

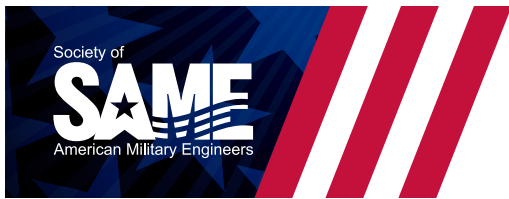
# **2025 POST LEADERS REFERENCE GUIDE**

**[WWW.SAME.ORG](http://WWW.SAME.ORG)**

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(SAME Post Leaders Reference Guide, as of Summer 2025)



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As of July 2025

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\*SAME National Office staff also supports the SAME Foundation.



## 2030 GOALS

Drive Partnerships through focused industry-government engagement.

Deliver Solutions for critical infrastructure and mission readiness challenges.

Develop People to strengthen America's STEM pipeline and technical workforce.

## OUR VISION

Serve as the trusted integrator across the A/E/C and related professions in addressing our nation's economic and security interests at home and abroad.

## OUR MISSION

Lead collaboration in support of our national security priorities.

## GOAL

# Drive Partnerships Through Focused Industry-Government Engagement

### OBJECTIVES:

- Support engagement with our nation's military and agency partners in their role of addressing complex challenges globally.
- Promote multi-disciplined collaboration among public, private, and academic sectors, at all levels, to address critical needs impacting national security.
- Provide expertise, knowledge, and resources on current and emerging practices that affect the nation's built and natural environments.
- Create and leverage strategic partnerships with similarly aligned organizations and stakeholders to optimize the use of SAME's resources, expertise, and capabilities.

### DESIRED OUTCOME:

By 2030, SAME serves as the organization of choice for our partners to assist them in addressing current and future complex challenges, through focused and deliberate engagement, collaboration, and partnering actions by the Society's entire governance structure and with various internal and external stakeholders.

## GOAL

# Deliver Solutions for Critical Infrastructure and Mission Readiness Challenges

### OBJECTIVES:

- Operationalize the Communities of Interest, placing focus on national security topics.
- Encourage Posts and Regions to prioritize issues centered in their respective areas.
- Communicate issues, contributing factors, and findings through multi-media means and venues.
- Leverage expertise from SAME members, government agencies, academia, and other key stakeholders to identify matters affecting national security, gather facts, and recommend solutions.
- Pursue policy and programmatic efforts that strengthen government acquisition practices in support of the industrial base.

### DESIRED OUTCOME:

By 2030, SAME's Communities of Interests are elevated and highlighted as "Solution Laboratories" on topics of interest and impact to the nation. Both Posts and Regions remain attuned and responsive to issues in their environments. SAME's traditional communication methods (TME) are enhanced by also effectively distributing content through websites, email, social media, special reports, and mobile apps—pushing "value" to the membership.

## GOAL

# Develop People to Strengthen America's STEM Pipeline and Technical Workforce

### OBJECTIVES:

- Provide avenues to support inclusive involvement in STEM and trade-related careers, professional/technical development, leader development, and transition assistance.
- Promote a structured mentoring continuum, highlighting professional growth and leadership opportunities at all ages and experience levels.
- Cultivate leaders who embrace diversity, equal opportunity, inclusion, and lead with courage, character, respect, and tolerance.
- Improve student chapter/higher education involvement in nurturing future A/E/C professionals and military engineers.
- Align with the SAME Foundation and other organizations focused on people and personal/professional development.

### DESIRED OUTCOME:

By 2030, optimize SAME's human capital programs, Posts, and Regions to maintain and enrich the STEM pipeline by introducing youth to the industry and enhancing the personal and professional growth of those already in the profession.



# INDUSTRY-GOVERNMENT ENGAGEMENT: WHAT IS IGE?

As the cornerstone on which SAME was founded in 1920, strengthening industry-government engagement (IGE) is the most important impact the Society can make as we move forward in our second century. IGE is SAME's top focus at the local, regional, and national levels. As outlined by many public and private sector leaders, there is a perfect storm of challenges facing the A/E/C community and the nation: growing technical requirements, revolutionary technologies, historic workloads, and workforce capacity concerns as well as inflation, logistics and supply chain issues, and long-term risks such as manmade and natural disasters, population shifts, and geopolitical pressures.

Building mission-critical facilities, systems, and infrastructure and ensuring more effective and efficient project delivery and technical solutions is essential to mitigating these challenges. The keys to success are greater transparency, trust, and partnership between industry and government—an environment of collaboration and “Building the Bond” that SAME is uniquely positioned to help create and foster.

## WHAT IS AN IGE WORKSHOP?

- Identifying a problem
- Bringing people to the table who have a stake in the issue and the authority to solve the problem
- Finding solutions
- **Follow through!** It is crucial that your Post takes steps afterward to document and communicate so the discussion doesn't end there

## IDENTIFYING A TOPIC

### What challenges does your Post or Region face?

- Technical (water, environment, transportation, energy)
- Resiliency/Sustainability, Mission Assurance
- Funding
- Policy Changes/Conflicts
- Multi-Agency Coordination/Partnering
- Other?

### What agencies are stakeholders in solving the challenge?

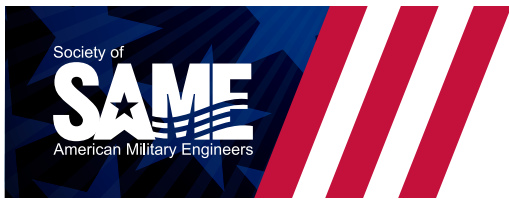
- Federal/Military
- State
- County/Parish
- City
- Special Purpose Entities
- Do we know them?
- Have we asked them what they wish industry knew or what they think their challenges are? (Sometimes IGE needs to be Industry-Government *Empathy!*)

## EVENT PLANNING & LOGISTICS:

### Things to consider when thinking about your IGE Workshop:

- External participants and any necessary agreements
- Date, location, type of facility – make choices centered on external requirements
- Do you need a special virtual platform?
- Budget – agreements may drive pricing
- Communication – focused or widely distributed (email, social media, personal invitations, follow-up, other considerations)
- Preparation – data collection, rehearsals, appropriate format





# HOSTING AN IGE WORKSHOP

## PLANNING/PREPARATION SCHEDULE

- Establish committee – at least 6 months out
- Determine topic – at least 6 months out
- Determine date and location – at least 4 months out
- Develop budget – at least 3 months out
- Finalize speakers – at least 3 months out
- Begin advertising event – at least 2 months out, longer if requesting sponsors
- Prepare event materials (program, slides) – at least 3 weeks out
- Finalize venue details – at least 2 weeks out
- Dry runs – at least 1 week out

## EXECUTE

### Prepare

- Vision of what you expect to achieve
- What data is needed ahead of the event and how to obtain it
- Assess if you have the right participants

### Format

- Panel, round table, other appropriate format
- Number of participants and guests
- Who gets to talk and when
- Virtual component?
- Record the session(s)

### Moderators

- Moderators are extremely helpful during a virtual event
- Need to manage the discussion, keep conversation on track
- Can aid in dealing with hybrid situations
- Assign a note-taker

### Event Closing

- Ensure time left for group wrap-up
- Ensure discussion is at an appropriate endpoint
- Next steps – assign people and dates for any actions

### Event Outcomes

- Prepare your audience: Share read-aheads allowing your audience to participate
- Follow-up: Stay in contact with presenters and participants after the event
- Methods of reporting successes: White paper, website, follow up programs, tell the National Office!
- Make sure to share outcomes from the IGE workshop so SAME National can highlight in its communications.

