Culture Matters: Is Yours ‘CYA’ or ‘Embrace the Problem’?

It’s often been said that you can tell a lot about a person by how they handle adversity. In my experience, this is also true of A/E/C and environmental consulting firms. The strongest firms out there are those who are not only prepared to respond when things go wrong, but welcome and create the opportunity.

After years of seeing this play out, I know one the best things that you as a leader can do for your firm is to instill a culture of viewing problems as opportunities. In this article, I share two examples of how it’s done.

Perils of the CYA culture

Should a problem—such as a project going south—really be embraced?

In some firms, the mindset is that no news is good news, or what we don’t know won’t hurt us. Firms like this embrace what I call the “CYA Culture.” Here are a few indicators that this could be happening:

- PMs and senior leaders do conduct client surveys and interviews, but they stack the deck with clients that they know will provide glowing feedback.
- Project snafus are swept under the rug, or discussed in a flurry of reply-all emails that diffuse responsibility and accountability.
- The firm culture penalizes those who have documented problems on a project or an unhappy client, so you don’t always hear about them.
- Offices and P&L centers are pitted against one another instead of allocating the best technical resources for a client, no matter where they’re located.

When you sweep problems under the rug (or worse, try to evade responsibility for them), you eventually lose credibility, clients and money.

But when there is a genuine desire to know what your clients, partners and prospective clients are thinking, even when you might not hear what you want to hear, the outcome can be very different.

A tale of two clients

Consider the experience of a large engineering and environmental consulting firm that was unsuspectingly on the verge of being fired at the time I conducted an independent third-party assessment with their Fortune 500 client. The interview revealed that this client was unhappy with their performance and the perceived value for the cost on a long-term project.

Senior management and the project team reviewed the bad news and met with the client right away to understand where expectations were not met. Working together, they made changes to correct performance deficiencies. Not only did the firm not get fired, they won an additional $5 million in work and the client’s value rating jumped from 5 out of 10 to 9.5 in a follow-up interview one year later.

In another case, I conducted a client satisfaction interview on behalf of an ENR 100 firm with one of their key clients, a client the firm was about to target with $75K of business development initiatives. The interview did not go as expected.

Again, the client was unhappy with the quality of services provided and value imparted. It was clear that this organization would not be hiring the firm again, and had already hired another consultant.

What did my client do? The feedback was immediately shared with the CEO and the project team. Then, the CEO contacted the client personally to discuss their feedback. After that discussion, the firm decided to refund their full fee.

What happened? Their client was won over by such a powerful response to negative feedback. It renewed their trust in the firm’s desire to fix and not
President’s Message
Natalie Newman

It’s the end of the year and I’m sitting here feeling a little retrospective. I’m always amazed when December comes around and think how the year went by so fast, and it leaves me asking a lot of questions. Did I do my best in 2015? Did I fulfill all my New Year’s Resolutions, and come to think of it, what were my New Year’s Resolutions? And while evaluating, I proudly realize I stuck to a few of my resolutions and will carry over a few others into 2016.

The other day I was feeling a little nostalgic too and went through my Facebook photos and posts from the whole year. It was like reading my diary full of cherished moments spent with loved ones, and shared profound posts or significant worldviews that had a lot of meaning to me. Looking back on this year, I saw that I learned and I taught. I tried and succeeded, and I failed too. I participated and observed. I laughed, I cried. I forgave, I forgot.

What do you do in December? Do you get caught up in the holiday frenzy and then feel a little anticlimactic in January? Or are you like me and find this a time of reflection? I think looking back on these bittersweet memories of what I’ve done and where I’ve been over the past year (or years), gives me an understanding of who I am now. And knowing this I can move forward into the New Year with a sense of contentment. I look forward to writing out my new gratitude list and setting my intentions for the year to come.

Looking back on SDA this past year, I reflect on where we were, where we are and where we’re going . . . and I am grateful for your support.

Happy Holidays, Merry Christmas, Joyeux Noel, Bon Natale, Feliz Navidad, Mele Kalikimaka, Nollaig Shona Dhuit, and Frohe Weihnachten, Blithe Yule, Geseënde Kersfees, and God Jul.

YOU! Make a Difference

Financial Term of the Day
Goldilocks Economy

An economy that is not so hot that it causes inflation, and not so cold that it causes a recession. There are no exact markers of a Goldilocks economy, but it is characterized by a low unemployment rate, increasing asset prices (stocks, real estate, etc.), low interest rates, brisk but steady GDP growth and low inflation.

