



Operating Manual: 2021-2022

SAME LEADER DEVELOPMENT COMMUNITY OF INTEREST



SAME Leader Development Community of Interest Operating Manual: 2021-2022

1) Purpose

The mission of the SAME Leader Development Community of Interest (LD COI) is to develop, execute, and track leader development (LD) activities across the SAME enterprise in support of the 2025 SAME Strategic Plan – Securing America’s Future, Together. Specifically, the LD COI will lead efforts to enhance leadership development and cultivate the talent necessary to address the nation’s grand challenges while also ensuring the enduring stewardship of the A/E/C profession.

2) References

- a) SAME COI Webpage: <https://www.same.org/Communities-of-Interest>
- b) Charter: <https://www.same.org/Portals/0/Users/254/54/13054/LD%20COI%20Charter%20FINAL%2020200526%20web%20final%20June%202%202020.pdf?ver=2020-06-02-222804-057>
- c) About SAME (Mission, Vision, Values, History): <https://www.same.org/Discover-SAME/About-SAME>
- d) SAME Bylaws: https://www.same.org/Portals/0/same.org/inside_pages/documents/Governance/SAME_Bylaws_5_22_18v3.pdf?ver=2018-08-09-084509-513
- e) 2018 Governance & Management Plan: https://www.same.org/Portals/0/same.org/inside_pages/documents/Governance/SAME%20National%20Governance%20Summary.pdf?ver=2018-11-05-085925-507
- f) 2025 Strategic Plan: <http://online.fliphtml5.com/fedq/eltf/#p=1>
- g) Templates: <https://www.same.org/Document-Exchange>

3. Resources

[Leader Development COI: A Resource for Post Leaders](https://www.same.org/Portals/0/Users/254/54/13054/LD%20COI%20Services%20to%20Posts%20Final%2020201001.pdf?ver=2020-10-02-020314-713)
(<https://www.same.org/Portals/0/Users/254/54/13054/LD%20COI%20Services%20to%20Posts%20Final%2020201001.pdf?ver=2020-10-02-020314-713>)

A short summary of the COI and the services/ resources available to Posts as you work with your Post members.

Leader Development Toolkit: A Resource for Developing a Leader Development Program

<https://www.same.org/Portals/0/Users/254/54/13054/Final%20SAME%20Leader%20Development%20Toolkit%2020200930.pdf?ver=2020-10-02-015753-860>

Modeled after the National Leader Development Program, this LD Toolkit was developed by the LD COI to provide a framework for SAME posts to establish their own LD program. The goal is to increase opportunities for individual members to advance their leadership skills.

Mentoring Across SAME: A Mentoring Guide for Posts and Members

<https://www.same.org/Portals/0/Users/254/54/13054/SAME%20Mentoring%20Guide%20Final%200Feb%202021.pdf?ver=2021-02-18-011250-193>

Working under the guidance of the SAME Leader Development Community of Interest (LD COI), the Mentoring Advisory Group is pleased to provide this guide to mentoring opportunities found at SAME. As one of the four main pillars of the LD COI, we consider mentoring is an “essential” leadership skill. Mentorship is critical to help members identify, develop, and utilize contacts and resources. Mentoring opportunities abound for those seeking them.

Mentor Relationship Guide

<https://www.same.org/Portals/0/Users/254/54/13054/SAME%20Mentoring%20Relationship%20Guide%20Final%20Oct%202020.pdf?ver=2020-10-02-030117-567>

Mentoring is about helping a mentee develop social capital within an environment where they have the resources and support to develop technical and intellectual capital. We hope this guide will help you in your role as a mentor.

4. Definitions

- a. **Leader Development Community of Interest (LD COI):** Representing the national office, the LD COI is the national entity that provides overall guidance and support of leader development across the Society. The LD COI also oversees the Leader Development Program, and the Society's mentoring efforts.
- b. **Leader Development Program (LDP):** SAME's flagship leader development training program that identifies and cultivates talent from within the SAME membership to address the nation's grand challenges. Participants explore individual strengths and team dynamics. The program supports the development of the next generation of world class military, government, civilian, and industry leaders for the Society and our Nation. LDP is a yearlong commitment, running from the annual Joint Engineer Training Conference (JETC) to the following JETC.
- c. **LDP Program Committee:** A subset of the LD COI, The LDP Program Committee provides guidance and direction to the Leader Development Program.
- d. **Mentoring Advisory Group:** Mentoring is a key leadership activity for both the mentor and the mentee. The SAME LD COI serves as a central organizing entity to develop, enhance, and encourage mentoring across the Society to include coordinating connections between mentors and protégés and guiding development of mentor/protégé relationships. The LD COI provides resources and best practices to help Posts establish and enhance mentoring opportunities for their members.
- e. **Post-Level Leader Development:** SAME LD COI serves as SAME's central organizing entity to develop, enhance, and encourage leader development activities at the Post-level across the whole Society. SAME LD COI provides resources and best practices to help Posts provide leader development activities for their members.
- f. **LD COI Steering Committee (SC):** The governing body of the LD COI with members and roles defined in the COI charter. The LD COI SC constitutes the leadership and operational force for the COI. The COI Chair will lead the Steering Committee and be a member of the National Board of Direction.

5. Strategic Alignment

Goal 1: Strengthen Industry-Government Engagement

Lead efforts to foster communication and build relationships among military, public, academic, and professional organizations; further collaboration to identify issues and develop solutions in support of National security.

Leader development provides a platform for industry and government members to grow professionally in a mutually supportive environment. Industry and government professionals interact under a common theme. The program also offers members of government and industry the opportunity to support the program as instructors, guest speakers, facilitators, and mentors.

Goal 2: Build and Sustain Resilient Communities

Lead efforts to prepare communities to absorb, recover, and adapt from natural and man-made threats, fortify our nation's resolve directly where people work and live.

Leadership is key to decision-making. When faced with tough circumstances, a leader's ability to respond to threats helps determine their resilience. Leadership development enhances that ability.

Goal 3. Develop Leaders for the Profession

Lead efforts to enhance leadership development and cultivate the talent necessary to address the nation's grand challenges; ensure the enduring stewardship of the A/E/C profession.

Leader development is the core function of this COI. The COI provides its LDP as a flagship training program to develop leaders from across the society. The COI also collaborates with Posts to help them establish and operate their own leader development programs tailored to their members. Mentorship is a foundational tool for leader development and the COI provides resources and networks for mentors across the society to connect to proteges and build effective mentorship relationships. The COI also provides valuable content to SAME members in the form of webinars, presentations, events, and other leader development material.

Goal 4: Enrich the STEM Pipeline for the Nation

Lead efforts to inspire, encourage, and enable youth to pursue STEM (Science, Technology, Engineering, and Mathematics) careers; help develop the technical capacity that our nation needs to remain globally competitive.

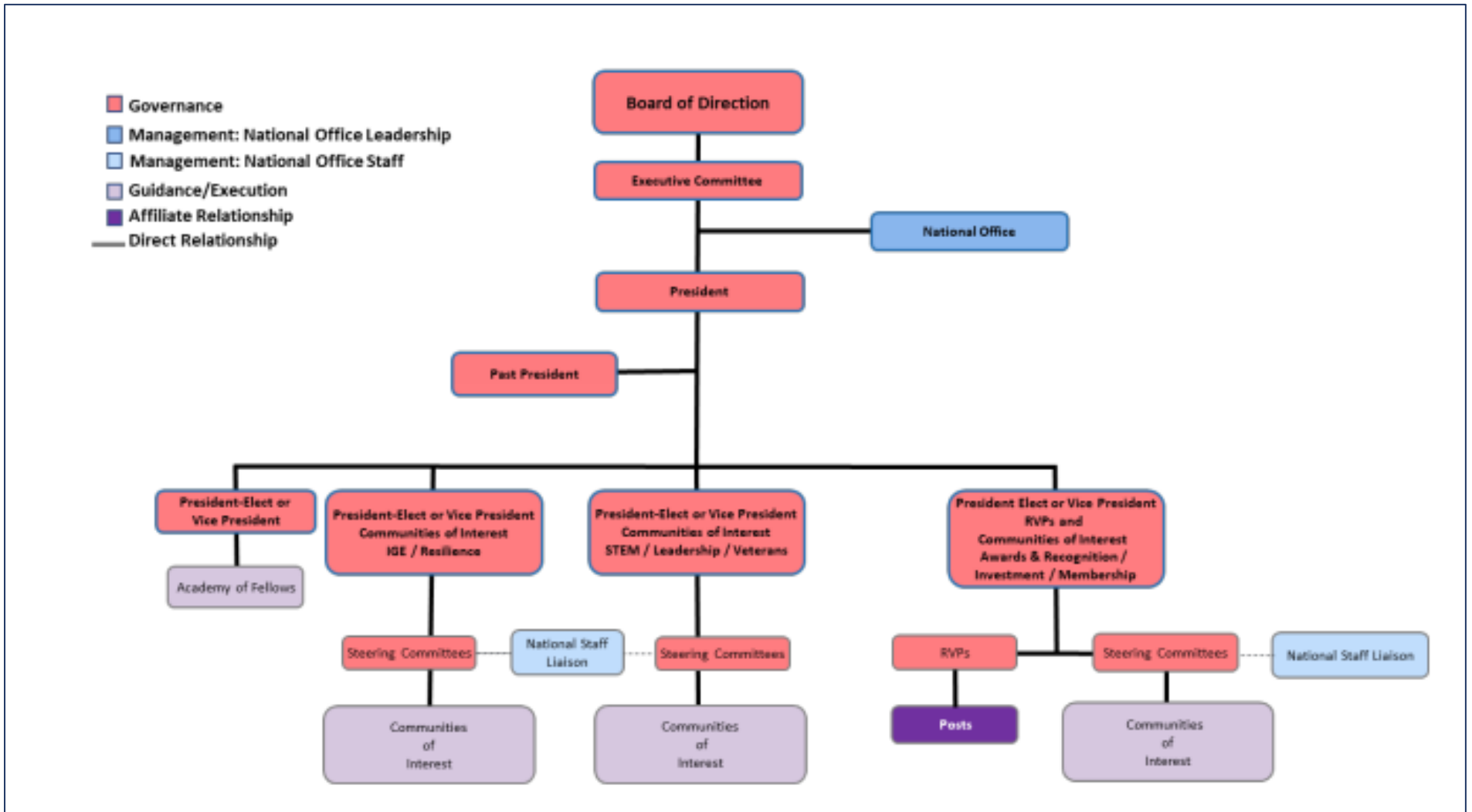
As a component of leader development, mentoring ensures knowledge, skills, and aptitudes are shared among the membership. Student members can especially benefit from mentoring to enhance their own leader development.

Goal 5. Prepare Servicemembers and Veterans for the A/E/C Industry

Lead efforts to fully integrate military and government members in the A/E/C industry; support training, credentialing, and networking initiatives that build, maintain, and translate skills to meet current and future needs.