## BEST PRACTICES & LESSONS LEARNED

- Planning will take longer than you think
- Update your website with the correct information
- Event logistics need to be solid
- Dry runs for sessions
- Communicating with attendees, speakers, exhibitors/sponsors
- **Follow up is key!**

## WHAT IS THE EAG?

The Executive Advisory Group (EAG) is a national body comprised of the engineering chiefs of the uniformed services as well as other senior leaders of several federal agencies and OSD. The EAG meets twice annually with the SAME Executive Committee (see page 18) to help ensure that the Society is listening to the needs of its government stakeholders while also keeping the services and agencies informed about important SAME programs and initiatives, to include National IGE Projects and other IGE efforts. Many times, SAME's IGE efforts are developed alongside EAG members and with participation from the C3s (Communities of Interest, Committees, and Councils). Other times, issues identified at the local Post or Regional level also have bubbled up to be addressed with the EAG. The EAG was initiated in 2012 following the Society's governance change that resulted in a service chief no longer serving as National President.

## KEEPING YOUR POST STRONG AND VIBRANT

### Signs of a Healthy Post:

- A clear Post vision to support members
- Regularly scheduled meetings; interesting content that draws reliable attendance
- Programming that supports any SAME Strategic Plan goals
- Membership growth year over year (and year after year!)
- Timely filing of annual report and financial statements
- Streamer submissions
- Participation from both private and public-sector membership, ideally a combination of federal, state, and local; also engage academia and other professional organizations
- Strong slate of Post leadership with succession planning for 3+ years, future leaders being developed and mentored

## DISCUSS AND CONSIDER:

- **Meeting Times and Locations.** Do you meet at a time and location that is convenient for the majority of your membership? Should you consider rotating breakfast/lunch/evening events, and/or location?
- **Meeting Cadence.** Are you meeting regularly enough for people to include it in their schedule? Should you consider meeting quarterly or bi-monthly versus monthly to maximize attendance and quality of programming?
- **Meeting Programming.** What is the current composition of your Post membership, and what membership and participation are you looking to attract? Are you scheduling programming for an “old guard” that is no longer in the industry day to day? What do your current members, and your desired members, look to gain from attending?
- **Post Leadership.** Does your leadership reflect your current and desired membership? Is Post leadership open to new and innovative ideas to attract and retain members, or stubbornly clinging to “the way we’ve always done it?” Change can be fresh!
- **Member Participation.** What level of participation do you have from federal, state, and local agencies? Large businesses? Consider your value proposition to attract their active participation.
- **Communications.** How are you communicating Post events and activities? Are you providing sufficient notice and communicating through a variety of media to maximize accessibility? Is your Post website updated regularly?
- **Gather Feedback.** Survey your members to identify any issues and help you refresh or develop new Post offerings.

## POTENTIAL RESOURCES:

- **SAME Academy of Fellows.** Fellows are charged to support the Society through the Posts. What Fellows can you draw on to provide guidance, start up a leadership development or mentoring program, and attract new members? If you do not have any Fellows in your Post, consider seeking the guidance of a Fellow in another nearby Post, and turn to some of your more seasoned members who may not have the official Fellow designation. Are you growing your own Fellows? The Academy also is starting a Post Mentoring Program to do exactly that: help Posts that need support or guidance that Fellows can offer.
- **Past Post leaders.** These leaders have a vested interest in seeing the Post thrive and can provide advice, guidance, and possibly assist in attracting attendance. Consider having a group of past Post Presidents as an advisory council.
- **Young Professionals.** They are the future of our Society! Find ways to include these members in your programs and planning.
- **Non-traditional Post leaders.** Are there some junior marketing or administrative staff from company members who might seek and benefit from a Post leadership opportunity?
- **Regional Vice Presidents.** Your RVP is your advocate! Reach out to them and make sure they are aware of your challenges.
- **SAME Strategic Partner organizations.** Consider co-hosting events with organizations to attract new members and gain more critical mass. This can be a great way to increase attendance, gain access to new and interesting programming, and attract a new membership base. SAME supports collaboration within the profession, and a good relationship with other local organizations can be a win-win for both groups.

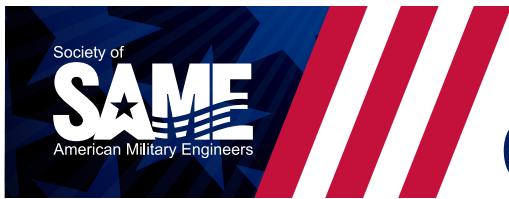
### MY POST IS STRUGGLING: WHAT DO I DO?

★ Call your Regional Vice President (RVP) ★

★ Schedule a meeting with your RVP and/or National Office Membership & Post Operations Staff ★

★ Engage the National Vice President strategic leader for RVPs ★





# MINIMUM EXPECTATIONS OF POST BOARD MEMBERS

**All Post leaders who choose to volunteer for Post board positions accept that they will be held to a high standard.**

While being a Post leader is a volunteer position, it is also one that does have expectations individuals need to adhere to (see below). That said, *Life Happens!* and your fellow volunteers know that. If you have a change and are not able to fulfill your Post volunteer duties, it is okay to step back. Don't "ghost" your Post.

## CHARACTER

- Adhere to SAME's values: Integrity means doing what is right when nobody is watching
- Set the example for our members, individually and collectively
- Comply with the Conflict of Interest standard

## PARTICIPATION

- Actively participate in Board activities (prep, meetings, follow up)
- Come prepared for Board meetings – review materials prior to the Board or Committee meetings
- Actively participate in succession planning (recruiting) for the Board

## COMPETENCE

- Incorporate the SAME Strategic Plan goals into Post activities
- Understand the SAME Industry-Government Engagement Plan
- Be able to apply Roberts Rules of Order
- Take seriously the Board's fiduciary responsibility – SAME has Directors and Officers (D&O) insurance for Posts

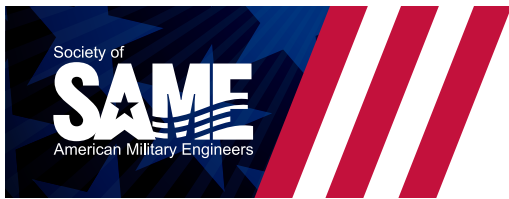
## TEAMWORK

- Represent the best interests of SAME as a whole, not just your particular Post, Region, or Community
- Solicit feedback from all members to enlighten your perspective

## GOVERNANCE

- Understand and comply with the SAME Constitution
- Understand and comply with the Post Bylaws
- Understand the SAME Code of Conduct





# POST OFFICER POSITIONS

## All Post leaders must be SAME members in good standing and remain so throughout their term.

Each Post should have the following positions in its Bylaws to manage the Post and receive the SAME National Post Leaders emails sent regularly. Post Bylaws should establish the specific responsibilities and terms of these positions.

### Post Officer Transition:

SAME National recommends a transition period for Post Officers whereby outgoing positions train the incoming person. Post Officers must be elected to the Board; however, other members of the Board may be elected or appointed positions, consistent with the Post Bylaws. *It is important that the Secretary submits a Change of Post Officers Report to SAME National as soon as officers are sworn in.*

