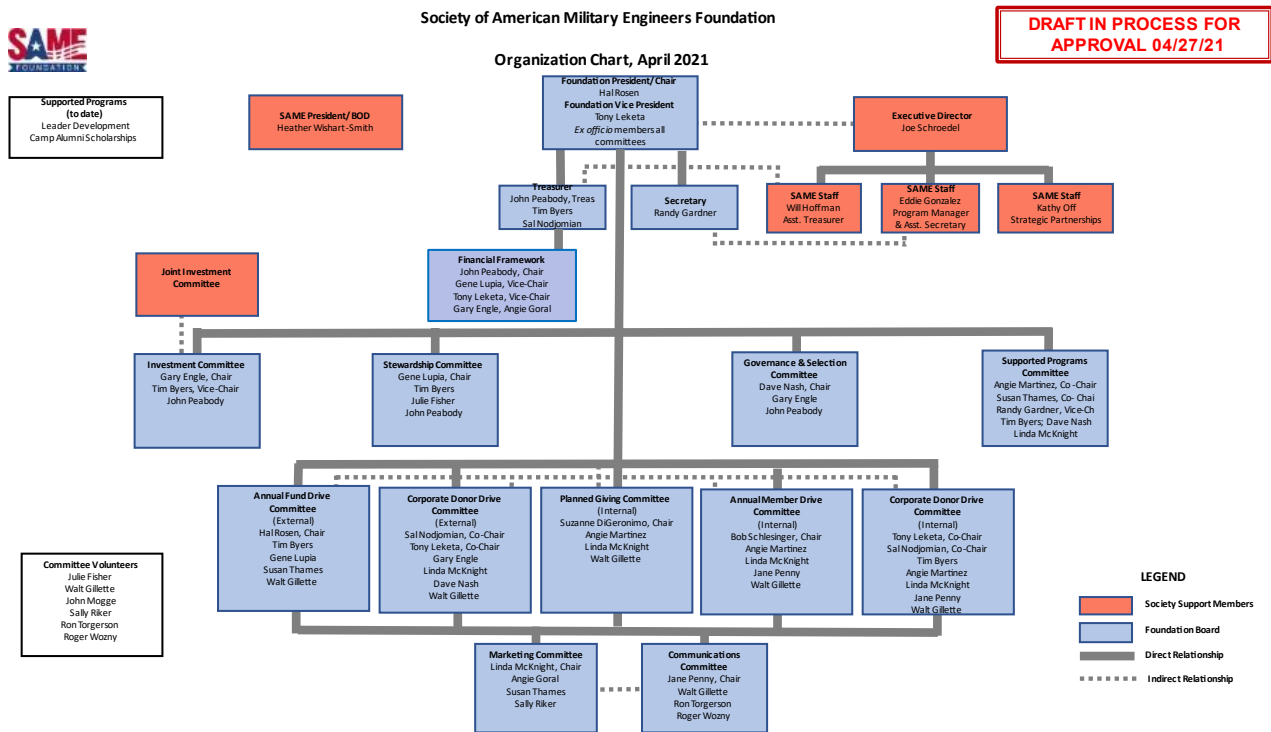
## Fostering Engineering Leadership for the Nation

Hal Rosen, President

5/27/2021

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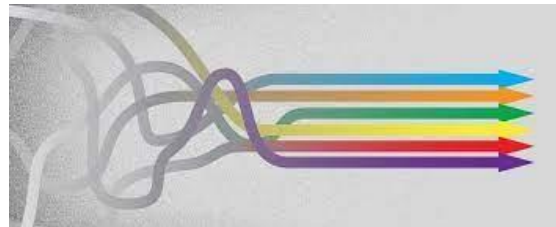
## Stewarded Post Funds Summary

