



Society of American Military Engineers

Dedicated to National Security – Since 1920

22 September 2022

SUBJECT: XD Succession

Cindy Lincicome
President, SAME

Cindy: Let's make it happen for SAME!

PRESIDENT
CYNTHIA LINCICOME, F.SAME
TLI CONSTRUCTION INC.

PRESIDENT-ELECT
COL. CHARLES D. PERHAM, F.SAME, USAF (Ret.)
MATRIX DESIGN GROUP

PAST PRESIDENT
REAR ADM. MARK A. HANDLEY, P.E., F.SAME, USN (Ret.)
AECOM

VICE PRESIDENT
LT. COL. MICHAEL R. DARROW, P.E., PMP, F.SAME, USA (Ret.)
USACE NORFOLK DISTRICT

VICE PRESIDENT
RICHARD A. "RAD" DELANEY, AIA, LEED AP, F.SAME
PRIME AE GROUP INC.

VICE PRESIDENT
SHARON L. KROCK, SPWS, F.SAME
SCHNABEL ENGINEERING INC.

EXECUTIVE DIRECTOR
BRIG. GEN. JOSEPH SCHROEDEL, P.E., F.SAME, USA (Ret.)

The purpose of this letter is to document our agreed upon plan to develop and implement an Executive Director succession model to which I committed during the XC Meeting on 7 August 2022.

We have recognized the opportunity to set a new and better standard for succession of the XD. Our ultimate outcome is to establish a process that ensures we have the right XD for the time. Once we have established the process, we will implement this process with my transition.

In that regard, I will remain the XD until the succession process is developed, the process is implemented to produce the right next XD, and a proper transition is accomplished. That includes the eventuality that I relocate from northern Virginia during the process.

I will lead this effort, the scope of which is all inclusive. The following aspects are the minimum essential elements:

- Develop an overall XD Succession Policy
- Develop a first-ever *Strategic Direction Review* which becomes the basis for identifying the characteristics of the next XD to drive the organization forward.
- Based on the above, revise:
 - o XD Position Description
 - o XD Contract
 - o XD Performance Evaluation and Compensation
 - o XD Transition process
- Modify bylaws and any governance aspects accordingly (eg. separate XD from review of nonvoting members of the BOD)

The Succession Team has been established. I have discussed the plan with each of the members. They understand the plan and are on board with our direction.

*President: Cindy Lincicome

*President-Elect: Charlie Perham

*Foundation Chair: RADM Dave Nash

National Office: Rob Biedermann (staff representative); Kathy Off (governance, staff support); Joe Schroedel (XD; Succession Effort lead)

* denotes XD selection team (when time comes)

The attached timeline is a first cut to help guide our planning. I will initiate a routine communications process with the Succession Team soon and keep the NLT informed as necessary. I will inform the NLT today, my staff on 11 October at our next All Hands, and the BOD during the next BOD (New Business).

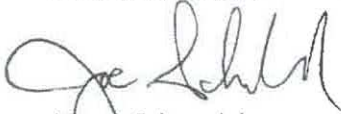
Clearly, there will be a need to gather input from various elements of the Society as we proceed. Our intent is to sustain the focus on the big things we have going on, especially your established priorities.

We will make the most of this opportunity for the long term good of our Society!

For me personally after having the privilege of being the XD, I will support the LD COI and the LDP Program (not as chair) because of the growing impact that program has on the nation, our industry, SAME and the SAME Foundation – a four-fer!

Thanks for your tremendous leadership!

Deeds Not Words!

A handwritten signature in dark ink, appearing to read 'Joe Schroedel', with a stylized, cursive script.

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

ENCL