- **President.** The Post President is responsible for general supervision of Post affairs and shall preside over Post meetings. Post Officers may serve up to a two-year term. No officer should serve more than three consecutive terms.
- **Vice President.** The Post should have at least one Vice President and in some cases several Vice Presidents with specified duties. The 1st Vice President will officiate Board meetings in the absence of the President. Often, the Post succession plan includes the 1st Vice President as nominated to become the President in the following year.
- **Secretary.** The Post Secretary is responsible for maintaining the correspondence and records of the Post, sending out notices of meetings (unless there is a Communications POC or Committee), recording the proceedings of all Board and membership meetings, and maintaining a copy of the Streamer and Award submissions. The Secretary is also responsible for submitting the Change of Post Officer Report to SAME immediately following a change in Post leadership.
- **Treasurer.** The Post Treasurer is the controller of the Post accounts under the direction of the President and is responsible for submitting the Post Annual Report to the National Office, filing tax returns, and financial reporting to the Board of Directors. The Board of Directors is required to specify the level of authority for the Treasurer to sign checks and obtain the President's or Board's approval prior to committing the Post to financial obligations. Normally, checks over a specified amount should be co-signed by the Treasurer and another Board member. Post Treasurers should serve no more than three consecutive years in order to ensure that proper control of Post finances has been maintained.
- **Membership.** Post Membership Points of Contact (POCs) are responsible for reviewing the Post roster at least monthly to ensure the Post welcomes new members and reaches out to members in "grace period" and inactive members. This position has access to a variety of rosters, available online through their member account. Rosters are updated as soon as a member joins or transfers to a Post. Membership POCs should be reporting monthly membership statistics at regular Board meetings. Membership POCs should maintain a separate listing of non-member prospects to invite to Post activities and events and they should encourage them to join SAME. A full position description has been developed by the Membership Committee and may be found on the SAME website.
- **Additional Positions:** These positions are optional, and the Post may determine the positions that best meet its Post needs.
  - **2nd/3rd Vice President**  
*\*If these roles have a specific position (such as membership or programs), include that on your Officer Change Report.*
  - **Camp POC**
  - **Communications Chair**
  - **Fellows POC**
  - **Scholarship Chair/POC**
  - **STEM POC**
  - **Small Business COI Liaison**
  - **Other COI Liaisons/POCs**
  - **Streamers Chair/POC**
  - **Website Administrator**
  - **Young Professionals POC**
- **Post Committees:** Posts should establish standing committees to support programs, activities, and finances. The specific names of these Committees are decided by each Post to best support its members, as provided by its Bylaws. In general, Chairs of Standing Committees should be members of the Post Board of Directors. Some suggested standing committees are as follows:
  - **Programs.** Responsible for providing and executing a plan for the calendar year to include general membership meetings, Industry-Government Engagement programs, field trips, technical workshops and training, outreach activities, and networking/social events.
  - **Communications.** Responsible for sending out emails for Post events, updating information on the Post website, adding events to the SAME National calendar, posting on social media, providing information for Post events, and sharing accomplishments to the SAME National communications team for Post Notes (*TME*).
  - **Awards and Recognition.** Responsible for establishing or maintaining a Post Awards Program, submitting Streamers and nominations for National Awards/Medals to SAME National, and working with Post Fellows on nominations of individuals to be elevated to the status of Fellow.
  - **Finance Committee.** Provides oversight to Post investment accounts and annual financial audit of accounts.
  - **Audit Committee.** The Board is responsible for appointing an Audit Committee to annually review the Posts financial records, or when there is a change in Treasurer, or hiring an external auditor.
  - **Nominations.** Generates the slate of officers and directors for election.



## WHY IS SUCCESSION PLANNING IMPORTANT?

- Contributes to SAME's Strategic Plan by growing a multitude of capable leaders...build the bench
- Ensures continuity of leadership and guarantees Post survival!
- Vital for small and medium Posts
- Guarantees flow of fresh ideas/new perspectives
- Absent strong succession planning, "the few" may discourage new volunteers
- Drives diversity of thought and experiences, which helps create a sense of belonging

## KEYS TO A STRONG BOARD:

- **Communicate roles and responsibilities** – Create a "position description" that includes expectations, responsibilities, and anticipated time commitment.
- **Communicate Post openings** – Emails, website, meetings; personal outreach is the best way. Most people just need to be asked!
- **Support Post leaders** – Avoid leader burnout by recruiting committee members to help and delegating smaller or one-time tasks to other volunteers.
- **Regularly rotate board members** – Rotate people off the Board and replace them with others. Consider term limits for Board membership and committee participation or chairs. New leaders bring new ideas and energy to the Post!

**Succession planning doesn't stop at the Post President! Also, national opportunities add value to members and Posts, including:**

- Community of Interest Chair/Steering Committee leads
- Regional Vice President/Deputy Regional Vice President
- Elected Director
- National Task Force/Working Group

## REMEMBER:

- ✓ Never turn down a volunteer...find them the right opportunity! Remember the 5-minute volunteer idea? It can be a great solution...for you and them!
- ✓ Actively seek out your replacement and future replacements...most people just need to be asked. Help them Say Yes!
- ✓ Development happens at every level...map the path! This includes regional and national level positions.
- ✓ Diversify your search – actively seek out folks outside your bubble.
- ✓ Challenge Young Professionals to lead early and often.
- ✓ Deliberate development and succession planning are the key to maintaining momentum.
- ✓ **Recognize your volunteers!** Saying thanks is SAME's best way of paying it back. Thank them at events, meetings, in Post communications, or with Society swag!

## STRATEGIES TO PREVENT VOLUNTEER BURNOUT!

### Rethink volunteer roles

- Offer roles that matter, impactful goals, clear metrics
- Is it a committee, task force, work group, or ad-hoc?

### Reduce the chapter volunteer workload

- Tap technology for financial/administrative tasks
- Spread the work through micro-volunteering opportunities

### Offer opportunities for building skills

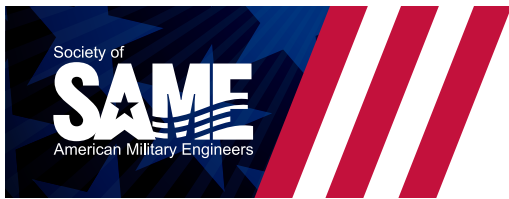
- Offer training for all roles
- Deliver training multiple ways
- Lead chapter leaders to resources
- Connect to their day job

### Create a supportive environment for volunteers

- Ask for their opinion
- Offer perks
- Cultivate a culture of inclusion and belonging
- Pair up new and veteran chapter leaders
- Treat them like the VIPs they are

### Spark joy

- Celebrate successes
- Heavy doses of recognition
- National Volunteer Week is annually in April

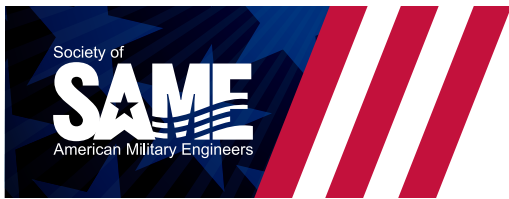


# POST BOARD CONTINUITY CHECK LIST

The Post Board should have multiple people with access to or knowledge of all of the following as it applies to the Post. The knowledge and information should be passed on to new Board members as they step into their roles. Those positions, such as Treasurer, should have a hand-off meeting to ensure continuity and understanding of finances.

- ☐ IRS 990 tax return filings – due by May 15; who has access to the online IRS account?
- ☐ Annual Budget – should be prepared and approved before the end of the year.
- ☐ PayPal or online credit card processor – where are funds deposited or who has authority to move funds?
- ☐ Bank accounts – who has signatory authority; who has access to statements?
- ☐ Scholarship fund
- ☐ SAME Foundation fund
- ☐ Post Mailing Address – where are bank statements, IRS correspondence, billing invoices, etc. sent?
- ☐ Contracts – monthly meeting space, events, fundraisers; who maintains and where are they kept?
- ☐ Annual Audit – conducted internally or externally, not by anyone with access to funds or accounts
- ☐ State Registration, if required (Also, does your Post hold a nonprofit tax exemption in your state? ASK!)
- ☐ Post email account – login information, access to membership lists
- ☐ Administrative login to the Post website
- ☐ Logins for event registration sites
- ☐ Social media login and schedule of what is posted
- ☐ Post Officer report update to National Office
- ☐ SAME Annual Report filings – due March 31
- ☐ Streamer Portal access and who is responsible for updates/final submission
- ☐ Post Bylaws – review and updated every five years
- ☐ Student Chapter operation
- ☐ Field Chapter management
- ☐ Post banner, flag, Streamers





# POST ANNUAL REPORT REQUIREMENT

The Post Annual Report includes financial information as well as administrative and operational requirements. The report must be submitted on time (by March 31) for the Post to earn the Streamer for the reporting calendar year. Additionally, Post Annual Reports are used to provide input to the SAME National Annual Report, which is a legal requirement to be published each year.