	<u>AMOUNT</u>	<u>DATE</u>	<u>31 MAR</u>	<u>% GAIN</u>
❖ Houston:	\$225K	Nov '17	\$276K	22.7
❖ Northern VA:	\$108.4K	Nov '17	\$133K	22.7
❖ Narragansett Bay:	\$39K	Nov '17	\$48K	23.0
❖ Omaha Post:	\$560K	Mar '19	\$649K	15.9
❖ Panama City:	\$30K	Sept '19	\$35K	16.7
❖ Mid-Maryland:	\$30K	Nov '19	\$34K	13.3
❖ Tampa Bay Post	\$250K	May/Oct '19	\$279K	11.6
❖ Huntsville Post	\$80K	Aug '20	\$88K	10.0
❖ Hampton Roads	\$460K	Dec '20	\$479	4.1

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## Strategic Plan Alignment Initiative



Buddy Barnes

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- California
- Carolinas
- European
- Great Lakes
- Lower Mississippi
- Middle Atlantic
- Missouri River
- New England
- North Atlantic
- Northwest
- Ohio Valley
- Pacific
- Rocky Mountain
- South Atlantic
- South Central
- Southwest
- TEXOMA

## Bob Keyser, Vice President

- Re-alignment
- Post Deactivation
- Membership
- Awards & Recognition
- Investment

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## VICE PRESIDENT REPORT

- Regional Realignment
  - Reduce geographic spread and balance span of control
  - Commonalities across Posts – dominant programs or issues
  - Effective 1 Jan 2022
- Post viability
  - UK Post reinstated from Field Chapter
  - Stood up Meridian (MS) Field Chapter under Vicksburg; Puerto Rico FC under Jacksonville
  - New Life – Cincinnati
  - Closed Coastal Bend
  - Decision on Ms Gulf Coast and Fort Hood
  - Potential closures – NY Capitol District (Albany); Ft Drum; Illini (Champaign, IL); Southern Nevada (Las Vegas)
  - Downgrade to Field Chapter – Delmarva; Ft Campbell; Detroit; El Paso; Southern Arizona (Tucson); Inland Empire (Riverside, CA)
  - Procedures for Downgrading to Field Chapter

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## VICE PRESIDENT REPORT

### Northeast

Boston  
Narragansett Bay  
Piscataqua  
New York  
NY Capitol District  
Ft Drum

### North Atlantic

New Jersey  
Philadelphia  
Delmarva  
Mid Maryland  
Baltimore  
Chesapeake

### Mid Atlantic

Central VA  
Blue Ridge  
Virginia Peninsula  
Washington DC  
Northern VA  
Hampton Roads

### Carolinas

Coastal Carolina  
Charleston  
Carolina Midlands  
Cape Fear  
Ft Bragg  
Savannah

### South Atlantic

Moody AFB  
Robins AFB  
Atlanta  
Jacksonville (Puerto Rico FC)  
Ft Benning  
Tampa Bay  
Space Coast  
South Florida

### Gulf Coast

Panama City  
Emerald Coast  
Pensacola  
Mobile (Montgomery FC)  
Louisiana  
Vicksburg (Merida FC)

### Tennessee/Kentucky

Huntsville  
Nashville (Ft Campbell FC)  
Tennessee Valley  
Kentuckiana

### Ohio Valley

Buffalo  
Pittsburgh  
Huntington  
Kittyhawk  
Cincinnati  
Detroit

### Lakes Region

Rock Island  
Chicago  
Lake Michigan  
Illini  
Minneapolis Paul  
Minot (Grand Forks FC)

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## VICE PRESIDENT REPORT

### Missouri River

Omaha  
Greater Kansas City  
Ft Leonard Wood  
Scott Field  
St Louis

### Heartland

Memphis  
Arkansas  
Tulsa  
Oklahoma City  
Wichita Mountains

### Texas

Houston/Galveston  
San Antonio  
Dallas  
Fort Worth

### Southwest

Tularosa  
Albuquerque (El Paso FC)  
Phoenix  
Southern Arizona  
Southern Nevada