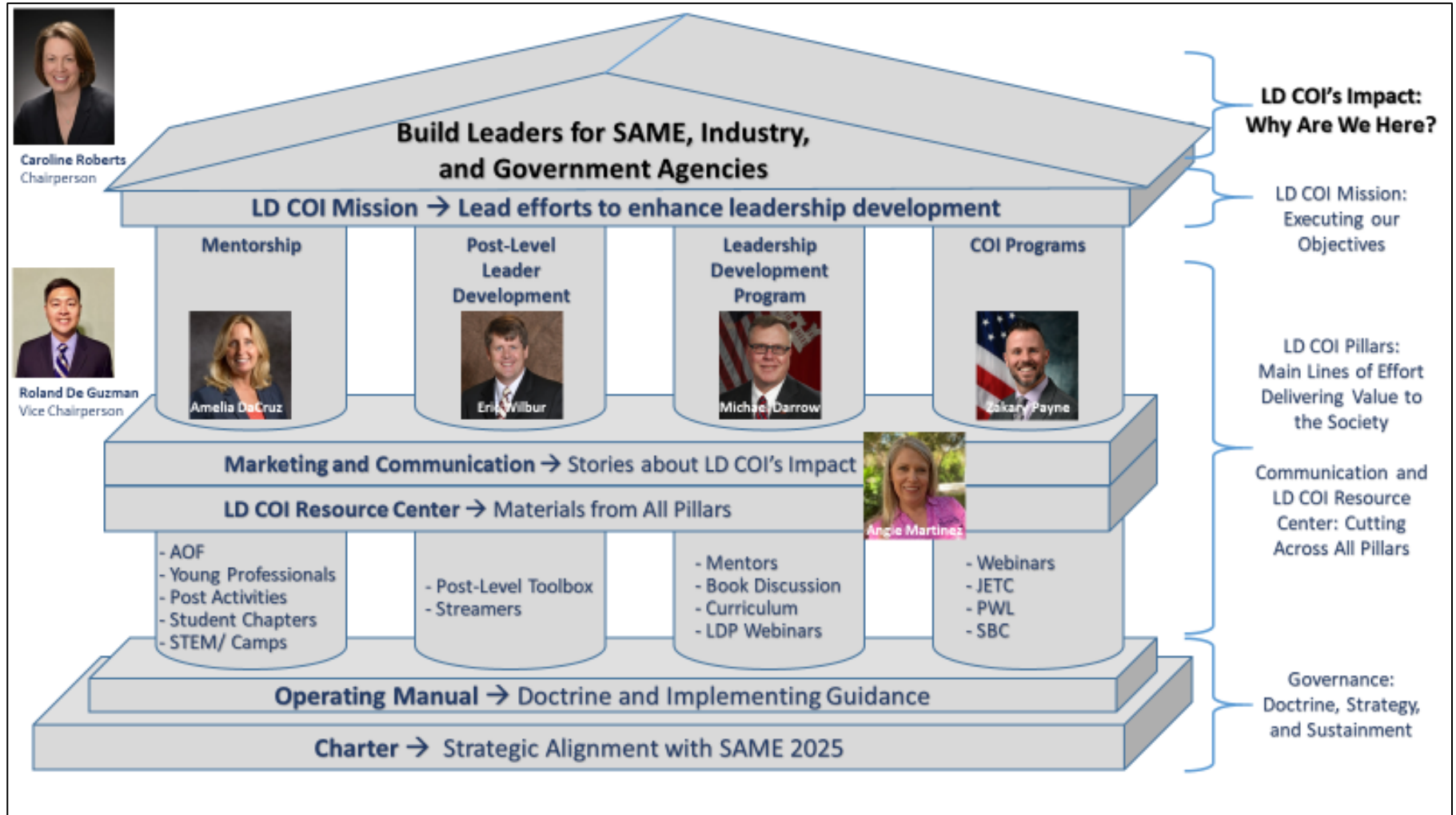
LD provides a platform to leverage the leadership experience & trainings of service members and veterans, as well as enhances leadership development to address challenges in the A/E/C industry.

5) SAME LD COI ORGANIZATION CHART



6) SAME LD COI GOVERNANCE

View the list of biographies in **(Appendix A)**.



7) ROLES & RESPONSIBILITIES

- a) **COI CHAIR:** Caroline Roberts was appointed by the National President in May 2020 as the first COI Chair to provide oversight in collaboration with the other members of the COI Steering Committee (SC). The Chair normally serves a 2-year term, but may request, in writing to the National Leader, a one-year extension. A best practice is to groom a Vice Chair to become Chair and keep the departing Chair as the Immediate Past Chair to help with continuity. The COI Chair is responsible for the following:
- i) Serve on the Board of Direction to represent the COI
 - ii) Recruit COI members as active participants and lead the COI Steering Committee
 - iii) Maintain a current COI charter (**Appendix B**)
 - iv) Responsible for developing the COI workplan and Steering Committee accountability
 - v) Serve as a subject-matter expert within the COI and the Society
- b) **STEERING COMMITTEE (SC):** Collectively, the SC- led by the COI Chair- is formed according to the needs of the COI. The SC establishes operations and an operational schedule to fulfill the purpose of the COI. The SC is responsible for communicating with COI members and teamwork among SAME National Entities to maximize Strategic Plan outcomes and efficient day-to-day coordination. The Steering Committee appoints volunteer members to lead COI activities, build a strategic communications plan, and act as SC administrative secretary to assist in publishing meeting minutes, drafting correspondence, managing conference calls, and coordinating webinars with the National Office.
- c) **NATIONAL LEADERSHIP TEAM (NLT) LIAISON:** The LD COI's NLT Liaison is responsible for assisting and facilitating National Entities requirements aligned with the SAME Strategic Plan. The NLT Liaison is a designated member of the LD COI Steering Committee whose responsibilities include the following duties:
- i) Coordinating activities with internal National Office staff
 - ii) Assisting with COI leadership transitions and interpreting National Leadership direction and guidance
 - iii) Updating SAME web pages with information provided by the COI Chair/SC
 - iv) Providing templates to comply with National SAME standards/branding for work plans, webinars, marketing plans and email blast formatting.
 - v) Sending e-mail blasts to COI members
 - vi) Managing the conference call numbers and access to webinar scheduling for COI use

8) OPERATIONS

- a) **Leadership Development Program (LDP)**- The program is a yearlong commitment beginning at the SAME Joint Education and Training Conference (JETC) 2020 to be held in Washington, DC. The graduation will be held at JETC 2021 in Portland, Oregon.

The one-year program is broken into three themes:

1. **Know Yourself**
2. **Know Your Team**
3. **Know Your Future**

The program will kick-off the year with an in-person classroom session at JETC 2020 facilitated by a professional experienced in the science of personality strength assessment and leadership coaching. The goal of the classroom session is to identify how each candidate's perception of the world around them informs their decision-making, and ultimately defines their values and beliefs. The face-to-face at JETC 2020 will set the foundation for the rest of the year.

The inaugural class consisted of 18 candidates: 1 from each SAME region and 1 from the International Committee.

LDP Objectives

- Support the development of the next generation of world class military, government, civilian, and industry leaders for the Society and our Nation.
- Understand individual strengths and how to apply these strengths to achieve success.
- Understand team concepts including roles, responsibilities, accountability, and groups.
- Develop leadership skills through training, assignments, a service project, and other opportunities.
- Foster engineering leadership for the Nation.

LDP Program Components

- Curriculum
- Books
- Webinars
- Mentorship
- Evaluation

- b) **MENTORSHIP:** According to the Institute for Broadening Participation, "mentoring is giving your time, attention, insights, and advice. Mentoring is about helping a mentee develop social capital within an environment where they have the resources and support to develop technical and intellectual capital. Simply providing resources for a mentee to accomplish a research project (i.e. develop technical/intellectual capital) is not mentoring. That is the minimum requirement to setup an appropriate learning environment. Mentoring takes place in the personal interactions with the mentee." (The Mentoring Manual, Institute for Broadening Participation (Funded by the National Science Foundation), 2012)

With the support of 30,000 members located at 105 chapters/posts around world, 1,400 member firms, representation from every DOD engineering service, and a national office in Alexandria, VA, SAME leads collaborative efforts to maintain leadership in the A/E/C industries and ensure the country has the STEM professionals it needs to secure the nation.

Mentoring is a key component to SAME engagement efforts.

SAME MENTORING GOAL

- SAME will provide resources and an environment with the intent to increase the society's capital worth.
- Capital worth can be defined as social, technical or intellectual value, whereas, it is an effective functioning of a social group through interpersonal relationships, shared sense of identity, shared understanding, shared values, trust, cooperation and reciprocity.
- It may be effectively measured by the value and positive impact the environment and resources have on the social group, i.e. increased participation and scholarship revenue.

HOW

Engage the support of 30,000 members located at 105 chapters/posts around world, 1,400 member firms, representation from every DOD engineering service, and a national office in Alexandria, VA. SAME leads collaborative efforts to maintain leadership in the A/E/C industries and ensure the country has the Science, Technology, Engineering, and Mathematics_(STEM) professionals it needs to **engage** generations to come.

Mentoring Opportunities

- i) Academy of Fellows (AOF)
 - ii) LDP
 - iii) Engineering and Construction Camps
 - iv) Student Chapters
 - v) Post Mentor Programs
 - vi) Sustaining Member Mentor Programs
 - vii) Agency Mentoring
- c) **Post-Level Leader Development** – The Post-level LD program is to develop, enhance, and encourage leader development activities at the Post-level across the whole Society. The LD COI will develop and distribute resources and best practices to Post-level Leader Development points of contact to assist Posts in developing their own leader development programs for their members. The LD COI will also provide training as required to support Posts in these efforts.
- i) **Toolkit** – The Leader Development Toolkit is the primary product developed by the LD COI to support Posts in their leader development programs. The Toolkit provides a guide for Posts to develop their own Leader Development Program. The LD Toolkit provides guidance and resources for the following components of a Post-level Leader Development Program: Self-Assessment, Curriculum, Classroom Discussions, Speakers, Utilization Projects, and Mentors.

- ii) Post-Level LD Program Tracking – The LD COI is responsible for tracking LD activities at the Post-level across the Society. This includes developing and tracking streamer requirements for Leadership Development across the Society.
 - iii) Post Leaders Workshop – The LD COI will support development of curriculum and execution of training at the annual Post Leaders Workshop as requested by the National Leadership Team (NLT).
- d) **Programs:** The LD COI provides programs to its members and the Society at large that help develop leaders for the AEC industry and the nation. The COI will draw from respected leaders in the Society, our government partners, and across the AEC industry. A calendar of programmed events is included in the Program Calendar, **(Appendix C)**.
- i) LD events: LD COI develops a schedule of webinars, speakers, and other leader development events targeted for COI members but open to all SAME members (and guests as appropriate).
 - ii) Coordination with LDP curriculum: The LD COI builds programs and works with the LDP staff to optimize the LDP’s curriculum and the overall COI program. LD COI and LDP staff will review guest speaker volunteers and determine whether or not these presentations will be best served as part of the LDP curriculum, shared with the broader COI as an LD COI event, or included in both programs.
 - iii) Resource Center: The LD COI will curate and maintain leader development resources including reading lists, webinar recordings, podcast recommendations, etc.
 - iv) SAME Conferences (Joint Engineer Training Conference (JETC), Small Business Conference (SBC), Facility Management Workshop (FM), Post Leaders Workshop (PLW), etc.). LD COI will support national SAME conferences when called upon to make sure these conferences provide great leader development content to their attendees. In particular, the LD COI will work with SAME JETC’s organizing committee to help develop programming for JETC’s Leadership track.
 - v) Streamers: LD COI will support SAME National by establishing an ad hoc committee to review and score applications from SAME Posts for the *Leadership and Mentoring Streamer*.