## FINANCIAL REPORTING

- ☐ The annual report requires financial data reporting of income/expenses and bank balances.
- ☐ Posts are required to submit their 990 to the IRS and confirm the date submitted.
- ☐ Posts are required to provide the date of their most recent annual audit and any findings.

## ADMINISTRATIVE AND OPERATIONAL REQUIREMENTS

- ☐ Hold at least one event or activity supporting Industry-Government Engagement.
- ☐ Develop/implement a succession plan to grow new Post and Society leaders.
- ☐ Send a Post board member to Post Leaders Workshop.
- ☐ Utilize Fellows and/or senior Society members in support of Post Programs.
- ☐ Promote inclusion and diversity on the Post Board of Directors.
- ☐ Utilize and contribute to Post Best Practices to further support Posts' success over the long term.

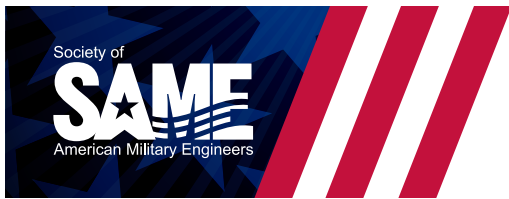
### The annual report also includes the following data reporting:

- ☐ Regularly updated website
- ☐ Annual submission of Post Officer/Leader roster
- ☐ Confirmation of new member welcome
- ☐ Recognition of new Corporate Members
- ☐ Number of meetings/events held
- ☐ Student Chapter and/or Field Chapter support, if applicable
- ☐ Strategic Partner activities/collaboration
- ☐ Collaboration with other Posts
- ☐ STEM outreach activities
- ☐ Veterans support activities
- ☐ Community service hours
- ☐ Scholarships awarded/financial amount

## PROGRAMMATIC (STREAMER) REPORTING

- Posts have the option to participate in the Streamers Program to earn the Streamer. For those Posts submitting for the award, the deadline is January 31. The Streamer Program recognizes those Post that do an outstanding job supporting the goals and objectives of the strategic plan. Posts that support the strategic plan at the highest levels are deemed a Distinguished Post.
- Aside from the Streamer Program, it is required that all Posts annually submit their programmatic activities through the Streamer portal by March 31 as part of their annual report.
- Both of these reports feed the Society's annual report that is required to be submitted with the 990 tax return in order to maintain our non-profit tax status.





# PROGRAMMATIC ANNUAL REPORT & POST STREAMERS

## NEW STRATEGIC PLAN—NEW GOALS & OBJECTIVES

The following outlines SAME's 2030 Streamers Program and annual reporting system. This program and reporting system has been developed with input from all areas of the Society, in alignment with the **2030 SAME Strategic Plan**, and builds off the previous Streamers Program tied to the 2025 Strategic Plan. The new 2030 plan was approved by the SAME Board of Direction in May 2024 and implemented starting with the 2025 calendar year (Jan. 1, 2025).

- ✓ Strategic Goals Supporting the **2030 SAME Strategic Plan**
  - **Goal 1: Drive Partnerships**
  - **Goal 2: Deliver Solutions**
  - **Goal 3: Develop People**
- ✓ To earn the Streamer requires activities in at least two goals and achieving the minimum point total
  - There are over 45 activities across three goals with 4600+ possible points
  - Posts can duplicate one task for each goal and get credit for duplicate activities (for example: Spring Industry Day and Fall Industry Day)
  - A full description of the activity must be provided to earn credit



### Other Streamer Program Information:

- Operational Annual Report Requirements – Streamer submissions are required for all Posts as part of their annual report.
- Reporting System – Designate someone to enter activities into the online portal on a monthly basis and have them report back to the Post Board
- Evaluation Process – National Elected Directors review Streamers throughout the year.
- Membership Streamer Requirements – Requires growth in Post membership
- Distinguished Post Criteria - Complete tasks in all goals, exceed required point total, and grow membership.

*(The 2030 Streamers Program information manual and task list is available at [www.same.org/sp-2030](http://www.same.org/sp-2030).)*

### 2030 SAME STRATEGIC PLAN – STREAMERS TASKS

- |                                |                                 |                               |
|--------------------------------|---------------------------------|-------------------------------|
| ▪ LARGE POSTS<br>– 1800 points | ▪ MEDIUM POSTS<br>– 1400 points | ▪ SMALL POSTS<br>– 950 points |
|--------------------------------|---------------------------------|-------------------------------|
- Every Post is required to enter its activities as part of its Annual Report.

### Post Annual Report:

The Annual Report and Streamers are connected so that a Post must file its financial Annual Report to earn the Streamer. Posts must submit Streamer tasks for their Annual Report in order to be considered complete.

## CRITERIA FOR DISTINGUISHED POST

Posts that submit for the Streamer Award are also eligible to earn the Streamer with Distinction, by meeting the following criteria:

- Post must accomplish task(s) in each of the Strategic Plan goals
- Post must grow membership during the year period
- Post must exceed the number of points required to earn the Streamer
  - Small Post: +950 points
  - Medium Post: +1,400 points
  - Large Post: +1,800 points

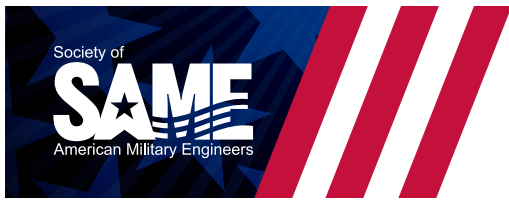


## POST LEADERS RESOURCES LIST

- **Post Resource Center** – Your go-to-guide for successfully operating your Post! Find Streamer criteria, change of officer reports, best practices samples and templates, submittal portals, operations manuals, and financial and internal control templates. Visit the webpage at [www.same.org/post-resource-center](http://www.same.org/post-resource-center).
- **Membership Committee** – Find membership resources, webinar links, Strategic Partner ideas, and more!
- **Communities of Interest/Councils/Committees (C3s)** – The Communities of Interest (COIs) as well as Committees and Councils are a great national resource for developing education and training content for your Post. Reach out to them if you are looking for ideas on content to feature at your meetings and events or if you are looking for speakers for a particular topic.
- **National Leadership** – Find the list of the Society's national leaders online ([www.same.org/leadership](http://www.same.org/leadership)), including the National Officers, Regional Vice Presidents, Elected Directors, and C3 Chairs. Submit a request for a visit from one of the National Leadership Team at [posts@same.org](mailto:posts@same.org).
- **National Office Team** – The National Office is here to support Posts. Find the list of our team in this guide or on the national website to get help with whatever you might need!
- **Academy of Fellows** – The AOF charge includes mentoring and support to Posts and actively works to improve the Post programs for the benefit of all. Fellows are a great resource for Posts to use in programs, mentoring, board positions, outreach, and more.
- **SAME Engage** – This new online community platform ([www.sameengage.org](http://www.sameengage.org)), open to SAME members only, is a place for Post Boards to collaborate, share and store documents, collaborate, and more. It may also be set up for the entire Post to use for discussion, collaboration, and announcements.
- **TME Archives** – Did you know you can search your Post's history, for free, in the TME Archives? Find fun facts, legacy members, and other historical content to add appreciation to your Post (visit [www.same.org/tme-archives](http://www.same.org/tme-archives), then log in with your member account).
- **Leader Development Toolkit** – The toolkit was developed to assist SAME Posts, regions, and other organizations (both private and public) in establishing their own leader development program across a wide range of options (many Posts are successfully running their own programs, or jointly running one with another Post).
- **Mentoring Toolkit** – The toolkit provides a framework for Posts and other groups to establish their own mentoring program.
- **Leverage SAME's Strategic Partners** – Hold joint meetings and include strategic partners for IGE workshops, small business events, and more. They are a great source of potential new members and business intelligence. It's all about collaboration!
- **Member Dashboard** – The dashboard is a vital tool to helping operate your post and leveraging your SAME membership. You must log in to your SAME member account to access this information. On the dashboard you will find:
  - **Post Leaders** – Available only to registered officers of your Post. You can run a membership roster for your Post here.
  - **Directories** – Listings of all SAME member companies and individuals!
  - **Your Account** – Manage and update your personal information. A complete profile helps you leverage your membership, take advantage of benefits, and sets a good example to your Post members. The more you know about them, the better you can serve!