### California

Inland Empire  
Los Angeles  
San Diego  
Orange County  
Oxnard/Ventura  
Sacramento  
San Francisco

### Rocky Mountain

Denver  
Pikes Peak  
Great Basin  
Frontier  
Gem State

### Northern Tier

Seattle  
Mount Tacoma  
Portland  
Lewis & Clark  
Big Sky

### Europe

Kaiserslautern  
Rhein Main  
United Kingdom  
Bahrain FC  
Italy FC  
Doha FC  
Rota FC

### Pacific

Anchorage  
Honolulu  
Guam  
Korea  
Japan

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- Membership
  - Focus Group Efforts
  - Enterprise Management System
  - DIWG (DEIWG)
- Awards
  - Limited nominations
  - Linkage to Strategic Plan
  - Needs review
- Investment

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## Decision

**Approve deactivation of Mississippi Gulf Coast Post.**  
46 approve, 0 disapprove

## Decision

Approve deactivation of Fort Hood Post.  
Not included pre-voting.

## Decision

Approve CA incoming RVP – Mike Herman.  
Deviation from pre-voted slate.

# COI Report

Neal Wright, Vice President  
Charlie Perham, Vice President

- College Outreach
- Engineering & Construction Camps
- Enlisted
- K-12 STEM Outreach
- Leader Development
- Young Professional
- Architectural Practice
- Energy & Sustainability
- Environmental
- Facility Asset Management
- Health Engineering
- International
- Joint Engineer Contingency Operations
- Resilience
- Small Business

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## VP's COI REPORT-

### Human Capital and Technical Communities of Interest

- Overview: Trending in right direction!

SAME Community of Interest (COI) Performance Assessment Tool															
	Camps COI	College Outreach COI	Enlisted COI	K-12 STEM COI	Leaders Development COI	Young Professionals	Credentialing COI	Architectural Practice	Energy and Sustainability	Environmental COI	Facility Asset Management COI	International COI	Joint Engineering Contingency Operations	Resilience	Small Business
Number of Members	778	546	164	293	80	590	113	295	500	785	653	570	461	394	922
November 2020	Green	Yellow	Yellow	Yellow	Green	Green	Green	Yellow	Green	Red	Yellow	Yellow	Yellow	Green	Green
May 2021	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green

- Substantial progress since November 2020 to address shortcomings
- Moved Credentialing COI under Young Professionals COI
- SAME hired Rob Biedermann to provide program support for COIs

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## Human Capital and Technical Communities of Interest

- Succession planning and execution for 2021-2022
  - Human Capital COIs-
    - 4 of COI's have new Chairs- Camps, Enlisted, K-12 STEM, Young Professionals
    - College Outreach and LDP future change over
  - Technical COIs
    - Only leadership change is Resilience COI
    - 6 changing in 2022 (Architectural, E&S, Env, FAM, Int'l, JECO, SB)
    - Recommend Health Engineering continue as Task Force – progress but not COI-level yet
  
- VP's Goal- Focus COI support for the SAME 2025 Strategic Plan
  - Vision- COIs are an extension of SAME knowledge base and resources
  - Mandate to the COI's- set expectations and success metrics
  - COI 2021 Action Plans must focus on *Value and Impact*
  - Incoming President's Guidance will refine and harmonize efforts

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## Human Capital and Technical Communities of Interest

- In preparation for this BOD meeting, VPs asked COI Chairs 3 questions:
  - Where does your COI add value to help accomplish SAME's Strategic Plan?
  - Where are you providing our membership with value?
  - How will your Action Plans and Objectives make an Impact going forward?
  