While business cycles vary in intensity and duration, the U.S. economy typically goes through five phases as part of the business cycle: growth/expansion, peak, recession/contraction, trough and recovery. A Goldilocks economy may occur during the recovery and/or growth phases. The U.S. economy of the mid- to late-1990s was considered a Goldilocks economy because it was “not too hot, not too cold, but just right.” This term has also been used to describe the economy as it recovered from the tech bubble burst in 2003–2004 and as it expanded in 2013 after the housing bubble burst in 2008. Because we have business cycles, a Goldilocks economy should be considered a temporary state.

Read more: Goldilocks Economy Definition | Investopedia hhttp://www.investopedia.com/terms/g/goldilockseconomy.asp#ixzz3uRrzZB00
Culture Matters (Cont. from pg. 1)
repeat its mistakes. It also netted the firm an introduction to potential opportunities in other parts of the organization.

Going from bad to good
What does this look like on a day-to-day basis? How can you instill a culture that makes the most out of a bad situation?

- Be willing to initiate and reward having difficult conversations, so that you can address problems before it’s too late. Train your senior leaders and project leaders to do this effectively.
- Establish a regular system for gathering feedback from your clients, prospects and partners (and not just the ones who love you). For example:
  - Loss (and win) debriefs to improve future chances of winning
  - Client and prospective client perception studies
  - Ongoing project performance measurement
  - Consider using an experienced and independent third-party researcher to ensure that client interviews are more probing, more revealing and more comfortable for the client to speak their mind.
- Make your client’s perception your new reality. The fastest and most effective way to change how an unhappy client sees your firm is to identify and correct the problem. It’s futile to argue with someone’s perception. They’re entitled to that based on their experiences. How you respond is what matters.
- In addition to solving immediate concerns, analyze the client data you have collectively to look for trends or systemic issues that may be impacting your firm’s performance.
- Share success stories of turning around a challenging situation for professional development and learn-

401(k) Plans and Missing Employees

At times, employers can find it impossible to contact retirement plan participants who remain part of the plan but no longer work for the employer.

Plan fiduciaries are required to take reasonable measures to locate missing participants in qualified plans. What is considered “reasonable” depends on the facts and circumstances of the situation. Locating missing participants is especially important because it helps to ensure that they and their beneficiaries actually receive the plan benefits they are entitled to.

Previously, many plan fiduciaries would rely on the letter-forwarding program of either the Internal Revenue Service (IRS) or the Social Security Administration (SSA) for purposes of trying to locate missing participants. Both of those programs have been discontinued, so there has been some uncertainty as to how plan fiduciaries should proceed. The Department of Labor (DOL) has come out with guidance recently.

The DOL indicates that, because search measures such as online Internet resources have become relatively inexpensive in recent years, undertaking a search typically makes sense.

At a minimum, the DOL believes that the following methods should be attempted, or sources contacted, before determining that a participant cannot be found:

1. Certified Mail
2. Social Media
3. Plan and employer records like employer’s group health plan information can provide an address.
4. Free electronic search tools such as BeenVerified.com can provide physical addresses, email, phone numbers, and known relatives. These are $25-$30 for a month and provide the best chance at finding the individual. It’s

(Continued on page 9)
# 2016 Business Calendar

## JAN
- 01: New Year’s Day
- 18: Martin Luther King, Jr. Day
- 31: Form W-2 and 1099 Due to Payees
- 31: ACA Forms 1095C Due to Employees
- 31: 4th Qtr 941 due
- 31: 940 report due

## FEB
- 1: Black History Month
  - OSHA 300-A Posting Period Begins
- 15: Presidents Day
- 21-27: National Engineers Week
- 29: W-2/3, 1099/1096, ACA 1094/1095C Forms Due to Fed Govt (paper)

## MAR
- 04: Women’s History Month
  - Employee Appreciation Day
- 13: Daylight Saving Time Begins
- 15: Corporate Tax (Calendar Year) Returns Due
- 31: End of 1st Qtr
- 31: OSHA 300-A Posting Period Ends
- 31: W-2/3, 1099/1096, ACA 1094/1095 Forms Due to Fed Govt (electronic)

## APR
- 7-13: Stress Management Month
  - National Architecture Week
- 15: Individual Tax Returns Due
- 24: Administrative Professionals Day
- 28: Take our daughters & sons to work day
- 29: 1st Qtr 941 due
- 29: 1st Qtr 940 payment due