9) GOVERNANCE/ SUSTAINMENT

- a) **Annual Work Plan (Appendix D):** The Annual Work Plan will be presented to the Board of Direction (usually in conjunction with the SAME Annual Meeting at JETC). The National Leadership Team liaison providing COI oversight will review the COI Work Plans and present a summary of significant points at the board meeting. The plan will outline specific actions that the COI will take to support the Strategic Plan, a timeline for those actions, any resource requirements, and the impact the action will have and how it will be measured.
- b) **Strategic Relationships:** COIs are responsible for maintaining strategic relationships with key stakeholders to include established Strategic Partners and relevant Government Agencies. COIs may recommend organizations for Strategic Partnership with SAME and collaborate with unofficial partners.

- c) **Semi-Annual Report:** The Semi-Annual Report will be presented to the National Leadership Team liaison providing oversight before the Fall Board of Direction Meeting (usually in conjunction with the Small Business Conference). The COI will report progress against the Annual Work Plan.
- d) **Communications and Marketing (Appendix E)** COIs are responsible for communicating their impact and needs to their community, general SAME members, Posts and Regions with the help of their National Office Liaison. There are four lines of effort: (1) Services provided from the COI, (2) the LDP, (3) Volunteers, and the (4) SAME Foundation. Each of these lines of effort represent different avenues of communication across different media and different objectives to support the COI. These lines of effort are described in more detail in Appendix E.
- COI governance requires effective communication among the SC and out to COI membership. A few highlights of this communication plan are laid out below:
- i) Regular SC meetings will occur, at a minimum, monthly with call information listed on the COI web page. These calls are currently held in conjunction with the weekly LDP Task Force (TF) meetings. SC meetings are open to the whole COI but will be focused on governance and operations. In-person SC meetings are conducted at National Conferences (JETC and SBC). These business meetings are for conducting COI administrative, operational and coordination activities and not technical in nature.
 - ii) Calls to fill open positions on the COI SC should be open to all COI members and include a short job description and time commitment.
 - iii) Regular communication to COI members in the form of an e-mail blast and/or newsletter occur, at a minimum, on a quarterly basis. This communication should be an update on any Industry-Government Engagement, Strategic Partner activities, impact the COI has made on the Annual Work Plan, upcoming professional development opportunities, COI recognition, and other areas as needed.
 - iv) COIs conduct regular communication with members at-large via established National Office media such as RealTiME e-newsletter (monthly), The Military Engineer (TME) Magazine (bi-monthly), and coordinated marketing efforts with the SAME National marketing team (as needed).
 - v) COIs are responsible for ensuring that their web page is up-to-date and providing any changes to the National Staff Liaison. Social media is an important dimension of the LD COI communication strategy and should be a focus area.
- e) **Program Support:** COIs communicate calls for presentations to their membership and review abstracts that have been submitted. The LD COI is SAME's central team to curate valuable leadership development content for distribution to the rest of the Society. Regions and Posts may also call upon the LD COI as subject matter experts to recommend speakers and participants for various conferences and workshops on leader development, mentoring, and related topics.
- f) **Awards & Recognition:** The LD COI will review National streamer and award submissions and are responsible for submitting COI members for SAME recognition as part of the annual governance cycle. If appropriate, COI Chairs are responsible for submitting members of their

Steering Committee for recognition at the Joint Engineer Training Conference (JETC) on an annual basis. COI chairpersons, officers and members will recognize community members that support the interests of the community and the Society, especially when in support of the COI Annual Work Plan. Members will be recognized in communications and through the award nomination process.

g) **Financial Reporting.** Any COI provided with financial support from the SAME National Office, or otherwise engaged in raising funds to support COI functions, shall provide annual detailed accounting information to the National Leader overseeing their COI and to the National Office Financial Manager. The SAME Financial Manager will provide specific requirements.

h) **COI GOVERNANCE CYCLE**

May	SC Meeting (JETC) - SC Changes, SC recognition. Graduation of outgoing LDP class. Kickoff for oncoming LDP class.
June	Secure Webinars for the year / National Office Liaison and COI refine resource requirements based on BOD approved Annual Work Plan.
July	National Office liaison and COI develop programming requirements in preparation for budgetary guidance. LD COI Chair presents Annual Work Plan to BOD for approval
August	PLW (Executive Committee (XC) Meeting) XC provides budgetary guidance to National Office based on input from LD COI.
September	
October	COI Prepares and submits Semi-Annual Report to National Leadership Team.
November	SC Meeting (SBC) – LD COI Chair presents Semi-Annual Report.
December	XC Meeting – Budget Approval; Begin Succession Planning.
January	
February	COI begins planning for Annual Work Plans. COI reviews Leader Development abstracts for JETC. Abstracts not selected for JETC can be lined up for COI monthly webinars.
March	Capital Week (XC Meeting) / National Leaders address any planning issues/guidance for Annual Work Plans.
April	Prepare and submit Annual Work Plan to National Leadership Team to prepare for BOD approval. Project presentations from LDP class.

i) **PROCEDURES & TEMPLATES:** COIs with established practices may discuss any procedures with their staff liaison to ensure that the focus is on outcome and not process. Templates are provided on the SAME document exchange: <https://www.same.org/document-exchange>. A core responsibility of the LD COI is to curate a central resource center of best practices, procedures, templates, and other tools to help people and organizations across the Society develop leaders in accordance with SAME’s mission.

10) APPENDICES

APPENDIX A: Roster and Biographies

APPENDIX B: LD COI Charter

APPENDIX C: Program Calendar

APPENDIX D: Annual Work Plan

APPENDIX E: Communications & Marketing

Appendix A: Roster and Biographies

Leader Development Community of Interest (COI)

	Position	Name	Email	Title	Contact
Executive Cmtc	Chair	Caroline Roberts, GISP	Caroline.Roberts@Jacobs.com	Department of Defense Client Account Manager, JACOBS	Bainbridge Island, WA
	Vice-chair	CDR Roland de Guzman, P.E., CEM, USN (Ret.)	rdeguzman94@gmail.com ; rdeguzman@mbpce.com	Senior Project Manager, MBP	Plymouth Meeting, PA
	Marketing/ Communications Vice-chair	Angie Martinez, P.E.	angiemartinez@martinezconstruction.com	Vice President, Martinez Construction Services	Merritt Island, FL
	Programs Vice-chair	Zakary Payne	zakary_payne@matrixdesigngroup.com	Associate, Matrix Design Group, Inc.	Colorado Springs, CO
	Evaluation Vice-chair	COL C. Patrick Hogeboom IV, P.E., F.SAME, USA	Charles.p.hogeboom.mil@mail.mil	Office of Local Defense Community Cooperation	Arlington, VA
	Streamers Vice-chair	COL Charlie Hart, P.E., F.SAME, USA (ret.)	charlie.hart@gsa.gov	Southern Border Executive, General Services Administration	Dallas/Fort Worth, TX
	Post Level LDP Vice-chair	Col Eric Wilbur, P.E., REM, USAF (ret.)	eiwengineer@aol.com	Wilber Consulting and SA Post Leadership Lab Director	San Antonio, TX
	Young Professional COI Liaison	Victoria Mechtly	Victoria.Mechtly@rsandh.com	Business Development Aerospace & Defense. RS&H	Kansas City, MO
	AOF Liaison	Philios Angelides, P.E., F.SAME, FACEC	angelidesp@gmail.com	Principal, The Angelides Group, LLC	Washington, DC
	SAME NLT Liaison	Joseph Schroedel, BG, P.E., F.SAME, USA (Ret)	jschroedel@same.org	Executive Director, SAME	Alexandria, VA
	Enlisted COI Liaison	SMSgt Phil McAlpin, Jr.	Philmacjr0605@gmail.com	Operations Flight Superintendent, 5th Civil Engineer Squadron	Aurora, CO
	Member	Michael Nosbisch, CCP PSP FAACE	mike.nosbisch@smsi.us	Director, Project Controls at Strategic Management Solutions	Long Beach, CA
	Member	Sally Riker, F.SAME	sally.riker@loweengineers.com	Lowe Engineers	Atlanta, GA
	Member	Lisa Thoele, CPSM, APR, LEED AP	Lisa.Thoele@rsandh.com	Business Development & Marketing Manager, RS&H	Jacksonville, FL
	Member	Thad Tobaben	william.tobaben@kiewit.com	Business Development, Kiewit Engineering Group, Inc.	Omaha, NE
	Member	Lt Col Jonathon E Byrnes	jonathon.byrnes@us.af.mil	Instructor, Commander's School, Eaker Center	Maxwell AFB, AL
	Member	Anthony C. Funkhouser, PE	anthony.funkhouser@aecom.com	VP, Army Client Account Manager/AECOM	Williamsburg, VA
	National Vice-president	Cindy Lincicome, F.SAME	cindy@TLIconstruction.net	President, TLI Construction, Inc.	Denver, CO

Appendix A: Roster and Biographies

LD Programs				
Mentoring Advisory Group				
Mentoring Vice-chair	Amelia DaCruz, PET	AdaCruz@Geosyntec.com	Sr. Professional Toxicologist, Geosyntec Consultants	Virginia Beach, VA
LDP Mentoring POC	Susan Thames, F.SAME	susant@ttienv.com	Associate Director, TTI Environmental, Inc.	Moorestown, NJ
AOF Mentoring POC	Philiros Angelides, P.E., F.SAME, FACEC	angelidesp@gmail.com	Principal, The Angelides Group, LLC	Washington, DC
Post-level Mentoring	Gerald Morris, CDT, LEED AP BD&C, PMP, CCM	gmorris@polukaiservices.com	Director of Operations, Southeast Division, Polu Kai Services, LLC	Navarre, FL
YP Mentoring and Recognition POC	VACANT	-		
Agency Mentoring POC	Capt. Ashlee Ellis	ashlee.ellis.1@us.af.mil	Captain, USAF	Kuwait
One-on-One Mentoring Capacity Lead	Michelle Chambliss-Cain	michelle.chambliss-cain@faithgroupplc.com	BD Manager/Federal Market Lead, Faith Group	St. Louis, MO
Sustaining Member Mentoring POC	Thad Tobaben	william.tobaben@kiewit.com	Business Development, Kiewit Engineering Group, Inc.	Omaha, NE
Camp Mentoring POC	Shawn D. Moore, Col USAF (Ret), F.SAME	shawn.moore@woolpert.com	Program Director, Federal Market, Woolpert, Inc.	Dayton, OH
		-		
LDP Task Force				
National LDP Chair	LTC Michael R. Darrow, P.E., PMP, F.SAME, USA (Ret.)	Michael.r.darrow@usace.army.mil	Deputy District Engineer, Programs and Project Management, Norfolk District, US Army Corps of Engineers	Norfolk, VA
LDP Monthly Webinar Lead	James S. Blake II, CQM	James.Blake@ramboll.com	Engineer, Ramboll	East Norriton, PA
LDP Book Discussion POC	Angie Martinez, P.E.	angiemartinez@martinezconstruction.com	Vice President, Martinez Construction Services	Merritt Island, FL
LDP Mentor POC	Susan Thames, F.SAME	susant@ttienv.com	Associate Director, TTI Environmental, Inc.	Moorestown, NJ
LDP Projects Lead	Caroline Roberts	Caroline.Roberts@Jacobs.com	Department of Defense Client Account Manager, JACOBS	Bainbridge, WA
LDP Classroom Lead	Emily DeMarco	demarco941@comcast.net	VP of Creative Strategy and Innovation, Lead Your Way Solutions, LLC	Bethany Beach, DE
LDP Overall Curriculum Lead	Mike Darrow	Michael.r.darrow@usace.army.mil	Deputy District Engineer, Programs and Project Management, Norfolk District, US Army Corps of Engineers	Norfolk, VA
LDP Alumni POC	VACANT			

Chair



Caroline Roberts, GISP

Department of Defense Client Account Manager, JACOBS
Seattle, WA

Caroline.Roberts@Jacobs.com

Caroline is a Client Account Manager with JACOBS where she proudly serves various branches of the Department of Defense with global environmental, building, infrastructure, and advanced facility solutions and scientific research. Caroline has a Bachelor of Science in Geology and a Master of Science in Oceanography, both from North Carolina State University; as well as a GISP professional certification. She is actively involved in the Society of American Military Engineers (SAME) as a Director for the Seattle Post and an Appointed Director for the SAME National Board of Direction. She has served as chair for various SAME committees at the local and national levels. Currently, Caroline co-chairs the SAME National LDP with Mike Darrow and has harnessed her passion for leadership with the unique resources of the Society to deliver meaningful training, lessons learned, professional development, and inspiration to our members.