- Responses demonstrated Vision and Strong Leadership by Chairs. Examples:
  - Young Professionals:
    - Added Value/Strategic Plan- opportunities to practice leadership, mentoring events, credentialing
    - Membership Value- professional development webinars, networking, credentials
    - Impact- vice chairs are empowered, engage YPs at all SAME levels, collaborate with College Outreach COI to transition Student Members to YP members.
  - Camps:
    - Added Value/Strategic Plan- SAME's future is our youth and Camps are the pathway
    - Membership Value- opportunities for member participation
    - Impact- offer more seats and new camps to serve more students and SAME members

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## Human Capital and Technical Communities of Interest

- Responses demonstrated Vision and Strong Leadership by Chairs. Examples: (Continued)
  - K-12 STEM:
    - Added Value/Strategic Plan- supports Goal 4 with strategic partner collaboration- we are the “Go-to” organization for STEM
    - Membership Value- monthly webinars for information and inspiration. SAME is making a difference!
    - Impact- Action Plan pushes information and support resources to posts to increase local programs
  - College Outreach:
    - Added Value/Strategic Plan-Supports STEM pipeline and transition to YP membership in SAME
    - Membership Value- provide posts with content and ideas to engage student members
    - Impact- focused on expanding support and opportunities, sharing best practices to serve our student member population and posts.
  - Health Engineering TF:
    - Grown membership to 48 members
    - Monthly meetings and quarterly webinars
    - Facilities Asset Management Workshop includes a HE Task Force track

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## Human Capital and Technical Communities of Interest

- Responses demonstrated Vision and Strong Leadership by Chairs. Examples: (Continued)
  - Environmental:
    - Growing the COI to Post Liaison network and connections to other COIs (Resilience and Energy/Sustainability).
    - Continuing to develop and move out Webinars
    - Strong contribution to Environmental track at JETC
  - Facility Asset Management:
    - Built new team (still need communications chair)
    - Focused on making FMW a success (HE Task Force and incorporation of horizontal assets)
    - Marketing pilot
- **Bottom Line-** COIs are helping members find value and providing opportunities to provide value. President's guidance will further align and calibrate COIs to meet SAME's Strategic Plan goals and future vision.

**Thank you to outgoing COI chairs!**

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# Elected Director Report

Heather Wishart-Smith

5/27/2021

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## Elected Director Commitments

Purpose: Work with our Elected Directors to deliver value and impact through meaningful engagements reflected in commitment statements that match their passion with SAME's needs.

Matt	Altman	KLDC
Mike	Blount	Partnering & IGE
Adam	Boubede	KLDC
Sally	Clark	SBC Exhibitor Advisory Council
Patrick	Coullahan	Century Book & History
Michael	Darrow	LDP
Rad	Delaney	AOF
Candis	Hamilton	Various; available for additional opportunities
Richard	Houghton	Health Eng TF w/IGE, resilience/emerging tech
Elizabeth	Parent	Galveston Post
Robert	Ruch	Roadmap for AD members while serving
Marci	Snyder	COI Marketing Plan
JJ	Tang	AP COI- awards & energy/sustainability coordination
Christine	Tsai	Inclusion & Diversity Working Group
Matthew	Turner	Posts/Regions Assessment/Strategic Plan Alignment Initiative support

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## Elected Director Highlights

- Key Leadership Development Commission– Col. Matt Altman
  - Partnering/IGE – Mike Blount
  - Enlisted Member Value – CMSgt Adam Boubede
  - Small Business Value– Sally Clark
  - Century Book & Centennial History – Pat Coullahan
  - Leader Development Program – Mike Darrow
  - Academy of Fellows– Rad Delaney
- 

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## Elected Director Highlights (cont.)