## MAY
- 18-21: Remember tips for summer hires
  - Remember Hurricane Preparedness
  - AIA Convention, Philadelphia
- 30: Memorial Day

## JUN
- 30: Remember Relaxed Dress & Leave Policies & Notices
  - End of 2nd Qtr

## JUL
- 04: Independence Day
- 31: 2nd Qtr 941 due
- 31: 2nd Qtr 940 payment due
- 31: 5500 Return due (Calendar Year plans) (7 mos. after plan year end for all plans)

## AUG
- 01-7: Family Fun Month
  - National Simplify your Life Week
- 05: Hispanic Heritage Month
  - Labor Day
- 15: Corporate Tax (Calendar Year) Ret Due (w/ extension)
- 30: EEO-1 Due (over 100 employees)
- 30: VETS 4212 Due (federal employers)
- 30: End of 3rd Qtr

## SEP
- 05: Columbus Day
- 10: Individual Tax Ret (w/extension) Due
- 15: 5500 Return due (Calendar Year plans) w/extension
- 17: National Boss Day
- 31: 3rd Qtr 941 due
- 31: 3rd Qtr 940 payment due

## OCT
- 06: Daylight Saving Time Ends
- 11: Veterans Day
- 24: Thanksgiving

## NOV
- 24: Remember inclement weather pay issues
- 25: Hanukkah starts
- 31: Christmas

## DEC
- 31: End of 4th Qtr

Also, remember to plug in: Annual notifications such as annual SPD (Summary Plan Description) notice for 401(k) and cafeteria plans, QDIA 401(k) notice, and healthcare credible coverage notice. Make sure employee law posters are up-to-date.
10 Financial Habits that Will Lead to Bankruptcy

Investopedia personal finance articles are always spot-on with some member of your organization—either the young professionals, someone you know who has been in financial problems, or just general knowledge to post on the bulletin board. Share.

No Emergency Fund

Everyone should have at least a few months' worth of living expenses in an easily accessible, highly liquid account. With no emergency fund, a person faced with unexpected expenses may be forced to sell long-term investments such as a mutual fund that is currently down. Instead of waiting for the fund to rebound, the person is forced to sell at the absolutely worst possible time and eat the loss. Worse, if there are no such assets, the only option may be personal loans with exorbitant interest rates.

Carrying Credit Card Debt

Minimum monthly payments on most cards are so low, they barely cover the interest and fees accrued. This is deliberate. The low minimum payments ensure the debt stays virtually intact year after year, earning the credit card company profit as long as possible.

Too Many Credit Cards

Having one or two credit cards is all but necessary to function in modern society, but four or more cards is trouble. Too many open lines of credit hurt your credit score, as it means you could theoretically rack up huge debt at the snap of your fingers. Multiple cards, especially with different due dates, make it much easier to miss a payment and get hit with penalty fees. Every credit card is a potential gold mine for an identity thief. Multiple cards are harder to keep an eye on when suspicious charges start to appear.

Failing to Comparison Shop

Habit and convenience make many miss out on better deals. Use the Internet to research all major purchases, from cars and washers to insurance and cable TV providers. This helps avoid wasting money on disappointing products that end up breaking or being replaced because they do not meet your needs. Many online merchants offer considerably lower prices coupled with free shipping; do not forget to check for rebate coupon codes before finalizing your purchase.

Ignoring Credit Scores

Credit scores play an increasingly large role in the kind of deals customers are offered. A lower score means higher interest rates when buying a new car or refinancing a mortgage. Car insurance and life insurance may be negatively affected by bad scores, as insurers believe irresponsible financial habits translate to reckless living. At the very least, make use of the annual free credit report to spot and correct any erroneous entries.

Borrowing to Spend

Borrowing money to buy a house or pay for continuing education is perfectly acceptable. This is money wisely invested for your needs and your future. Borrowing money to treat yourself to a spa weekend or a vacation cruise is not.

Letting Bills Stack Up

One of the most hazardous things a person can do is put all bills in a pile of unopened envelopes. If one of the bills has a due date in the middle of the month, there is already a late fee on the account by the time the envelope is opened at the end of the month. There is also a risk the letter from the credit card company is something more urgent than a bill, such as a security alert about suspicious online purchases made in Bulgaria with your card.