Vice-chair



CDR Roland de Guzman, P.E., CEM, USN (Ret.)

Senior Project Manager, MBP

Philadelphia, PA

rdeguzman@mbpce.com

Roland DeGuzman recently made the leap from a 25-year Navy career to the private sector to join MBP. He is a Senior Project Manager at MBP's Pennsylvania office where he manages a diverse portfolio of projects including a \$150M construction project at West Chester University in West Chester, PA as well as a 5-year Construction Management Services contract supporting Navy facilities projects in the western Pacific.

During Roland's Navy career, he served as the Public Works Officer (PWO) at three of the Navy's largest and most complex military installations. As PWO, he was singularly responsible for all facilities and infrastructure operations at Camp Lemonnier in Djibouti, Africa; Norfolk Naval Shipyard in Portsmouth, VA; and Naval Support Activity Mechanicsburg/ Philadelphia. Prior to these assignments, Roland served in Washington DC including a Department of Defense Legislative Fellowship program where he served on the personal staff of Senator Barbara Mikulski (MD). Afterwards he reported to the Navy Office of Legislative Affairs to work with the U.S. Congress as the Department of the Navy's primary Legislative Liaison for Shore Installation Management and Military Construction.

Roland grew up in Paramus, NJ and was commissioned in the Navy's Civil Engineer Corps in May 1994 when he graduated from the U.S. Naval Academy. He holds a Bachelor of Science degree in Systems Engineering and a Master of Engineering degree in Civil and Environmental Engineering from the University of California, Berkeley, CA.

Roland is a registered Professional Engineer in the state of Maryland and a Certified Energy Manager. In May 2016, he was awarded the Goethals Medal by the Society of American Military Engineers as Engineer of the Year.

Programs Vice-Chair



Zakary Payne

Associate, Matrix Design Group, Inc.
Colorado Springs, CO

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Zakary Payne is a member of the Government Consulting Services directorate currently supporting clients in the Commonwealth of Virginia, the States of Florida and Michigan, and the Office of the Secretary of Defense.

Zakary began his career in 2004 as a newly commissioned Civil Engineer Officer in the United States Air Force. His first and only Active Duty assignment was at McGuire AFB, NJ. Zakary separated from Active Duty in 2006 and transitioned to the Inactive Ready Reserves. He joined Toll Brothers, Inc. as an Assistant Land Development Manager responsible for overseeing planning, design and construction of all utilities, earthwork and transportation networks in multiple residential subdivision. In September 2007, Zakary moved to San Antonio, TX where he served as a Project Engineer with Pape-Dawson Engineers, Inc. While working for Pape-Dawson Engineers, Zakary earned his Professional Engineer license and served as the lead engineer on multiple residential and commercial projects, including Morgan’s Wonderland – the world’s first ultra-accessible theme park for special needs children. In 2010 Zakary returned to the Air Force as a civil servant at Randolph AFB where he served as the Engineering Flight Chief and Deputy Base Civil Engineer. Zakary left Randolph in 2013 to stand-up the Planning & Integration Directorate of the newly formed Air Force Civil Engineer Center (AFCEC). While in that position, Zakary was directly responsible for developing the risk-based scoring model used to prioritize facilities and infrastructure investments across the Air Force and he was the co-creator of the Centralized Tasking Order which is still in use today. Zakary departed AFCEC in 2017 and spent 12-months as the Deputy Base Civil Engineer at Misawa Air Base, Japan. He followed that assignment by serving as the Engineering Flight Chief at Schriever AFB, CO prior to joining Matrix.

Leader Development Program Chair



LTC Michael R. Darrow, P.E., PMP, F.SAME, USA (Ret.)

Deputy District Engineer
Programs and Project Management, Norfolk District
US Army Corps of Engineers
Norfolk, VA

Michael.r.darrow@usace.army.mil

As the Senior Civilian for the Norfolk District; Provides Program and Project Management, and Engineering and Construction Leadership. Executes oversight of the full range of the \$500M+ district program to ensure project delivery, on time, within budget, and in accordance with applicable regulations. Interfaces internally and externally to assure integrated district efforts to produce quality products. Provides overall continuity and leadership to ensure commitments to customers are met and program is executed using best business practices. Provides direct support to GWOT and National or Regional emergency missions. Provides guidance to the district commander in the execution of District programs and operations. Serves as the District’s Congressional Liaison.

Mike Darrow holds a Bachelor of Science degree in civil engineering from Clarkson University (1988) and a Master of Engineering in Environmental Engineering from Cornell University (1998). He served 22

years in the Army and his military education includes the Engineer Officer Basic and Advanced Courses, the Armor Officer Advanced Course, Scout Platoon Leader Course, the Army Command and General Staff College, and the Joint and Combined Warfighting School.

Post-Level LD Programs Vice Chair



Colonel Eric Wilbur, P.E., REM, USAF (Ret.)

President/CEO, Founder, Wilbur Consulting
San Antonio, TX
ewilbur@wilburconsulting.net

Eric is a professional engineer and management consultant with Wilbur Consulting providing professional advice and insight on engineering and construction challenges across the Architecture, Engineering, and Construction (AEC) industry. Eric served 26 years in the United States Air Force as a Civil Engineer capping off his service to our nation as the Vice Wing Commander at Lackland Air Force Base. Eric's public and private sector experience includes executing some of the largest capital improvement programs and construction projects in the world. Given his experience, he is currently listed on the General Services Administration National Register of Peer Professionals – Construction.

Eric holds a Bachelor of Science Degree in Construction Engineering from Iowa State University, Master of Science in Engineering Degree from Arizona State University, and a Master of Science in National Resource Strategy from National Defense University. Eric is a life member of SAME with 30+ years of service; he currently serves as the Texoma Region Deputy Regional Vice President; 2021 San Antonio Post Past President; and Vice Chair, Leader Development Community of Interest Post-Level Leader Development Programs.

Mentoring Vice Chair



Amelia DaCruz, PET

Sr. Environmental Professional, Geosyntec
Hampton Roads, VA
adacruz@geosyntec.com

Amelia DaCruz, Professional Environmental Toxicologist, leads Geosyntec's Business Development for the state and heads the Hampton Roads office, focusing on Coastal Resiliency and Energy. With over 30 years of relationships and diverse environmental technical and policy related experience, Amelia is actively engaged in collaborative efforts with federal, municipal and industry clients, working on some of the regions toughest issues. Amelia spent 12 years as a certified toxicologist where she designed, built, accredited and ran three research laboratories focused on toxicity evaluation and reduction. She is expert at CERCLA, RCRA and NPDES requirements, data analysis and watershed planning. Her experience includes marine and freshwater ecological assessments, biological inventories, sample and safety plan preparation for laboratories, facility operations and biomonitoring field work.

Education: BA-Biochemistry from Sweet Briar College (1983), BS-Marine Biology and MS-Environmental Science from Fairleigh Dickinson University (1985). She has earned 4 patents and routinely publishes

findings for innovation. An active SAME board member as VP of Education & Outreach and VP of Programs for Peninsula Post and Hampton Roads since 2007, she continues to hold key roles in developing regional and local conferences, workshops and unique programs for joint collaboration and engagement between Virginia's SAME registered professional and student posts. She is a 2012 recipient of SAME Professional of the Year and a 2014 recipient VA Governor's Award for Mentorship.

At-Large Members



Ilana Almquist

Marketing Coordinator, Coffman Engineers, Inc.
almquist@coffman.com

Ilana Almquist is a marketing coordinator for Coffman Engineers' Honolulu and Guam offices. As the marketing lead for Coffman's Pacific Team, Ilana strengthens relationships through interaction with her local community as well as through the professional societies with which she's engaged. As a remote employee living in Oklahoma, Ilana's work is fundamental to the interoperability of Coffman's Pacific Region, where she supports go-to-market strategies, facilitates company engagement with professional associations, and develops marketing information promoting the Coffman brand.



COL Matthew Altman

Commander, USAF
Newport, RI
matthew.altman@us.af.mil

Colonel Matthew R. Altman is the Commander of the 5th Civil Engineer Squadron "WarBulls", Minot Air Force Base, North Dakota. He leads 440 military and civilian Airmen providing engineering and emergency services expertise and support to the 5th Bomb Wing and the 91st Missile Wing. His responsibilities include maintenance, repair, design and construction activities supporting over \$5.2 billion worth of facilities and infrastructure systems.

Additionally, his squadron provides critical fire protection, readiness and emergency management, environmental compliance, and Explosive Ordnance Disposal (EOD) services to the installation's six thousand personnel.

Col Altman earned a Bachelor of Science degree in Civil Engineering and Master of Business Administration from the University of Notre Dame and was commissioned a second lieutenant through the Reserve Officer Training Corps. He entered active duty in May 2002 as a Civil Engineer officer and has been assigned to Patrick Air Force Base, Fla., Dover AFB, Del., Lajes Air Field, Azores, Portugal, Ramstein AB, Germany, the Pentagon, Washington, D.C., and Kunsan AB, Korea, before his current assignment at Minot. In total, Col Altman has almost 18 years of civil engineering and staff experience including three deployments to Southwest Asia in support of Operations IRAQI FREEDOM and ENDURING FREEDOM. Prior to his current position, Lt Col Altman was the Commander, 8th Civil Engineer Squadron, Kunsan AB, Republic of Korea.



Philios Angelides, P.E., F.SAME, FACEC

Principal, The Angelides Group

Washington, DC

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Bio not yet available.



James S. Blake II, CQM

Engineer, OBG

East Norriton, PA

James.Blake@obg.com

Mr. Blake is an environmental design engineer and has over 14 years of experience in the environmental consulting field. His technical expertise includes remedial design, remedial action, solid waste stabilization and solidification, process installation and operational commissioning, environmental compliance, and project document review. His business development experience includes Federal Government branding, targeting, sales, and project delivery. At OBG, he supports the Federal Market Sector Program by assisting with channel partner relationship development, company-wide targeting, and sales support. He works across all four OBG Brands as a small business advocate and liaison.



James Buckingham, P.E.

Civil Design Engineer, Kiewit Engineer Group, Inc.