- Europe Outreach– Candis Hamilton
  - Health Engineering Task Force– Rich Houghton
  - Galveston Post Support– Liz Parent
  - Active Duty Support – Bob Ruch
  - COI Marketing Plan– Marci Snyder
  - SAME Design Award Program– JJ Tang
  - Diversity & Inclusion– Christine Tsai
  - Regional Alignment – Matt Turner
- 

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# Society of American Military Engineers Key Leadership Development Commission

## Matt Altman, Appointed Director

5/27/2021

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## KLDC Purpose

- 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 longterm 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!**

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- CMSgt Adam Boubede, USAF
- Mr. Jeff Davis
- Mr. Pete Delano
- Ms. Suzanne Grix
- Ms. Sharon Krock
- Mr. Ben Matthews
- Ms. Angela Nocera
- Col (ret) Sal Nodjomian, USAF
- Ms. Kathy Off
- Ms. Lisa Thoele
- Ms. Carrie Ann Williams



Special thanks to Kathy Off, Stephen Karl, Natasha Rocheleau  
and the entire SAME National Office for their support!

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- Completed initiatives:
  - Created Key Leadership Position (KLP) infographics
  - Built KLDC webpage with pertinent information for prospective leaders
  - Engaged SAME leaders through Leadership Opportunities Webinar (100+ attendees), COI meetings, and recurring Post President/COI Chair calls
    - Promising 2020 National Leadership nomination results!!
  - Evaluated National Leadership nomination processes
  - Improved processes to support BoD succession planning
  - Created the SAME Volunteer Job Board

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- On-Going efforts
  - Codify engagement and followthrough for KLP candidate pools through standard SAME processes
    - Target GraduatingBoD/Post Presidents, LDP participants, YPs, AoF/National Leadership non-selects
  - Formalize annual KLP engagement plan
  - Roll out Volunteer Job Board and drive utility
  - Look for opportunities to collaborate with Diversity & Inclusion WG

### Outgoing Board Members

**National Officers**

Buddy Barnes  
 Heather Wishart-Smith  
 Mark Handley  
 Bob Keyser  
 Neal Wright  
 Cindy Lincicome

**RVPs**

Jeff Davis  
 Jason Sweet  
 Pete Delano  
 Dave Newkirk  
 Norm Campbell  
 Eric Warner  
 Miro Kurka

**COI Chairs**

Joe Angell  
 Amanda Jones  
 Joe Manous  
 Victoria Mechtly  
 Jeff Leonard

**Directors**

Rad Delaney  
 Mike Blount  
 Candis Hamilton  
 Marc Snyder  
 JJ Tang  
 Rich Houghton

**SLO**

Rachel Benedetto

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# Questions?

*Building our SAME Key Leadership Position pipeline is a continuous process that requires engagement at every level.*

*Identifying and developing potential candidates to serve as the 2030 SAME President starts now!*



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# Diversity & Inclusion Working Group Progress Report

Mike Huffstetler, Membership COI Chair

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5/27/2021

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## **DIWG REPORT**

- Formed Fall 2019 within the Membership COI to review and advise the Society as needed on possible strategies related to gender and ethnic diversity
- In Summer/Fall 2020 the DIWG conducted the Society's first survey on D&I perspectives
- Submitted a comprehensive survey report to Nov BOD
- As a result of the findings, 6 "Paths Forward" themes were identified:
  1. **Commit and cascade** (articulate the DEI vision and cascade down to the Posts)
  2. **Create publicly announced diversity goals for leadership roles and membership diversification** (benchmark diversity metrics for SAME).
  3. **Link D&I to membership growth strategy** (develop diverse talent pipeline)
  4. **Craft an initiative portfolio** (target DEI goals based on growth priorities)
  5. **Mentoring and Training** (incorporate DEI training to help leaders with DEI initiatives/mentoring)
  6. **Partner with other organizations** (partner with industry groups with similar DEI initiatives)