Frivolous Everyday Purchases

Small habits such as grabbing a drive-through coffee on the way to work and getting an overpriced protein shake on the way out of the gym stack up in a hurry if done every day.

Overpaying for Unnecessary Features

Researching the fine print of insurance coverage, phone service, car rentals and the like is not fun, and it is easy to just go with the all-inclusive option to make sure you get what you need. But add up overpaying for everything from unused cell phone data to unnecessary insurance extras already included in the factory warranty over the course of a year and it becomes real money in a hurry.

Using Payday Loans

Setting foot in a payday loan office should be considered a red warning light blinking fiercely. These companies prey on unsophisticated customers to gain maximum profit. All their services, from loans to check cashing, come with steep fees and interest rates.

Read more: 10 Financial Habits That Will Lead to Bankruptcy http://www.investopedia.com/articles/personal-finance/111715/10-financial-habits-will-lead-bankruptcy.asp#ixzz3u7ghx7Uw
The In-Betweens

Why is planning so important? It helps us ensure that we remain relevant, manage our mission and work toward enhancing our members overall experience within SDA.

Our members are the lifeblood of our organization. When it comes to member retention and growth, the truth is that it is the ‘in-betweens’ that matter most. Specifically, I am talking about the time between when a member joins to when a member renews. This is the time when our passion drives us, when we connect, and relationships grow. This is when we help lift each other up and when our vision becomes a reality.

How do we stay connected; how do we buy out the time to make that phone call, attend that meeting, or help schedule and/or develop another quality program? With you, me, all of us, where does all this start? We all know there is not one method that works for every situation. All chapters have their “own personalities;” however, each member has the ability to impact positive change and influence that personality.

It starts with us! Without fueling a fire, putting another log on as it were, it eventually burns out. We need to be doing the things that continue to stoke that fire, so that our initial passion is not lost.

We must embrace building and nurturing our relationships and sharing information.

And we must be each other’s advocates.

The time you give to SDA produces benefits that are priceless. Keep in mind, the moment you connect with another SDA member, you have opened the door to a wealth of potential information. The benefit may not present itself instantaneously, but trust me it will be there. As an example, how do you feel about this: When you or your boss have a question about industry standards, Autodesk360, employee benefits, end of year procedures, or an SF 330, to name a few, you can pick up the phone to any one of the SDA members you met at the last networking meeting, retreat, or conference and consult with them. By your next meeting, maybe even the next hour, you could have an answer. Isn’t that empowering? Doesn’t being backed up by hundreds of professionals lend to your own credibility? Of course it does! The power of numbers has always been recognized historically—remind each other of this often and utilize each other as the valuable assets that we are.

So when you ask yourself why make that next meeting, or ask who are we, or what is the value, remember, WE ARE you, me, and all the other professionals that have come before us. We share ideas and resources, we lift each other up through education, inspiration, camaraderie, networking and building trust. We are a broad resource of knowledge and expertise that helps business and administrative professionals thrive in the A/E/C industry. An investment of time within SDA is truly an investment in yourself as well as your peers and our industry as a whole.

Remember, it is the in-betweens that help us grow, and it is the in-betweens that keep us all coming back. As our National President, Natalie Newman so eloquently says: “You Make a Difference!”

Contributed by:
Brooke Simcik
Membership Chair

Notable Achievements

Congratulations

To our newest CDFAs
Herb Lentz
M@Large, Chicago, IL

Carlos Purcell
M@Large, San Juan, PR

If you have a notable achievement you’d like to share, or know another member who has, send the particulars to debig400@gmail.com. We should always celebrate our members’ accomplishments.
The A List

Kurt Wong
♦ Office Manager
♦ Schemata Workshop
♦ Seattle, Washington

Executive Summary

WHAT I LOVE ABOUT THE A/E/C INDUSTRY: I love the passion and creativity that people involved in the A/E industry have, not only in their work life but also in their personal lives. My formal education and previous work experience is actually as an architect, so I can definitely relate to where they are coming from.

WHAT I DID ON MY LAST VACATION? The last big vacation was over in Europe. Started in Paris and progressed with a tour of Italy: Venice, Florence, Rome, and Naples. Amazing sights, great food, and a whirlwind of walking to see how many sights it was possible to check off the “have-to-see” list.

WHAT WAS THE LAST CONFERENCE YOU ATTENDED AND WHAT WAS GREAT ABOUT IT? The last conference I attended was EDConnect15. It was great to have so many topics to learn from with the convenience of not having any travel time or costs to juggle.