Denver, CO

James.Buckingham@kiewit.com

James is a Civil Design Engineer with Kiewit Infrastructure Engineers (KIE) and is part of an interdisciplinary team that includes geotechnical engineers, roadway engineers, structural engineers, estimators, schedulers and construction experts tasked to perform engineering analysis, design, and estimates in support of design-build pursuits and ongoing projects. James has a Bachelor of Science in Civil Engineering from the United States Air Force Academy and is a registered Professional Engineer in Colorado. He served as an Active Duty Air Force Civil Engineering Office for 5 years and was stationed at Luke Air Force Base, AZ. During his time in the Air Force, he had the opportunity to lead a variety of engineering teams and went on 3 separate deployments to Jalalabad, Afghanistan, the United Arab Emirates, and Agadez, Niger. Currently, James is the Vice Chair of Mentoring and Recognition for the Young Professionals Community of Interest (COI) and is actively involved in the SAME Denver Metro Post.

Lt Col Jonathan E Byrnes

Instructor, Leader Development Course for Squadron Command (LDC),

Commander's School, Eaker Center

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Bio and photo not yet available.



Charlie Hart
General Services Administration
Dallas, TX
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Charlie Hart is the Southern Border Executive for the GSA Public Buildings Service. He integrates the Federal Government’s real estate interests with those of Mexico, Texas, New Mexico, local communities, and the Departments of State, Commerce, Homeland Security, Transportation, Health and Human Services, and Agriculture. He also serves as the Executive Sponsor of the Regional Interagency Sustainability Working Group.

Prior to GSA, Charlie served 30 years as an Army Combat Engineer, including service in Berlin, Korea, Haiti, Italy, Bosnia, and Iraq. Upon retirement as a Colonel, the Governor of Texas appointed him an Honorary Admiral in the Texas Navy.

He is a registered Civil Engineer, a Project Management Professional, and holds a Level III Federal Acquisition Certification in Project and Program Management. After graduating from West Point, he subsequently earned a Masters in Civil Engineering from Stanford University, an MBA from Golden Gate University, a Master of Military Arts and Sciences from the Command and General Staff College, and a Master of Strategic Studies from the Army War College.



Colonel C. Patrick Hogeboom IV, P.E., F.SAME
Military Liaison
Office of Local Defense Community Cooperation
Department of Defense
Arlington, VA
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Colonel Patrick Hogeboom joined the Office of Local Defense Community Cooperation (OLDCC) in July 2019 supporting DoD efforts to improve readiness and resiliency of military installations and defense communities across the county. Colonel Hogeboom has over 25 years of service to the U.S. Army in combat, construction, geospatial and training assignments. Prior to joining OEA, Colonel Hogeboom served as the Deputy Commander of the South Atlantic Division, U.S. Army Corps of Engineers (USACE). He has also served on the Army Staff as the Plans Officer for the Office of the Chief of Engineers, as Deputy Commander of the USACE Transatlantic Afghanistan District, Commander of the 1-361st Engineer Battalion, and as the Tunnel Detection Project Officer for Joint Task Force North. Colonel Hogeboom holds a Bachelor of Science in Civil Engineering from Virginia Tech, and a Master of Science in Environmental Engineering from Missouri S&T. Colonel Hogeboom is a Society of American Military Engineers Fellow, a Professional Engineer in the Commonwealth of Virginia, and a marathon runner.



Angie Martinez, P.E., F.SAME

Vice President, Martinez Construction Services
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Angie is currently Vice President of Martinez Construction Services, a small business specializing in General Contracting Services for the Federal Government. Angie has 22 years of experience in the federal design and construction industry, including four years as an active duty Navy officer in the Civil Engineer Corps. After her time in the Navy, Angie spent a few years working for a small environmental consulting firm, and then, after realizing she missed construction work, she moved on to work for a large government contractor. After about ten years, Angie transitioned to consulting, where she worked with companies to help develop their business development strategies for the federal market. In 2015, she joined her sister and brother-in-law to build Martinez Construction Services from a small 2-person design consulting firm to a \$20M/year contractor with 20 employees and 4 offices in 3 states. As Vice President Angie assists in business development across several Federal markets as well as managing human resources and administration for the company. Angie has a bachelor's degree in civil engineering from Auburn University. Angie is currently the secretary of the Space Coast Post of SAME, serves on the national board for the SAME Foundation, and will be taking over as RVP for the South Atlantic Region next year. She is a former member of the posts in Guam, Washington DC, and Northern Virginia.



SMSgt Philip McAlpin, Jr., Operations Flight Superintendent, 5th Civil Engineer Squadron
Missouri River Region: Minot Post
United States Army Sergeants Major Academy Fort Bliss, Texas
Philmacjr0605@gmail.com

Senior Master Sergeant Philip B. McAlpin Jr., served as the Operations Flight Superintendent for the 5th Civil Engineer Squadron "Warbulls" Minot Air Force Base, North Dakota. He was responsible for 298 enlisted and civilian personnel who perform vertical and horizontal construction on 5.5 billion dollars of infrastructure, 2.1 million square yards of pavement, and a 1,420-acre airfield that support dual-nuclear wings comprised of 28 B-52 aircraft and 150 intercontinental ballistic missiles spanning an 8,500 square-mile area of operations. Currently, he is a student at the United States Army Sergeants Major Academy at Fort Bliss, Texas.

Sergeant McAlpin was born in South Philadelphia, Pennsylvania and enlisted in the Air Force in August of 2001 after graduating from Ridley High School. After completion of Basic Military Training and Technical Training, his first duty station was Sheppard AFB, as a Pavements and Heavy Equipment Operator Apprentice. He has compiled a broad-range of operational experience throughout seven deployments and by serving in positions such as 554th RED HORSE Assault Assessments and Repair Operations (AARO) Team, 820th RED HORSE Airborne Flight NCOIC, Airborne Explosives Demolition Team Lead, Airborne and Ranger Training Brigade Instructor, Defense Battle Lab Technician, Heavy Repair Section Chief, and Heavy Repair Superintendent. Sergeant McAlpin has served overseas in Korea and Panama; and his deployments have supported wartime operations such as IRAQI FREEDOM, ENDURING FREEDOM, and most recently INHERENT RESOLVE at Kobani Landing Zone, Syria in 2018.

SMSgt McAlpin's major awards and accomplishments include the Bronze Star Medal, Meritorious Service Medal (1 OLC), Air Force Combat Action Medal, Air Force Commendation Medal (3 OLC), Army Commendation Medal (2 OLC). He is a graduate of the Airborne Jump Master, Pathfinder, Air Assault, and Contingency Airfield Pavement Evaluator courses. Additionally, he is a Distinguished Graduate and Commandant's award recipient from the Noncommissioned Officer Academy and a 2019 United States Air Force Twelve Outstanding Airmen of the Year.

He has been married to the former Joanna Brittingham of Newport News, Virginia for ten years. They have three boys Philip III (5), Owen Lee (3), and Mason (1). In his spare time he enjoys skydiving, scuba-diving, and creating opportunities to reach his and anyone under his charge to reach their full potential.



Victoria Mechtly

Business Development Aerospace & Defense, RS&H

Kansas City, MO

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Victoria Mechtly is an architecture, engineering and construction (A/E/C) marketing professional who specializes in client development, strategic messaging and imagery for business-critical marketing and communications efforts. For over five years, she has been working with her technical staff to create business development approaches and materials, and with principals to secure new clients and projects.

Ms. Mechtly holds a degree in business management, marketing, and sales, and brings a passion for helping others develop interpersonal skills. She works with engineers, project managers and marketing staff to improve communication, team collaboration and other soft skills that lead to successful careers.

Ms. Mechtly was the 2017 recipient of the SMPS Kansas City Chapter Marketer of the Year award. She currently serves as the Incoming Chairwomen for the National Young Member Council and is a Board Member for the Greater Kansas City Post for the Society of American Military Engineers (SAME). In her spare time, she works with Big Brother Big Sisters of Kansas City as a member of the Diversity Task Force to help bring awareness to the benefits of diversity within the workplace and helping kids who face adversity.



Shawn Moore, Col USAF (Ret)

Program Director, Woolpert, Inc.

Omaha, NE

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Shawn Moore is a Woolpert Program Director who leverages his extensive experience to develop and design innovative, quality, sustainable, and enduring facility and infrastructure solutions for mission success. He expertly leads the planning and design services for multiple and varied Air Force and US Army Corps of Engineers contracts and projects through the development of high-performance teams. Shawn has 27 years of experience working for the US Air Force (USAF) where he excelled in challenging HQ USAF Air Staff and Air Force Installation and Mission Support Center (AFIMSC) senior leadership positions, Major Command (MAJCOM) staff and numerous base-level positions.

Most recently with Woolpert, he has developed invaluable user requirements documentation to identify

AT/FP complaint solutions at multiple installations, and invaluable planning and design solutions for AFSOC and AFRC clients. Shawn has also been involved with the Air Force Life Cycle Management Center's Space Utilization Master Plan Project from its inception, where he has fostered organizational and spatial layout efficiencies and consolidation opportunities to best plan for the rapid and orderly growth of mission sets.

Shawn excels at strategic communication; scope development; contingency engineering; interpreting and solving user requirements; and fostering collaboration between multiple teams. He is a strategic, results-driven leader and detailed problem solver who is respected for his leadership and proven excellence in planning, programming and project management. His extensive experience working with the USAF, DoD and other federal agencies, has provided him with an executive-level understanding of the DoD and federal-state-local-international intergovernmental relations, which he applies to solving existing, emerging and projected Air Force facility and infrastructure issues. Shawn is currently pursuing a Project Management Professional (PMP) certification and is a Fellow and recent former Regional Vice President in the Society of American Military Engineers. He has also taught and mentored 400 students per year in his work as a Course Director and Instructor of Engineering Management for the Air Force Institute of Technology, and continues his important mentoring role and relationships to this day.



Gerald Morris, CDT, LEED AP BD&C, PMP, CCM

Director of Operations, Southeast Division, Polu Kai Services, LLC
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Gerald Morris, a Service-Disabled Veteran of the United States Navy, United States Army, and Florida National Guard, has over 16 years of experience in Federal Government Contracting including direct accountability in cost estimating, construction management, construction practices, procedures, testing, value engineering, scheduling, operations, and technical proposals. He has managed new construction and renovation projects ranging from \$10K-\$15M on DOD facilities worldwide and Emergency Response Contracts valued more than \$100M. His 16 years of Federal government experience has given him a thorough understanding of the federal marketplace. His background includes working across the design-build and design bid build construction field, environmental remediation and professional services contract supporting numerous federal agencies. Mr. Morris has been a member of SAME since 2007 holding positions at the Post Level including Vice-President, Board Member, Camp POC, JETS Planning Committee, and numerous volunteer activities as well as being the Past Engineering and Construction Camps Chair for SAME National. He holds a BA in Communications from the University of West Florida and an MBA in Project Management from Capella University. Mr. Morris has been an active volunteer in Boy Scouts of America and NJROTC with his four sons, three of which are currently on active duty. He has recently piloted a Post Level Mentor Program as well as is currently championing a new middle school STEM Camp at Hurlburt Field.