# MEMBERSHIP STRUCTURE AND DUES

## INDIVIDUAL MEMBERSHIP INFORMATION

The SAME Board of Direction approved updates to SAME member dues in May 2025 (effective January 1, 2026).

### Individual Membership

- Membership includes one Post; individuals may join as many additional Posts as desired for a small fee per Post.
- Military and government civilians pay the same rate.
- All current LIFE members are grandfathered (new Life Memberships are no longer offered).
- All uniformed members who joined prior to 2021 and are still in uniform are grandfathered into their current structure until they transition out of uniform. They then will need to renew at what their job status is (for instance, industry or government civilian).

Individual Member Rates - Effective January 2026	
Private Industry - Regular	\$200
Private Industry - Young Prof.	\$150
Government - Regular	\$75
Government - Young Prof.	\$50
Academia/Nonprofit	\$125
Academia/Nonprofit - Young Prof.	\$100
Retired	\$100
Student	\$0
Additional Post Fee, Per Post	\$10

## COMPANY/ORGANIZATION MEMBERSHIP INFORMATION

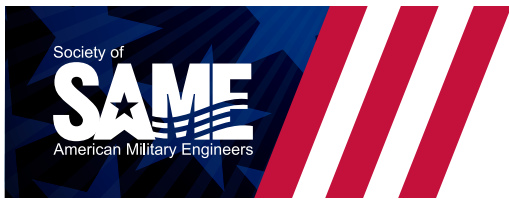
The SAME Board of Direction approved a membership structure change in 2021. All member companies are notified 60 days prior to their renewal so they have time to make decisions about their membership. The National Office works with each company's primary point of contact to help them manage their membership.

### Company Membership

- Every person is treated as an Individual Member, including people who are paid for directly as part of a company membership.
- Individuals who work for a member company may buy an Individual Membership at a discounted corporate rate. A company can opt to add individual memberships to its corporate invoice at any time at the discounted corporate rate.
- Individual Members who are paid for by the member company will "own" their membership. They take it with them if they leave the company, and they will be billed directly upon renewal time.
- Companies are not able to "swap" individuals.
- Companies purchase people and Posts separately. This gives companies more flexibility because they can select Posts where they most want to be involved and have a corporate presence.
- Companies and individuals can join as many Posts as desired for an additional fee.

Company / Organization Dues - Effective January 2026				
# of Employees	National Dues	Per Post Fee	Corporate Individual	Corporate Young Prof.
1-10	\$600**	\$80	\$175	\$135
11-50	\$1,200*	\$150	\$175	\$135
51-100	\$1,400*	\$225	\$175	\$135
101-500	\$1,600*	\$300	\$175	\$135
501-1,000	\$1,800*	\$350	\$175	\$135
1001-5,000	\$2,000*	\$350	\$175	\$135
5,001 +	\$2,200*	\$350	\$175	\$135
Public Agency	\$400 / 3 years*	\$80	\$125	\$100
Academic Inst.	\$400*	\$80	\$125	\$100

\*includes six individual memberships/\*\*includes three individual memberships



# MEMBERSHIP RENEWAL CYCLE

## MEMBERSHIP RENEWAL CYCLE

- Email invoice Company POC or individual member renewal 60 days prior to renewal date
- Mail invoice to company POC or individual member, who has not already renewed, 30 days prior to renewal date
- Email renewal reminder to Company POC or individual member at end of current membership
- Members past their renewal date will be considered in “grace period” and some member benefits will be suspended until the renewal is received.
- Send email reminders at 30 days, 45 days, and 60 days past due to Company POCs and individual members who have not renewed
- Drop members 60 days past due
- Send win-back email reminder 15 days past drop date
- Send periodic emails to dropped members encouraging renewal/rejoining.

## DUES PAID TO POSTS

The SAME National Board of Direction sets Post dues in accordance with the national bylaws and governance procedures.

- Post dues are calculated monthly and distributed quarterly via electronic funds transfer.
- Post dues will only be paid to Posts in good standing (meaning, Posts have submitted an annual report with financial information and programmatic activities via the Streamer program).
- New Posts will be paid dues collected beginning in the quarter they become a Post.
- Dues are paid to Posts in the month following the end of the quarter. Post Treasurers receive an email notification of the dues transfer payment.

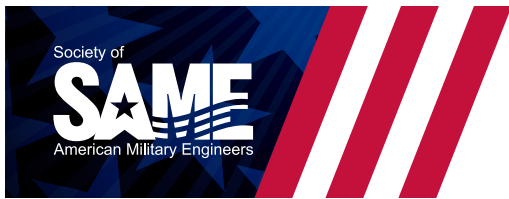
### Individual Dues Share

- Posts receive \$5 for each paying individual member who joins or renews the Post during that quarter, regardless of their membership type.
- If a member transfers their Post membership during their membership term, the new Post will not receive dues until the member renews.
- If a member adds additional Post(s) during their membership term, the Post will receive their portion of the dues in the next quarterly payment.

### Company and Organization Dues Share

- Posts receive 15 percent of the Post Dues fee for each paying company or organization that joins or renews as a member of the Post during that quarter.
- If a company or organization adds additional Post(s) during their membership term, the Post will receive their portion of the dues in the next quarterly payment.





# MEMBERSHIP RECRUITMENT & RETENTION

**VALUE PROPOSITION:** What does your Post uniquely offer to members and how do you deliver those benefits?

## Define yours!

- Start with “WIIFM” = What’s In It For Me?
- Be relevant to members and the local community based on SAME’s mission and Strategic Plan
- Do you offer technical training, IGE workshops, leader development, community activities, site tours, or social events?
- Survey your members
  - Be prepared to act on their responses
  - Be flexible if you get mixed results
- Utilize resources available: other members, National Staff, RVPs, National Leadership, Fellows, Membership Committee, Technical COIs

★ ★ ★ ★ ★ *If you deliver value, people will show up! New members will join!* ★ ★ ★ ★ ★

## RECRUITING – THE ACT OF ATTRACTING, ENGAGING, OR ENROLLING SOMEONE AS A MEMBER

★ *The top reason people don’t join: NO ONE ASKED!* ★

## Ways to recruit

- Tell your SAME story
- Ask them about their professional story and listen
- Ask them where they need help with their business and explain “WIIFM”
- Invite them to a meeting or event
- Ask them to join
- Invite local, state, and tribal government entities to present at a meeting or event – invite their staff and encourage them to join
- Follow up! Send a note to say thanks for attending and tell them how great it would be if they joined

## Who are your Prospective Members?

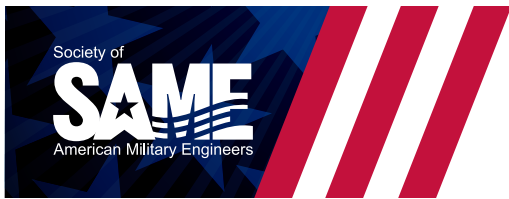
Are you solely reliant on DOD and/or the uniformed services? If so, look beyond our name for:

- Other federal agencies such as: Department of Transportation, Department of Homeland Security, Department of Energy, National Park Service, Department of the Interior, General Services Administration, Department of Veterans Affairs, Department of State, etc.
- Local, state, and tribal governments
- Academics (colleges/universities) and research organizations
- Reach out to every non-member who attends a meeting or event and ask them to join

## Retention – starts the day that someone joins!

- Welcome new members – send a personal email, invite them to the next meeting, introduce them at the meeting, set up an onboarding program, and cultivate a sense of belonging
- Survey members – find out what they want/need, share results, and act on them
- Ask for involvement – people will engage when asked. Be clear about expectations and time
- Reach out before a membership ends – 80% of members get their value at the Post level

**BUILD THE BOND!** As SAME President Mike Huffstetler says, SAME’s *why* was established over 105 years ago: preserving and strengthening the mission-critical relationship between military and civilian engineering, and bringing people together!