WHAT WAS YOUR FAVORITE REFERENCE BOOK? My favorite reference is still Google. It’s a great starting point, no matter what question or issue I may have, and it usually will steer me in the right direction to get the exact answer I’m looking for.

MY GOALS FOR 2016: To have a successful office move to a new location in a brand new building. Being in the administrative side of the business for only three years, I am also looking to continue my growth in HR and accounting knowledge to more effectively and efficiently do my job.

HOW HAS SDA HELPED ME AT WORK OR DEVELOPED ME PERSONALLY? SDA has opened up many resources for my professional development. Working at an office of 15 people, it has been greatly beneficial to me to have these outside A/E administrators to share questions as well as ideas on how to better achieve our similar work responsibilities.

WHAT DO I DO WHEN I'M NOT AT WORK? You can find me a couple times a week on a volleyball court as well as a tennis court. I also am a foodie and am always on the lookout for new restaurants; not only fine dining but also the hole-in-the-wall hidden gems.

IF I WEREN'T DOING THIS... I have always been fascinated with browsing real estate listings and going to open houses just to see how different houses have been designed, constructed, and lived in, so I might be dabbling in the real estate industry in some manner.
Inserting a File Name and Path in a Document

Q How do I insert a document’s file name and file path in the document?

A Create a macro that will auto-insert the name and file path of your document.

Best practice: Do a trial run with the numbered steps first, before you start recording the macro. Also, check to see what’s showing in the Categories box when you open Quick Parts (Figure 1).

If it shows All or Document Information—that’s good. If it shows anything else, such as Links and References, or Date and Time—change it to All or Document Information then close the window (Categories doesn’t default back to All; it will show what you last used until you change it again).

**Create the macro** (this presumes you have the Developer tab showing)

- Click Developer
- Click Record Macro
- Name the macro
- Enter a Description (optional)
- Click OK

Now using only the keyboard, click the keys shown in these numbered steps:

1. Alt
2. N
3. Q
4. F
5. F
6. Alt P
7. Enter
8. Alt
9. L
10. R

That’s it. You’re ready to run your macro, but first put your cursor where you want the file name and file path to be inserted. Figure 2 shows an example.

![Fig. 2 Result of running macro](image)

Last step: Make it a one-click effort. Add the new macro to your Quick Access Toolbar, and pick whatever button you want to represent the macro (Figure 3). I like the “info” button for this macro.

**What fringe benefits to include as taxable wages**

**Nontaxable gifts:** Fruit baskets, hams, turkeys, wine, flowers, and entertainment tickets to a show, sporting or other event (but not season tickets) generally are de minimis (nontaxable) fringes if they are of nominal value and given infrequently.

**Taxable gifts:** Gift certificates (“cash in kind”) are wages subject to FIT, FITW, FICA and FUTA, even for de minimis items—e.g., a gift certificate for a turkey is taxable, even though a turkey is not. Cash gifts of any amount are taxable as wages. [26 CFR 1.132-6(e); TAM 200437030] Include the fair-market value in wages subject to FIT, FITW, FICA and FUTA. [Rev. Rul. 57-18, CB 1957-1,35]

Cash is cash regardless of its appearance. Always include cash or cash-like gifts.

**Contributed by:**
Judy Beebe, CDFA
Associate Editor
As the song goes, “it’s the most wonderful time of the year . . . ” and many would agree. For those in the accounting and human resource world, we probably have a different view as we scurry to complete everything in time to enjoy the holidays. Believe it or not, I’ve just completed my third year as the SDA National Executive Director. Since year-end is usually the time that we tally up the score card, I thought it would be fun to take a look back at some of the stats and highlights of 2015.

SDA provided 35 learning hours for members in 2015. This included webinars, EDConnect15, BusinessTrak and EDSymposium15. EDConnect15 was rolled out as an experiment to try while the Executive Committee wrestled with the decision on EDSymposium. It was a tremendous success, reaching approximately 300 individuals over the four days. Watch for a repeat in 2016.

We created a virtual group for all of our members-at-large to come together on a regular basis just like all of our chapters across the country, to hear a speaker and presentation, all with the convenience of not having to leave the office and still connecting with fellow SDA colleagues from across the nation. Nine programs were offered in 2015 and now many of our members-at-large have made some connections to continue their networking throughout the year.