Michael Nosbisch, PSP
Manager, ClearPlan, LLC.
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Beginning his career as a program manager and instructor in the U.S. Marine Corps, Michael has since worked for several of the leading engineering, procurement, and construction (EPC) firms in the industry, to include URS Corporation, Jacobs Engineering, Kiewit, and Parsons Corporation. In 2009, he joined a leading management consulting firm, SM&A, and was responsible for their successful EVM Compliance and Consulting practice. From May of 2011 to March of 2015 he was Managing Principal, Western Region and EVM Practice Lead at Project Time & Cost (PT&C), after which he joined Hill International's Irvine (CA) office as a Vice President. In October of 2017, Michael went to work for Spire Consulting Group, an 8(a)-certified small business that specializes in project/construction management and claims avoidance/resolution. A Past President and Fellow of AACE International, he was recently the Chair of their Education Board, and is the Vice President for the Society of American Engineers (SAME) Orange County Post. Michael is also an adjunct professor at the University of Southern California teaching graduate level courses in estimating and scheduling. Education: Master of Engineering Management (MEM), The George Washington University; BA in Geology, University of Rochester (NY)

Sally Riker, F.SAME

Lowe Engineers

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Bio and photo not yet available.



Brig. Gen. Joseph Schroedel, P.E., F.SAME, USA (Ret.)

Executive Director, SAME

Alexandria, VA

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Brig. Gen. Joseph "Joe" Schroedel, P.E., F.SAME, USA (Ret.) became SAME Executive Director in August 2014. He joined SAME from Parsons Brinckerhoff, which he joined after a 34-year career with the U.S. Army. He also serves as an Adjunct Professor in the Graduate Construction Management Program at George Mason University.

As Executive Director Gen. Schroedel leads an organization comprising 105 Posts around the world and nearly 30,000 members, including uniform service members, civilians with the federal government as well as state and local agencies, academics, college students, and professionals from across the architecture, engineering and construction industry and related fields such as environmental remediation and facility asset management.



Susan Thames, F.SAME

Associate Director, TTI Environmental, Inc.
Moorestown, NJ
susant@ttienv.com

Susan has been an executive with TTI Environmental, Inc. for nearly 19 years. She is responsible for business development, marketing and operations for the firm. Susan’s specialty is identifying and maintaining business relationships with various clients. Ms. Thames researches and studies regulations encompassing environmental compliance in relation to tanks, asbestos, lead, mold, groundwater, soil and OSHA regulations. Ms. Thames seeks federal contract opportunities for federal agencies. She also manages relationships with large federal contractors including engineering, architectural and construction management firms. Ms. Thames is a very active SAME member. She served as New Jersey Post President 2013-2015. She is a mentor and founder of the Rowan University SAME Student Chapter. She also is member of the SAME Leadership Development Program Task Force and Foundation Board. Ms. Thames is also very active with the New Jersey Association of School Business Officials and served as Associate Business Members President 2017-2018. Ms. Thames is also the Director of Community Outreach for The Museum of Sports – Philadelphia. Education: B.A. in Broadcast Journalism, Lock Haven University (PA)



Thad Tobaben

Business Development, Kiewit Engineering Group, Inc.
Omaha, NE
William.Tobaben@Kiewit.com

Thad Tobaben is a business development professional specializing in client relationships, strategic partnerships, and organizational development. For the past eight years, he has worked in various roles in engineering recruitment and talent development. Thad currently serves as Kiewit’s business development representative in the Midwest, securing new clients for Kiewit’s infrastructure engineering projects.

Thad helps cultivate business partnerships with clients who are looking for an engineering and construction partner with a track record of delivering high quality results. Over the past 10 years, Kiewit has become the design-build partner of choice in the transportation market and is currently delivering value on hundreds of infrastructure projects across North America.

Thad served in the Nebraska National Guard for 6 years. He brings a passion for prospecting, team collaboration, and project management, all leading to the development of successful relationships.



Lisa Thoele, CPSM, APR, LEED AP

Defense Market Business Development and Marketing, RS&H
Jacksonville, FL
Lisa.Thoele@rsandh.com

Lisa Thoele, CPSM, APR, LEED AP leads RS&H, Inc.’s Defense Market Business Development and Marketing. She found her passion for operational strategy while working for the Jacksonville Jaguars NFL franchise and has continued to grow it over the past 12 years in the AEC industry. At RS&H, Lisa is responsible for strategic planning, teaming, as well as capture strategy development and proposal management.

Appendix A: Roster and Biographies

She is the SAME Young Member Community of Interest Immediate Past Chair and a member of the SAME 2025 Strategic Plan Task Force. A Texas native but Florida bred, she holds a Bachelor of Science in Business Administration with a Major in Finance, Cum Laude from the University of Florida, and a Master of Business Administration from the University of South Florida.



Society of American Military Engineers **Leader Development Community of Interest Charter** **(as of 5/26/2020)**

Mission. The mission of the SAME Leader Development Community of Interest (LD COI) is to develop, execute, and track leader development (LD) activities across the SAME enterprise in support of the 2025 SAME Strategic Plan – Securing America’s Future, Together. Specifically, the LD COI will lead efforts to enhance leadership development and cultivate the talent necessary to address the nation’s grand challenges ensuring the enduring stewardship of the A/E/C profession.

Membership. Membership in the LD COI is open to all members of SAME. Leadership for the COI shall be composed of the Leadership Team, as defined below. Positions may be added to or removed from the Leadership Team at the discretion of the COI Chair.

The community will be composed of LD POCs from each Post as identified on the Post Change of Officers Form filed with SAME National office annually. Any SAME member interested in leader development can also join the LD COI community.

Strategic Alignment

Goal 1: Strengthen Industry-Government Engagement

Lead efforts to foster communication and build relationships among military, public, academic, and professional organizations; further collaboration to identify issues and develop solutions in support of National security.

LDP provides a platform for industry and government members to grow professionally in a mutually supportive environment. Industry and government professionals interact under a common theme. The program also offers members of government and industry the opportunity to support the program as instructors and mentors.

Goal 2: Build and Sustain Resilient Communities

Lead efforts to prepare communities to absorb, recover, and adapt from natural and man-made threats, fortify our nation’s resolve directly where people work and live.

Leadership is key to decision-making. When faced with tough circumstances, a leader’s ability to respond to threats helps determine their resilience. LDP enhances that ability.

Goal 3. Develop Leaders for the Profession

Lead efforts to enhance leadership development and cultivate the talent necessary to address the nation’s grand challenges; ensure the enduring stewardship of the A/E/C profession.

Leader development is core to the Leader Development Program.

Goal 4: Enrich the STEM Pipeline for the Nation

Lead efforts to inspire, encourage, and enable youth to pursue STEM careers; help develop the technical capacity that our nation needs to remain globally competitive.

As a component of leader development, mentoring ensures knowledge, skills, and aptitudes are shared among the membership. Student members can especially benefit from mentoring to enhance their own leader development.

Goal 5. Prepare Servicemembers and Veterans for the A/E/C Industry

Lead efforts to fully integrate military and government members in the A/E/C industry; support training, credentialing, and networking initiatives that build, maintain, and translate skills to meet current and future needs.

LD provides a platform to leverage the leadership of servicemembers and veterans as well as enhance leadership development for them to address challenges in the A/E/C profession.

Organization. The COI will be guided by a Leadership Team lead by a Chair. The Chair will serve a two-year term beginning at the Spring LD COI Board Meeting. The recommended Leadership Team is composed of the positions described below.

Appointment of Chair and Vice Chairs. The Committee Chair will serve a two-year term with the option of a third-year contingent on the Society Vice-President for Committees and Councils' (VP for C&C) approval. The Chair may only serve one term.

At least six months prior to the Joint Engineers Training Conference (JETC) in the final year of the Chair's term, a Chair-Elect will be appointed by the Society VP for C&C based upon the recommendation of the current Chair. The Chair-Elect shall have served on the Leadership Team at least one year to be considered for Chair. In the event a Chair-Elect cannot be selected from the Leadership Team, the Chair shall work with the Society VP for C&C to appoint a Chair-Elect from the SAME Membership. At the time of appointment, the Chair-Elect will work with the Chair to ensure a smooth transition.

The Vice Chair positions on the Leadership Team are appointed for one-year terms by the incoming Chair, after consultation with the current Leadership Team, and based upon their desire to serve, the needs of the COI, and the individual's commitment to leader development. Vice Chairs may be invited to continue their position for subsequent years. The Chair will also have the flexibility to add or delete Vice Chair positions based on needs. There is no term limit for Vice Chairs.

Leadership Team Responsibilities. The following are the responsibilities of the Leadership Team members.

1. **Chair, LD COI.** Provides overall direction and governance of the COI by establishing goals and objectives annually that align with the Society's goals, objectives, and focus areas. Represents the COI as a voting member on the National Board of Direction. Fills Leadership Team positions as needed to accomplish the mission of the LD COI.
2. **Immediate Past Chair, LD COI.** Serves as an advisor to the Chair for continuity of information and ensures nothing is missed with the leadership transition. As agreed by the Chair and Immediate Past Chair, this person may take on some special initiatives/projects for the LD COI.
3. **Vice Chair, LD COI.** Provides overall support and assistance to the Chair, LD COI. Presides over COI events or acts on behalf of the COI Chair when the Chair is not available. Ideally, the Vice Chair should be someone interested in and able to take on the Chair role in the future.
4. **Chair, Leadership Development Program (LDP).** Provides overall direction and governance of the

SAME National LDP.

5. **Vice Chair, Post-Level LDP.** Provides overall direction and support of Post-Level LDP programs. Develops, implements, and evaluates a post-level LDP program for small and medium size posts that are not capable of implementing their own local LDP.
6. **Vice Chair, Mentoring.** Provides overall direction and support of mentoring programs and best practices across SAME. Coordinates the mentoring efforts of the Academy of Fellows, and Camps, Young Professionals, and other COIs. Coordinates a National award ad-hoc, selection committee for mentoring awards.
7. **Vice Chair, Marketing & Communications.** Coordinates with Leadership Team members to develop articles, news releases, social media posts, etc on LD happenings, initiatives, and opportunities. Capitalize on the SAME media opportunities such as *The Military Engineer* (TME), Bricks & Clicks Blog, Real TiME News, SAME.org and SAME pages on LinkedIn, Facebook and Twitter. Works with the Leadership Team to encourage participation, solicit post relevant material, and increase dialogue and networking on LD activities and initiatives. Ensures the LD COI portion of the SAME National website contains accurate and up-to-date information on the Leadership Team and the COI's current events.
8. **Vice Chair, Evaluation.** Works with the Leadership Team to develop metrics to measure the effectiveness of LD programs. Responsible for developing a system to track and evaluate best practices and lessons learned across the LD team. Disseminates best practices across the Society to facilitate LD programs at the National, Regional and Post level.
9. **Vice Chair, Conferences.** Coordinates with the SAME National staff and Chair, LDP to plan, advertise, and execute the LD Programs at the Joint Engineer Training Conference & Expo (JETC) and Small Business Conference (SBC).
10. **Vice Chair, Streamers.** Develops Streamer requirements for the Leadership and Mentoring Award for small, medium and large posts. Organizes an ad-hoc committee to evaluate post submissions for streamers.
11. **Secretary.** Schedules at least monthly COI meetings and sends a reminder to all Leadership Team members and liaisons. Prepares COI meeting highlights and allows for review from the COI members before finalizing. Provides finalized highlights to post on the website. Works with the Chair and SAME National office to maintain a roster of Post LD POCs. Assists COI officers with general administrative operations as needed.
12. **Assistant Vice Chairs.** Appointed, as needed, to assist respective Vice Chairs with performance of their responsibilities or fill in when the Vice Chairs are not available.