# LEADER DEVELOPMENT

One of the three goals of the 2030 SAME Strategic Plan is to Develop People...and leader development across one's entire career is an essential aspect of that. This focus is amplified by the SAME Foundation and its purpose to "foster engineering leadership for the nation."

## LEADER DEVELOPMENT COI

Leader development is central to SAME. Whether it is solving technical challenges, mentoring and growing STEM professionals, or taking advantage of the talent of servicemembers and veterans, SAME has the tools to help posts and members in leader development.

- **Programs:** Providing recurring, engaging, and informative programs to the Society that help develop leaders for the A/E/C industry and the nation. Programming includes speakers/webinars, a leader development resource center, and collaboration with SAME conferences and other initiative such as Streamers, STEM Camps, etc.
- **Mentoring:** Tap into the knowledge of our 20,000+ members worldwide and 1,500 member companies. The COI fosters networks that connect mentors and proteges and links them with resources and guidance to build strong mentoring relationships.
- **Post Level Leader Development:** Focused on growing leaders at all levels by collecting and leveraging best practices from SAME's worldwide posts and chapters.
- **National Leader Development Program (LDP):** This competitive, one-year training program is the Society's pinnacle leadership development curriculum, supported by the SAME Foundation. New participants are selected each winter, and the class begins in May. LDP develops the next generation of world-class military, government, civilian, and industry leaders for SAME and the A/E/C profession.

The Leader Development COI realizes leadership development occurs at many levels and spans a member's career. The COI has established resources tailored to allow individuals, Posts, and regions to customize a program to meet their specific needs.

## POST LEADER DEVELOPMENT RESOURCES

The Post Leader Development Toolkit, Mentoring Guide, and Mentoring Toolkit are all available on the SAME website, accessible from the Leader Development Community of Interest: [www.same.org/leader-development-community/](http://www.same.org/leader-development-community/).

### Leader Development Toolkit includes:

- Application Process
- Program Components
- Sample Curriculum
- Class Discussions
- Mentors
- Speakers
- Utilization Projects
- Recommended Reading/Videos
- FAQs
- Leader Development webinar archive

## MENTORING RESOURCES

Mentoring Guide and Post Toolkit: [www.same.org/career-leadership/mentorship-opportunities](http://www.same.org/career-leadership/mentorship-opportunities)

## ACADEMY OF FELLOWS

The AOF includes over 800 Fellows, each with the capacity to serve as a mentor to others. Mentors interact and communicate with mentees, on a consistent basis, both in-person or by other means, and serve them in many important roles, including:

- Advocate
- Advisor
- Coach
- Sponsor

AOF Mentoring Resources: [www.same.org/academy-of-fellows](http://www.same.org/academy-of-fellows)

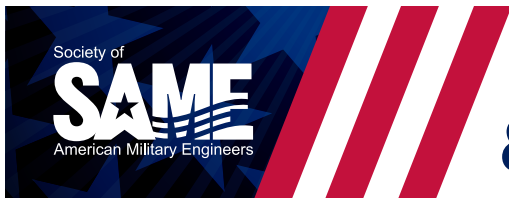
## LEADERSHIP OPPORTUNITIES OUTSIDE THE POST

There are myriad ways to grow your SAME involvement at the Regional and National Levels. Some of those opportunities include:

- Regional Vice President/Deputy Regional Vice President/Regional Secretary
- AOF Regional Fellows Points of Contact/AOF XC
- Communities/Councils/Committees (C3s) Steering Committees
- Task Forces/Working Groups
- Review Committees/Special Teams (Strategic Plan, for instance)
- National Elected Directors and National Officers
- SAME Foundation Leadership

### Key Dates:

- **SAME Leader Development Program**  
Application Window: October – December
- **National Elected Director and National Officer**  
Nomination Window: October – December



# CREATING VALUABLE TRAINING & EDUCATIONAL EVENTS

SAME members look to Posts to help them advance their technical skills and industry body of knowledge. As far back as 1920, when the Society was founded, part of its mission was to “disseminate technical knowledge bearing upon progress in the art of war and the application of engineering science thereto.” The Post has been *the* place where this happens for the last century.

Today, local Posts are where 80 percent of members get the most of their value—they are looking for education and training to help them and the companies/agencies they work for. Local programming also helps your members become visible subject matter experts when you give them the chance to be a presenter.

## CHECK YOUR DATES!

- Deconflict with other Posts in your region and larger Society events
- Deconflict with National Events
- Deconflict holidays, including religious ones

## RFPs & CONTRACTS

- Provide a summary of the event – preferred dates, location
- Event Requirements – meeting space, number of attendees, sleeping rooms, catering, parking, A/V
- History of past event performance
- Requested concessions – free rooms based on number of rooms booked, waiver of rental fees
- Check the cancellation clause
- Force Majeure; do you have that in your contract?
- Have the SAME national events staff review your contract BEFORE you sign it

## CONTENT IS KING!

- Survey your members for education topics and preferences
- Issue a Call for Presentations
- Invite government (federal, state, local, airport, transit authority) speakers for program briefings
- Search the Post membership or reach out to COIs for potential speakers, panelists, or moderators
- Look through *TME* magazine and SAME national events agendas to be aware of timely topics
- Work with speakers to streamline slides: Remember, less is more!
- Add polls to keep audience attention
- Provide PDHs for technical and ethics training sessions
- Thank your sponsors!

## AFTER THE EVENT

- Survey attendees
- Hold an after-action meeting to talk about what went well and what didn't
- Post your event presentations online on your Post website (email [webmanager@same.org](mailto:webmanager@same.org) if you need assistance)
- Send in photos and a short write-up to SAME National to highlight in *TME*'s Post Notes (email [editor@same.org](mailto:editor@same.org))
- Create your plan for your next event, including checklists, assignment grids, budgets, and financial goals

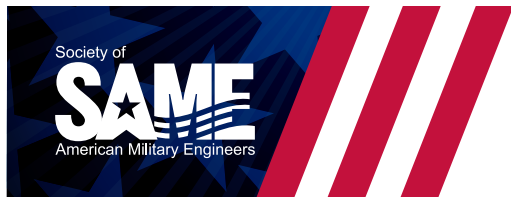
## SAME NATIONAL STAFF CONTACTS:

**Event Management:** **Ann McLeod** – [amcleod@same.org](mailto:amcleod@same.org)

**Education & Programs:** **Belle Febbraro** – [bfebbraro@same.org](mailto:bfebbraro@same.org)

**Event Logistics:** **Alicia Perez-Arrieta** – [aperez@same.org](mailto:aperez@same.org)





# 2025-2026 SAME NATIONAL LEADERSHIP ASSEMBLY

The SAME National Leadership Assembly (NLA) is the voice of the Society and actively represents their constituents. It includes National Officers; Elected Directors (three-year terms); Regional Vice Presidents (two-year terms); Chairs of the Communities of Interest, Committees, and Councils (C3s) (two-year terms); up to five Appointed Directors (two-year terms); and Service Liaison Officers who represent SAME's military/federal stakeholders. The Board of Direction, led by the national officers and a group selected from the NLA, has charge of all SAME activities and the power, within limits specified in the Constitution and Bylaws, to initiate and execute measures to support SAME's Mission, Vision and Strategic Plan. The Executive Committee (National Officers) is responsible for SAME's effective governance and strategic direction.