A special shout-out to the San Antonio, Minneapolis/St. Paul, Orange County, and Seattle chapters for their tremendous membership growth in 2015. We’re finally seeing an improvement in the economy and expect to see membership growth from many other chapters in the coming year.

We added 14 more Certified Design Firm Administrators to our ever-growing list in 2015. Approximately 25% of our members have now earned their CDFA credential, which is a real testimony to the dedication of those working in our industry to hold the standard high and work to attain their certification.

Those are just a few of our 2015 accomplishments that would not be possible without our fabulous members. Join us for our next Quarterly Town Hall Call on January 18, 2016 to hear more about our Strategic Plan for the future and how you can be a part of helping expand the reach of SDA. Together we can accomplish so much and will have plenty to celebrate at the end of 2016.

Happy Holidays!

Stephanie

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**From the Executive Director’s Desk**

**Culture Matters (cont. from pg. 3)**

It’s a rare firm that is already doing all it can to turn challenging client situations into gold. Which strategies will your firm commit to in 2016?

Rich Friedman is Founder and President of Friedman & Partners, which crafts and implements growth strategies for architecture, engineering, and environmental consulting firms. Contact Rich at rich@friedmanpartners.com or (508) 276-1101.

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**401(k) Plans and Missing Employees (cont. from Pg. 3)**

scary to see how much information you obtain that quickly on anyone.

5. The participant’s designated beneficiary. The electronic search tools will usually find these relatives as well. If there are privacy concerns, the plan fiduciary can request that the designated beneficiary contact or forward a letter to the individual.

What to do if you cannot find the individual? The favorite choice of the DOL is to roll over missing participant account balances into an individual retirement account (IRA) or annuity. The DOL emphasizes that an IRA will generally be more likely to preserve funds for retirement than any other option. Additionally, an IRA rollover will defer immediate taxation—including a possible 10% early distribution penalty—and will allow amounts to continue to be invested, and thereby grow, on a tax-deferred basis.

Other options include transferring amounts to a state unclaimed fund or federally insured bank account.

Making decisions about distributing the account balances for them should generally be reasonable, prudent and in the best interest of participants and their beneficiaries.

— Deborah A Gill
Welcome to Our Newest Members

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<td>Rachel</td>
<td>Cantrell</td>
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Recollections of Past-President Wanda Holcombe

Wanda currently lives in Austin, Texas since 2000 upon returning from the Philippines and village development work with her husband throughout Asia, Africa, Middle East and Latin America since 1970. She became a member of ASA (Architectural Secretaries Association) in 1980 when she returned to Dallas for an interim period from working internationally where she developed an interest in architecture and started taking architecture classes at the community college at night to pursue her interest. She sought out SDA to help her build upon her knowledge and interest after finding her first job with an architectural firm, which put her on the journey with SDA Dallas as a member, then local president, and onto becoming the national president of SDA in 1988 (New York convention). Since her degree from Louisiana State University was in elementary education, she had much to learn about the profession and SDA was her “lifeline.”

Wanda returned to Asia in 1995 with her husband to take up her passion for “helping people help themselves” in villages, as opposed to the “top down” method of telling people what to do—rather than asking what they want to do. Her years in Austin since 2000 were spent as a Peace with Justice Coordinator that put her on the road traveling 3,000+ miles a month training and sharing methods of Restorative Justice, Non Violent Communications (NVC), Peer Mediation in Schools, and Conflict Resolution with local communities. In 2010, Wanda decided at the age of 70 that the 24 hours a day, 7 days of week work life style was enough and intentionally moved into her Contemplative & Meditative part of her life that included traveling to the Spirit Centers of the world that she missed, like the recent cultural journey to China, Tibet, Nepal, Israel, Turkey, Ireland, Costa Rica, and the Baltics with the hopes of someday traveling to Vietnam, Cambodia, Laos and Peru!

Plus a train ride in May of this year with longtime SDA friend Linda Smith from Denver to San Francisco and back, which the New York Times calls the most beautiful train ride in the USA.

Locally, Wanda started a Birding Group in her beautiful international community located on 5 miles of walking paths and environmentally friendly parks, where she also serves as a Trustee of the Local Library. They recently placed solar panels on their roof to help care for the environment and are involved in a local Interfaith group promoting “respectful dialogue”.

SDA was and will always be one of my most memorable and favorite parts of my professional career due to SDA and my involvement with its dedicated members. Best wishes for your continued care for the wonderful architectural profession . . . it needs SDA’s continuing care.