Liaisons. In addition to the Leadership Team, liaisons will be appointed, as needed, to facilitate communication and information flow between the COI and the other standing SAME Committees and COIs. Liaisons are expected to be active with their respective Committee or COI and proactively distribute information between that Committee or COI and the LD COI. Liaisons should provide updates during monthly COI meetings, or as needed, to ensure robust communication across the Society.

1. **Young Member COI Liaison—** Be the face of the leader development community to the Young Member COI. Conveys any requests/needs from the YMC to this community. Participates in both LD and YM calls. Determines opportunities for collaboration.

2. AOF Liaison— Be the face of the leader development community to the Academy of Fellows. Conveys any requests/needs from the AOF to this community. Participates in both LD and AOF calls. Determines opportunities for collaboration.
3. Enlisted COI Liaison— Be the face of the leader development community to the Enlisted COI. Conveys any requests/needs from the Enlisted COI to this community. Participates in both LD and Enlisted COI calls. Determines opportunities for collaboration
4. Credentialing COI Liaison-- Be the face of the leader development community to the Credentialing COI. Conveys any requests/needs from the Credentialing COI to this community. Participates in both LD and Credentialing COI calls. Determines opportunities for collaboration

LDP Program Roles. The following positions will report to the Chair, Leader Development Program:

1. LDP Curriculum Lead—Provides overall direction to the LD curriculum. Tracks and records participant involvement in each curriculum component. Issues curriculum status reports on their engagement regularly throughout the program.
2. LDP Monthly Webinar Lead—Coordinates a monthly calendar of instructors covering various curriculum topics.
3. LDP Book Discussion Lead—Coordinates monthly book discussions with external facilitators.
4. LDP Mentor Lead—Provides direction to LDP mentors on their role. Records mentor reports on the progress of each mentee throughout the program year.
5. LDP Project Lead—Provides direction on the projects identified and defined by LDP participants. Coordinates reporting of each project’s impact at the end of the project term.
6. LDP Google Classroom Lead—Provides direction on the use and utility of the online learning platform. Tracks LDP engagement on discussion topics and classroom assignments.
7. LDP Alumni POC—Provides guidance and direction to alumni of the LDP participants after their year is completed. Ideally, this position would be filled by an alum of the program.

Operating Guidelines

- The COI shall prepare an annual work plan to be submitted in accordance with the Society’s bylaws. The annual work plan may include, but not be limited to, facilitating LD programs across The Society, assisting Posts with promoting LD programs, working with other Committees and COIs in implementing LD programs, and ensuring LD programs are represented in SAME Regional and SAME National conferences. The work plan shall be reflective of the Society’s Strategic Plan.
- All communications to members will come from the SAME National office. The Marketing & Communications Vice Chair will coordinate the information gathered from the other Vice Chairs with the Chair and the Secretary to request SAME National send out to members on the COI’s behalf.
- The COI will conduct business via teleconferences and will have at least one in-person meeting each year at JETC and SBC. Other in-person meetings of the Leadership Team or COI shall be planned as determined feasible by the Leadership Team.
- The Leadership Team may meet as regularly and as often as needed to manage the business of the COI.

- The Chair and Secretary will reach out to the National COIs and see if they have a member to appoint as a Liaison to the LD COI. If not, the Chair can identify one for them.

Meeting Frequency. The Chair will schedule a weekly conference call with the Leadership Team to address the business of the community.

The Chair will schedule a monthly community-wide conference call to go over community objectives.

Face-to-face meetings occur at JETC and SBC.

Communication. Communications via telephone and email will be the primary mode for sharing information, issuing guidance, and obtaining updates on COI activities and programs.

Conference Call Details.

To join the meeting from a computer, tablet or smartphone:
<https://global.gotomeeting.com/join/497541189>

To dial in using a phone: United States (Toll Free): 1 877 309 2073
 United States: +1 (646) 749-3129
 Access Code: 497-541-189

Charter Approval and Amendments. The Charter may be initially approved or amended by the Vice-president for Committees and Councils assigned to this Community of Interest. The chair may undertake a review of the charter or consider amendments in coordination with the respective Vice-president for Committees and Councils.


Caroline Roberts, COI Chair

05/26/2020
(Please Sign and Date)


Neal T. Wright, National Vice-president


05/26/2020
(Please Sign & Date)


Appendix C: Program Calendar


Date	Pillar	Event	Topic	Speaker
August 2021	Communications	SAME National Post Leaders Workshop	N/A	N/A
August 2021	COI Programs	COI Webinar: <i>Overcoming Bias</i>		Nye Jones, WSP USA
September 16, 2021	COI Programs	COI Webinar	<i>Effective Communications</i>	Julie Erickson, Stell
10/21/21	COI Programs	COI Webinar	<i>Advancing Leadership as a Skill vs a Role</i>	Tracy Stewart Terry
11/18/21	LDP	SAME National Small Business Conference	LDP Class Meeting: Financial Acumen Panel Discussion	TBD
12/16/21	COI Programs	COI Webinar	12 Days of Christmas, SAME Foundation Edition	Various
2/10/22	COI Programs	SAME JETC: Abstract selection	N/A	N/A
Feb 2022	COI Programs	COI Webinar	TBD	TBD
April 2022	LDP	UPIC Presentations	Various	LDP Class of 2022
May 2022	LDP	SAME JETC	Graduation, LDP Classes of 2021 and 2022	
May 2022	COI Programs/ Communications	SAME JETC	In-person COI overview meeting: strategy, COI impact, succession planning, etc.	Mark Handley/ Joe Schroedel
May 2022	LDP	SAME JETC	Welcome aboard, LDP Class of 2023	
August 2022	COI Programs	COI Webinar	TBD	TBD
August 2022	Communications/ COI Programs	SAME National Post Leaders Workshop	TBD (pending leadership transition)	We might not get an opening to host a discussion at PLW
Oct/ Nov 2022	COI Programs	SBC	In-person COI meeting	TBD
December 2022	COI Programs	COI Webinar	Holiday-themed webinar	TBD


Appendix D: Annual Work Plan, 2021-2022


Thumbnails provided here for reference. Full workplan is available on SAME webpage

 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	The LD COI with positions and structure are outlined in the <i>Operating Manual</i> . We will continue to update and evolve our organization as needed by the COI and the Society.
What	The COI was officially voted into existence by the BOD at the 2020 VJETC. COI established an <i>Operating Manual</i> and will update this key planning document annually in conjunction with the annual work plan. It describes the COI's main organizational elements, key leadership, important tasks and milestones, and other policies/ procedures. This update will capture decisions made and new policies/ procedures instituted over the past year.
Who	The COI Chair will personally oversee this action, assisted by all members of the current COI. Some support required from National Office. Roland DeGuzman is Vice Chair of the LD COI.
When	<i>Operating Manual</i> will be updated by August 2021.
Where	This action is being executed in the current COI structure and anticipated to be completed by the end of June 2020.
Why	The COI's charter establishes core mission and vision of this group, but the <i>Operating Manual</i> provides important detailed descriptions of governance structures and standard procedures. It is a living document and an operational guide that is updated more frequently than the charter.
How – Resourcing	COI staff will update the <i>Operating Manual</i> .
How – Metrics	<i>LD COI Operating Manual</i> will be posted on the COI website upon completion.


 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	The COI will continue to execute the 2021-22 Leader Development Class with an increased focus on projects and their impact to the Foundation and the Society.
What	It is clear after 2 years of the program, the projects have provided for immediate impact to the Society. Outcomes and impact can be leveraged by the Foundation in fundraising efforts. National staff and other COIs have an opportunity to continue to refine their requirements to help focus project topics.
Who	LD TF Chair and conjunction with National (Eddie Gonzalez) and Foundation (Angie Martinez and Susan Thames) to refine project topics. Foundation to be allotted more opportunity to be involved in the projects (topics, progress) throughout the year.
When	July/Aug 2021: Initial collection of potential project topics to input into class guidance. (Foundation input received on any topics of interest to them) Sep 2021: LDP participants select and refine topics. Oct 2021: Final project list shared with Foundation and National Staff Apr 2021: Foundation members invited to listen to project out briefs. May-Jul 21: Impact page updated; Select LDP Projects briefed at JETC; Project Showcase LD COI session.
Where	Virtual - part of the LDP administration.
Why	To continue to highlight the impacts of the LD Program. Allow the Foundation to leverage tangible outcomes and results as examples of how donor funds will provide and ROI and link to the compelling vision of the Foundation to foster engineering leadership for the nation
How – Resourcing	No additional funds required.
How - Metrics	1. LD TF will measure success by inclusion of completed projects/impacts in Foundation fundraising materials. 2. Goal of 3 projects implemented, providing direct impact, or improvement in overall operations at National or within a COI.


 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	The COI will expand recruiting and outreach efforts to increase COI membership and integration with Leader Development and Mentoring (LD&M) initiatives at Posts worldwide.
What	Research who is involved in LD&M at posts and what initiatives they are currently engaged in or would like to accomplish. Assist individual posts by providing tools and support to scale LD&M programs to fit the context of each post uniquely. Encourage each Post to designate a LD&M lead (e.g., LD&M Director on the Board) to interface with the COI on LD&M initiatives.
Who	Eric Wilbur, Post-Level Leader Development Vice-Chair; Amelia DaCruz, Mentoring Vice-Chair; Charlie Hart, Streamers Vice-Chair; and other Leader Development COI committee members as required.
When	Start to reach out to post LD&M leads in the 4 th quarter of 2021. Establish baseline information on Post-level LD&M initiatives in the 1 st Quarter 2022. Initiate 6 new LD&M post-level programs by the 3 rd Quarter 2022.
Where	While this initiative resides with the LD COI, it is really a shared responsibility from the Posts to RVPs to National. Most actions can be done electronically or virtually, including research and outreach. Use existing outreach avenues to engage posts on LD&M initiatives (e.g., Post President’s Call, RVP calls, COI Monthly Meetings, Post Leader’s Workshop, JETC, e-mails, social media, etc.).
Why	Leader Development (Goal 3 under the 2025 Strategic Plan) and Mentoring (LD&M) are strategic initiatives for the Society.


 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	The COI will create an SOP Operating Manual for the LDP Program.
What	Develop a Continuity Book/SOP for the Leader Development Program to capture all the key processes and timelines to facilitate long term continuity and ease of transfer of leadership of the program in the future.
Who	Tony Funkhouser has volunteered to take the lead on pulling the pieces together. All on the TF will contribute text for their components (Curriculum, Classroom, Mentors, UPIC, Assessment, Books, etc.)
When	Table of Contents and Framework NLT 15 Sep. Final product in place NLT May 2022
Where	Virtual. Will track status and requirements at weekly calls.
Why	Members of the Task Force all have relevant documents to ensure their focus areas are effectively executed, but there is no single combined document for long term continuity. The LD Program needs a smart book to support and aid in long term succession planning/program execution.
How – Resourcing	Will be done by all members of the TF, with Tony Funkhouser the lead producing the final document.
How - Metrics	1. Continuity Book Complete NLT May 2022 and used to run all actions for LDP Class #4.