## NATIONAL OFFICERS

**President:** Michael Huffstetler, Assoc. AIA, LEED AP, F.SAME, DLR Group\*<sup>^</sup>  
**President-Elect:** Benjamin Matthews, P.E., F.SAME, AtkinsRealis\*<sup>^</sup>  
**Immediate Past President:** Sharon Krock, SWPS, F.SAME, Schnabel Engineering\*<sup>^</sup>  
**Vice President:** Brig. Gen. Patrice Melancon, P.E., F.SAME, USAF (Ret.), CWG Consulting\*<sup>^</sup>  
**Vice President:** Albert Romano, CFM, F.SAME, Industry Consultant\*<sup>^</sup>  
**Vice President:** Carrie Ann Williams, CPSM, F.SAME, Andana Consulting\*<sup>^</sup>  
**Treasurer:** Jordan Beard, JD, AmerInd\*<sup>^</sup>  
**Counsel:** Craig Crotteau, P.E., Dawson & Associates<sup>^</sup>  
**President, SAME Foundation:** Maj. Gen. Tim Byers, F.SAME (Dist.), USAF (Ret.)\*<sup>^</sup>  
**Executive Director/Secretary:** Maj. Gen. Michael Wehr, P.E., USA (Ret.), SAME National Office<sup>^</sup>  
**Staff Liaison:** Kathy Off, PMP, SAME National Office

## REGIONAL VICE PRESIDENTS

**California:** Phil Welker, P.E., PMP, F.SAME, GeoEngineers Inc.  
**Carolinas:** Chris Carter, SoundEarth Strategies Inc.  
**Europe:** Chief Master Sgt. Adam Boubede, F.SAME, USAF (Ret.), Black & Veatch  
**Gulf Coast:** Scott Smith, P.E., Pond & Company  
**Heartland:** Emelia Brooks-Sisco, Calibre Engineering Inc.  
**Lakes:** David Johnson, Consor  
**Mid-Atlantic:** Col. Ed Chamberlayne, Ph.D., P.E., F.SAME, USA (Ret.), PRIME AE Group\*  
**Missouri River:** Scott Nall, P.E., Mason & Hanger  
**North Atlantic:** Melinda Hinsley, CPSM, F.SAME, FSMPS, Hinsley Collective LLC  
**Northeast:** Jeff Dulgarian, PMP, North Wind Group  
**Northwest:** Tony Roos, P.E., F.SAME, Kittelson & Associates  
**Ohio Valley:** Bill Lorenz, Energy Solutions  
**Pacific:** Capt. Alexander Hutchison, P.E., F.SAME, USN (Ret.), AECOM  
**Rocky Mountain:** Wendy Amann, P.E., F.SAME, Huitt-Zollars Inc.\*  
**Southeast:** Col. Michael Ulekowski, P.E., CCM, F.SAME, USA (Ret.), MULE Engineering & Construction  
**Southwest:** Colleen Rust, PG, PMP, EA Engineering, Science, and Technology Inc.\*  
**Tennessee/Kentucky:** Lt. Col. Hugh Darville, AIA, CCM, USA (Ret.), Gensler  
**Texas:** Elizabeth Parent, P.E., F.SAME, Sengineering

## CHAIRS, COMMUNITIES/COMMITTEES/COUNCILS

**Architectural Practice:** Darryl Moser, AIA, RA, GFT Inc.  
**Camps:** Allison Cantu, P.E., F.SAME, NAVFAC Southwest  
**College Outreach:** Chris Poulos, AKIMA LLC  
**Construction:** Curt Haldeman, Granite Construction Co.  
**Environmental:** Ann Ewy, PMP, F.SAME, USACE Kansas City District\*  
**Energy Security:** Elizabeth Bradford, ENV SP, Michael Baker International

## CHAIRS, COMMUNITIES/COMMITTEES/COUNCILS (cont.)

**Facility Asset Management:** Rigo Cinsneros, PMP, Jacobs  
**K-12 STEM:** Victoria Hernandez, AFCEC  
**Leader Development:** Zakary Payne, F.SAME, Matrix Design Group\*  
**Membership:** Bobbi Jo Lang, Tapa Companies  
**Resilience:** Paul Tschirky, Aptim Federal Services  
**Small Business:** Lori Revelly, F.SAME, Cavalry Consulting  
**Uniformed:** Master Sgt. Bradley Wilson, USAF, Innovative Readiness Training Program\*  
**Warfighter Engineering:** Col. Matt Beverly, P.E., USAF (Ret.), AECOM  
**Young Professionals:** Lt. Cdr. Timothy Dahms, P.E., CEC, USN, OICC China Lake

## ELECTED DIRECTORS

### 2023–2026

- Col. R. Scott Grainger, P.E., PMP, F.SAME, USAF (Ret.), RS&H
- Col. Anthony Higdon, P.E., F.SAME, USAF (Ret.), Department of Energy
- Lt. Erin Krug, P.E., PMP, USNR, Consor
- Master Sgt. Shane Payne, USA, 526th Engineer Construction Company\*

### 2024–2027

- Cdr. Roland DeGuzman, P.E., CEM, F.SAME, USN (Ret.), MBP\*
- Maj. Gen. Anthony Funkhouser, P.E., USA (Ret.), AECOM
- Candice Scale, HDR Inc.
- Corey Weaver, P.E., F.SAME, GFT

### 2025–2028

- Alyssa Agustin, PMP, Sea Engineering Inc.
- Lt. Cdr. Aaron Kotlarz, P.E., PMP, USN, Naval Special Warfare Center
- Capt. Steven "Sid" Osgood, P.E., PMP, F.SAME, USCG (Ret.), Civil Engineering Unit Oakland\*
- Lt. Col. Rick Sloop, P.E., F.SAME, USAF (Ret.), Fluor

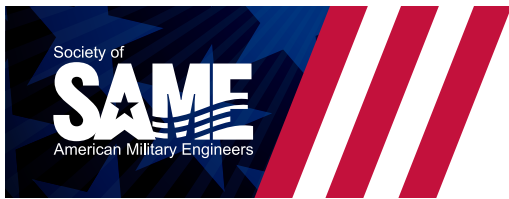
## APPOINTED DIRECTORS

- Col. Brian Duffy, F.SAME, USAF (Ret.), Stanley Consultants
- Angie Martinez, P.E., F.SAME, Martinez Construction Services
- Col. Shawn Moore, USAF (Ret.), F.SAME, Woolpert Inc.

## SERVICE LIAISON OFFICERS (NON-VOTING)

- Matthew Parks/Lt. Col. John Knight, USA (Ret.), U.S. Army
- Lt. Col. Christopher Scannell, P.E., USMCR, U.S. Marine Corps
- Lt. Jessica Williams, CEC, USN, U.S. Navy
- Lt. Col. Alexander Nelson, USAF, U.S. Air Force
- Lt. Cdr. Mark Funke, PMP, USCG, U.S. Coast Guard
- Lt. Cdr. Kevin Remley, P.E., USPHS, U.S. Public Health Service
- Lt. Nick DeProspero, NOAA, National Oceanic & Atmospheric Administration
- Seth Cutler, Office of the Secretary of Defense
- Ferdinand Gawaran, Department of Veterans Affairs

\* Board of Direction voting member | ^ Executive Committee member



# SAME CODE OF CONDUCT

SAME is committed to providing a safe and welcoming experience for all participants, regardless of race, ethnicity, disability, religion, political affiliation, gender, gender identity or expression, sexual orientation, and any other characteristic protected by applicable federal, state, or local laws, regulations, or ordinances. SAME does not tolerate discrimination, intolerance, harassment, aggression, or ill-will of any kind, whether presented in-person, digitally, or via another method.