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- **GREW** volunteer support - tripled in size since Nov BOD, including multiple National BOD members
- 6 sub-teams were established to focus on each Path Forward- varying degrees of progress to date
- Progress highlights:
  - Sponsored/supported three JETC abstract submissions– two were selected!
  - DIWG members guest presenters at 3 Post-held DE&I events (Baltimore, Albuquerque, Colorado)
  - DE&I primer document in development to provide to Posts and possible use at PLW
  - Developing Post Toolkit to provide DE&I education and resources to post members and SM Firms
  - Developing Annual Survey– target September 2021
  - Reviewed Society Bylaws, developing recommended revisions for BOD consideration
  - Developing DE&I Action Plan to codify all Paths Forward recommendations to BOD
- Moving forward, the Working Group has changed their name to the **Diversity, Equity and Inclusion Working Group (DEIWG)** to better reflect the totality of diversity, equity and inclusion (DE&I is consistent w/ most company-organizational internal programs)

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**“With continued BOD support, the DEIWG will continue to promote diversity, equity and inclusion as key values and focused initiatives within the Society and help it to:**

- **Attract more individual and sustaining members**
- **Improve member satisfaction and increase industry-government engagement**
- **Promote innovative and collaborative solutions to our nation’s challenges, and**
- **Demonstrate SAME’s commitment to advancing the future of the AEC industry”**

- April 20 DIWG Progress Report

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# Consent Agenda

Administrative changes or mistakes will be corrected and reflected in the minutes.

- **XC Meeting Minutes (Aug 20)** – 46 approve, 0 disapprove
- **BOD Meeting Minutes (Nov 20)** – 46 approve, 0 disapprove
- **XC Meeting Minutes (Dec 20 - Budget)** – 46 approve, 0 disapprove
- **XC Meeting Minutes (Apr 14)** – 46 approve, 0 disapprove
- **Foundation Meeting Minutes (Nov 20)** – 46 approve, 0 disapprove
- **Foundation Meeting Minutes (Jan 21)** – 46 approve, 0 disapprove
- **2021 -2022 Board of Direction & Executive Committee** – 45 approve, 1 disapprove (CA RVP voted on separately)
- **2021 National Election Results** – 46 approve, 0 disapprove

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## She “got it started” during a pandemic!



## President’s Closing Remarks & Summary +Heather WishartSmith

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# Outgoing Board Members

## National Officers

Buddy Barnes  
Heather Wishart-Smith  
Mark Handley  
Bob Keyser  
Neal Wright  
Cindy Lincicome

## RVPs

Jeff Davis  
Jason Sweet  
Pete Delano  
Dave Newkirk  
Norm Campbell  
Eric Warner  
Miro Kurka

## COI Chairs

Joe Angell  
Amanda Jones  
Joe Manous  
Victoria Mechtly  
Jeff Leonard

## Directors

Rad Delaney  
Mike Blount  
Candis Hamilton  
Marci Snyder  
JJ Tang  
Rich Houghton

## SLO

Rachel Benedetto



# Incoming Board Members

## National Officers

Heather Wishart-Smith  
Mark Handley  
Cindy Lincicome  
Sharon Krock  
Rad Delaney

## RVPs

Michelle Chambliss-Cain  
Michael Herman  
Christen Sardano  
Mark Ohlstrom  
Scott Nesbit  
Brian Duffy  
Ben Matthews

## COI Chairs

Cindy Miller  
Shane Payne  
Albert Romano  
Corey Weaver  
Liza Grudin

## Directors

Jeff Davis  
Tiffany Castricone  
Patrick Hogeboom  
Nick Desport  
Craig Bryant

# OATH OF OFFICE

Please raise your right hand and repeat after me the **oath** of office. In the presence of honored guests and **members** here assembled - I, (state your name), do so solemnly promise and pledge - that I will faithfully and honestly- discharge the duties of my position to the best of my knowledge and ability to serve our Society Members, Posts, Regions, National Entities and the National Security of our Nation.



## President Elect's Remarks & Expectations

Mark Handley

5/27/2021

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## Make a Toast!

- Turn on your webcam if you'd like to make a toast.
- Joe Schroedel will call on you to make your toast.
- Remember to take yourself off mute, then return to mute when you are finished.
- You may toast a specific person, the outgoing BOD, the incoming BOD, or everybody!