 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	The COI will develop an assessment method to show value and results of the program
What	Sub-committee of the COI will continue to evaluate the overall effectiveness of the program with the intent of providing the membership, SAME Foundation and other stakeholders with a return on their investment while meeting the strategic goal to “Develop Leaders for the Profession”
Who	COL Patrick Hogeboom, F.SAME, will serve as the lead for this action.
When	June 2021: Evaluation survey results captured and presented at 2020-2021 graduation June 2021: Introductory survey to 2021-2022 class to capture demographic info and assess conditions July 2021: Gather info from initial class 2020-2021 one year post-graduation to assess long term benefits Quarterly: Refine talking points, briefings, and the LDP impact page
Where	This is a COI action. Results are posted on LDP impact page and analysis is provided as required.
Why	To provide the SAME Foundation with information on ROI to enhance donation efforts. COI uses the data for continual process and program improvement.
How – Resourcing	This action is underway with support from the National Office (COI LNO).
How – Metrics	COI will analyze and evaluate and share with SAME National Office and the SAME Foundation


 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	The COI will update the SAME Leader Development Toolkit: A Resource for Developing a Leader Development Program so Posts and Regions have an easily accessible and usable resource to developing a Leader Development Program (LDP) locally or regionally.
What	Update the current Leader Development Toolkit: A Resource for Developing a Leader Development Program. The current toolkit includes the following components: Self-Assessment; Curriculum with Recommended Books & Videos; Classroom Discussion Structure; Speaker Ideas with Available Speakers; Utilization Project Concept; Mentor Resources; Frequently Asked Questions; and POCs for specific questions and assistance.
Who	Eric Wilbur, Post-Level Leader Development Vice-Chair and other Leader Development COI committee members as required.
When	Update the Toolkit in the 3 rd Quarter of 2021; publish in the 4 th Quarter of 2021. Promote Toolkit throughout 2022 through outreach.
Where	Toolkit to be posted on the LDP website. Outreach avenues include COI Monthly Calls, JETC, Post Leader’s Workshop, Post President’s Call, RVP Calls, e-mails, social media, etc.
Why	Leader Development is Goal 3 under the SAME 2025 Strategic Plan so is a strategic initiative that must go beyond the current SAME National LDP Program. The Society needs posts and regions to develop Leader Development Programs at the Post and Regional levels to achieve greater success for Goal 3.
How – Resourcing	This action is currently underway through the COI and with support from the National Office.


 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	The COI will update the SAME Mentoring Toolkit: A Resource for mentoring materials so Posts and Regions have an easily accessible and usable resource to developing a Mentoring Program locally or regionally.
What	Update the current Mentoring Toolkit: A Resource for Developing a Mentoring Program. The current toolkit includes mentoring opportunities across the Society, identification and contact info for the Mentoring Advisory Group, tips, guidance, and collaboration for all mentoring activities (camps, AOF, LDP, etc).
Who	Amelia daCruz is lead for consolidating this information for the COI. She is working with Susan Thames (LDP), Philios Angelides (AOF), Gerald Morris (Post), James Buckingham(YM), Shawn Moore (Camps).
When	Ongoing. We have published the Mentoring Guide and webpage for collaboration and centralized location of mentoring activities across the Society.
Where	Items posted on the LD COI website with a link to mentoring.
Why	We need a coordinated approach to ensure we're capturing all of the pieces of mentoring within the Society and a consolidation of resources to share across the Society.
How – Resourcing	This action is underway, continuously revised, with support from the National Office.
How - Metrics	Success: Coordination is happening across the Society, generation of a SAME Mentoring Connection

 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	Communications/Collaboration
What	We will focus on improving communications and collaboration across the COI for 2021-2022. We will build a communications plan to help us engage internally within the COI and externally with the rest of the Society and other public and private entities.
Who	Angie Martinez is the LD COI's Communications Director. She is working with recent LDP graduates to spearhead this improved communications plan. The plan will identify key leaders and communicators to carry specific messages.
When	Immediately: we are building this communications plan with the intent of starting more aggressive engagement over the summer of 2021.
Where	A wide array of communications products across multiple media including the SAME website, The Military Engineer , social media, and other communications platforms.
Why	We need a coordinated approach to ensure we are engaging every corner of the Society and appropriate external stakeholders.
How – Resourcing	This action is underway, continuously revised, with support from the National Office.
How - Metrics	Success: Coordination is happening across the Society. Increasing numbers of communications products

 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	Monthly Programs
What	A Sub-committee of the COI is established to focus on building a coordinated and integrated program of leader development content that adds value to COI members (e.g. webinars, meetings, etc.).
Who	Zakary Payne leads the Programming effort for LD COI. He is supported by other members of the LD COI Executive Committee
When	Annual schedule. We are developing a monthly schedule of webinars and other LD programs.
Where	Monthly webinars will be presented virtually via SAME's GoToMeeting account and other virtual communications platforms as appropriate.
Why	We need a coordinated approach to ensure we are building a comprehensive program that does not conflict or duplicate other content (e.g. the monthly LDP webinars, JETC presentations, etc.).
How – Resourcing	All webinar presenters are volunteers and we will use the existing SAME GoToMeeting webinar platform.
How - Metrics	Success: A coordinated and published schedule of webinars and other content that shows the program for the next 3-6 months.

 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	Streamers
What	Assist the SAME national leadership in evaluating Post-level streamer submissions, particularly the submissions relating to the 2025 Strategic Plan Goal 3 (Develop Leaders for the Profession), and Goal 4 (Enrich the STEM Pipeline for the Nation). Establish expectations for post-level LD activities.
Who	Charlie Hart is lead for this effort within the COI, working in close collaboration with Jill Murphy, Membership and Post Operations Senior Manager. He relies on input from posts with mature LD programs and works with Eric Wilbur (Post level Leader Development) in establishing expectations for post level LD activities.
When	3 rd & 4 th Quarter 2021- Evaluate post-level streamer submissions. 1 st Quarter 2022- Identify best practices at the post level. 2 nd Quarter 2021- Share with SAME RVPs and Post Presidents. 3 rd Quarter 2022 – Evaluate post-level streamer submissions. 4 th Quarter 2022- Update the streamer standards, if required.
Where	Post-level best practices to be posted on the LD COI website.
Why	Streamers present an opportunity to encourage posts and members to pursue activities that achieve the 2025 Strategic Plan Goals.
How – Resourcing	Review the 2021 Post Streamer submissions under the 2025 SAME Strategic Plan Goal 3 – Develop Leaders for the Profession (All Objectives); Goal 4 Enrich the STEM Pipeline for the Nation; Assist SAME

 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	The COI will expand recruiting efforts to increase membership and integration with the Posts.
What	Research what/who is involved in LD at the Post level. Brainstorm scalability of potential programs with Posts (not prescriptive but provide some structure & support). Encourage each Post to designate a Leader and/or Mentoring lead (Post Board position?).
Who	COI Effort.
When	1 Oct 2020: Announcement Opens; Dec 20 Applications Close; 13 Jan – RVPs submit selections to National; Feb 2021: Primary and Alternate candidates notified. May 21: Class #3 starts
Where	This is a shared responsibility from Post to RVPs to National. All actions can be done virtually, including interview process that RVPs may put in place.
Why	Process was tweaked slight from last year to provide more time for certain actions as well as to ensure all candidates were referred to National.
How – Resourcing	This will require assistance from National Office – assembling packets, tracking applicants, facilitating the preparation of the selection letters. COI will try to recruit the 2019 and 2020 LDP class to assist with year 3.
How - Metrics	18 Primaries selected – one for each region and the International Committee. Personal touch to all non-

 <i>Leader Development COI Annual Work Plan 2021-2022</i>	
Leader Development	The COI will refine development of a toolbox of products that can be used at Posts/Regional LDP programs.
What	A Sub-committee of the COI is established to focus on support to Posts and Regions via establishment of a toolkit of materials that can be used for their LDP Programs or Leadership focused events. Team is already building this as monthly speaker sessions are being recorded and Post programs are identified.
Who	Eric Wilbur is lead for consolidating this information. He has produced a version of this Toolkit and is currently refining it to version 3.0. It includes Utilization Projects, Mentors structure, Recommended Books, Videos, Speakers, Self-Assessment Feedback, and POC's.
When	Immediately: Sessions, Book List and supporting discussion questions will be uploaded. May 2020: Sub-committee established that builds a more comprehensive suite of items + additional items are posted for post use.
Where	Items to be posted on the LDP website
Why	As the current National LDP Program is limited in ability to support 18 students per year, the Society needs additional tools and focus at the Post and Regional levels to support a greater number of members.
How – Resourcing	This action is underway, continuously revised, with support from the National Office.

Appendix E: Communications & Marketing

Communications and Marketing for the LD COI involve four branches: (1) Services provided from the COI, (2) the LDP, (3) Volunteers, and the (4) SAME Foundation. The LD COI recognizes that communications and marketing are important to help Society members and external stakeholders learn about how LD COI supports SAME's strategic plan.

- (1) COI Activities— There are ongoing COI operations whose very nature are important communication and marketing efforts. These are areas in which the COI itself will take responsibility and tie into the Operations of the COI discussed earlier in this Operating Manual.
 - JETC: Provide input on the Leadership track at JETC to JETC Programs Committee. Input can involve initial planning on what the track should include and potential speakers/topics.
 - Streamers: Provide committees to review Leadership Streamer submissions. SAME National office will reach out to the LD COI to review Post streamer packages for the Leadership Streamer.
 - Awards: Provide input on individual awards (National, Regional, and Post level) involving Leadership and Leader Development. Provide guidance on criteria to meet for awards as well as reviewing applications.
 - Post-Level Toolkits: Provide resources for the "Post toolkit" for Leader Development at the Post level. This represents valuable engagement with the very Posts who are most interested in leader development.
 - Outreach to Individual Members: Programs and Webinars from the LD COI available to SAME members will be valuable engagements to help s
 - Publications: Leader Development "Spotlight" in Real TiME and TME. A monthly or quarterly spotlight to highlight an accomplishment of the LD COI or a future opportunity coming from the COI.

- (2) The SAME Leader Development Program (LDP) Task Force— As the flagship program for the LD COI, the COI will provide Task Force Volunteers to manage the LDP. As discussed in the Operations section of the LD COI Operating Manual this will include volunteers to lead: Curriculum, Books, Webinars, Mentorship, and Evaluation. Additionally, the COI will manage:
 - Selection of LDP candidates
 - Communication for "Meet the Class" at JETC
 - Showcase of LDP Projects (website, Real TiME, TME, and briefings at JETC)
 - Communications for LDP Graduation
 - Follow up with LDP graduates (in the LD COI itself, or other leadership roles they may take at Post, Regional and National levels)

- (3) Volunteers – Volunteers are needed across all parts of the COI, including within in COI itself (Steering Committee and Members), the LDP, and Mentors. The COI will play a major role in recruiting volunteers and recognizing volunteers.
 - Recruiting – through COI meetings, email list, "Spotlights", guest speaker for RVP call, tracks at JETC, from LDP Graduates
 - Recognition – Annual recognition for the LDP Task Force and Mentors at LDP Graduation

Appendix E: Communications & Marketing

- Thank-you messages to LDP monthly webinar leaders and book leads
 - Celebrations – “Happy Hour” at JETC for LD COI
- (4) SAME Foundation – Since the SAME Foundation funds the flagship LDP Program, the LD COI (via the LDP Task Force) will provide updates to the Foundation at their board meetings. These updates will include at a minimum:
- Budget
 - Success stories
 - Opportunities for meeting/pictures with LDP Participants and Foundation Board Members
 - The Foundation may choose to use this information for thank-you’s from existing donors and/or in fundraising efforts.