When engaged in SAME activities or representing SAME, SAME expects all members, participants, sponsors, employees, and staff to:

- Maintain the highest professional standards of ethical behavior.
- Respect the dignity, health, and safety of themselves and others.
- Be positive, friendly, and welcoming to others.
- Support diversity and inclusion.
- Attend in-person meetings and events only when in good health.
- Maintain the confidentiality of Society business and its members. Directories, mail lists, and membership information shall be used only for their expressly stated purpose.

## CONSEQUENCES OF CODE VIOLATIONS

Violations of this Code will not be tolerated. When suspected violations are reported, we act. Violators are subject to remedies determined as below. In addition to other remedies, in the case of in person events, violators are subject to expulsion from the event, at SAME's sole discretion, without refund. Further, SAME Bylaws specifically address membership termination for cause (Article III, para 5) and SAME Ethics Standards (Article XI, para 3).

## REPORTING ALLEGED CODE VIOLATIONS

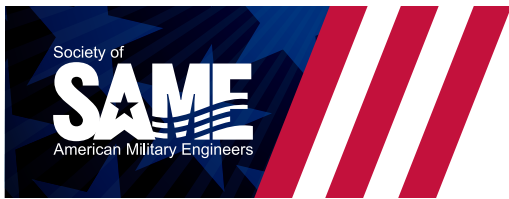
Alleged violations will normally be reported at the level at which they occur (i.e., Post, Region, National). Post or regional leadership can elevate issues to a higher level for assistance or resolution at their discretion.

## RESOLUTION OF ALLEGED VIOLATIONS

Alleged violations will be remedied at the lowest level possible. The SAME Executive Director has the national level authority to resolve alleged violations of this code, including lower level Post violations that are elevated to National. If National level resolution is required, the SAME Executive Director, or his/her designated inquiry official, will gather all necessary facts, including an opportunity for the alleged violator to present information both in writing and in person.

Based on that inquiry, the SAME Executive Director will make a final determination or recommendation of corrective action on the matter. The Executive Director's determination can be appealed to the SAME National President, assisted by the SAME Executive Committee. The SAME National President will then make a final determination on the matter. Termination of SAME membership is the authority of the SAME Board of Direction (SAME Bylaws, Article III, para 5).

(UPDATED, MAY 2025)



# SAME REGIONS & POSTS

Since its founding in 1920, SAME has been built on its Posts, which are located in many of the nation's largest cities and around important economic and military hubs. Each of SAME's Posts is important to the local community, and many share commonalities with other Posts in their state and extended geographic region. This proximity and shared interests can be utilized in organizing regional events and other programs to benefit your members. Reach out to your RVP and Deputy RVP (or contact [posts@same.org](mailto:posts@same.org)) to learn more about what types of opportunities and best practices exists for Posts to collaborate together with others in their Region.

## CALIFORNIA

### Regional Vice President:

Phil Welker, P.E., PMP, F.SAME, GeoEngineers Inc.

- Inland Empire, Riverside, CA
- Los Angeles, CA
- Orange County, CA
- Oxnard-Ventura, CA
- Sacramento, CA
- San Diego, CA
- San Francisco, CA

## CAROLINAS

### Regional Vice President:

Christopher Carter, T1 Construction LLC

### Deputy Regional Vice President:

Scott Hartung, F.SAME, AECOM

- Cape Fear, Wilmington, NC
- Carolina Midlands, Columbia, SC
- Charleston, SC
- Coastal Carolina, Camp Lejeune, NC
- Fort Liberty (Bragg), NC
- Savannah, GA

## EUROPE

### Regional Vice President:

Chief Master Sgt. Adam Boubede, F.SAME, USAF (Ret.), Black & Veatch

### Deputy Regional Vice President:

Charysse Knotts, P.E., F.SAME

### Deputy Regional Vice President:

Aaron Justice, Woolpert Inc.

- Kaiserslautern, Germany
- Rhein-Main, Germany
- United Kingdom
- Italy Field Chapter
- Poland Field Chapter

## GULF COAST

### Regional Vice President:

Scott Smith, P.E., Pond & Company

### Deputy Regional Vice President:

Tiffany Castricone, RA, F.SAME, Michael Baker International

- Emerald Coast, Mary Esther, FL
- Louisiana, New Orleans, LA
- Mobile, AL
- Panama City, FL
- Pensacola, FL
- Vicksburg, MS

## HEARTLAND

### Regional Vice President:

Capt. Emelia Brooks-Sisco, ANG, Calibre Engineering Inc.

- Arkansas, Little Rock, AR
- Memphis, TN
- Oklahoma City, OK
- Tulsa, OK
- Wichita Mountains, Southwest OK

## LAKES REGION

### Regional Vice President:

David Johnson, Consor

### Deputy Regional Vice President:

Lt. Erin Krug, P.E., LEED AP, USNR, Consor

- Illini, Champaign, IL
- Lake Michigan, Wauwatosa, WI
- Minneapolis-St. Paul, MN
- Rock Island, IL

## MIDDLE ATLANTIC

### Regional Vice President:

Col. Ed Chamberlayne, P.E., F.SAME, PRIME AE Group Inc.

### Deputy Regional Vice President:

Col. C. Patrick Hogeboom IV, P.E., F.SAME, USA (Ret.), Michael Baker International

- Blue Ridge, Winchester, VA
- Central Virginia, Fort Lee, VA
- Hampton Roads, Norfolk, VA
- Washington, DC
- Virginia Peninsula, Langley AFB, VA
- Northern Virginia, Fort Belvoir, VA

## MISSOURI RIVER

### Regional Vice President:

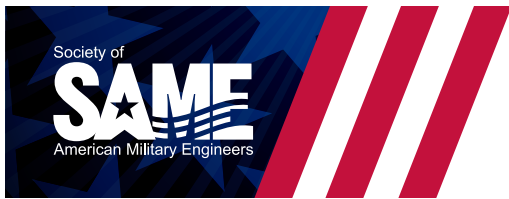
Scott Nall, P.E., FSB Architects + Engineers

### Deputy Regional Vice President:

David Packard, RA, F.SAME

- Fort Leonard Wood, MO
- Greater Kansas City, MO
- Omaha, NE
- Scott Field, Scott AFB, IL
- St. Louis, MO

(SAME Regions & Posts continued on next page)



# SAME REGIONS & POSTS

## (CONTINUED)

### NORTH ATLANTIC

**Regional Vice President:**

Mindy Hinsley, F.SAME, Hinsley Collective LLC

**Deputy Regional Vice President:**

Vincent Mangiere, P.E.

- Baltimore, MD
- Chesapeake, MD
- Mid-Maryland, MD
- New Jersey
- New York City, NY
- Philadelphia, PA

### NORTHEAST

**Regional Vice President:**

Jeffrey Dulgarian, PMP, North Wind Group

- Boston, MA
- Narragansett Bay, RI
- Piscataqua, NH

### NORTHERN TIER

**Regional Vice President:**

Tony Roos, P.E., Kittelson & Associates

**Deputy Regional Vice President:**

Col. Scott Grainger, P.E., PMP, F.SAME, USAF (Ret.), RS&H

- Big Sky, Malmstrom AFB, MT
- Minot, ND
- Spokane, Fairchild AFB, WA
- Portland, OR
- Seattle, WA
- Mount Tacoma, WA

### OHIO VALLEY

**Regional Vice President:**

Bill Lorenz, Cabrera Services Inc.

- Buffalo, NY
- Cincinnati, OH
- Cleveland, OH
- Detroit, MI
- Huntington, WV
- Kittyhawk, Dayton, OH
- Pittsburgh, PA

### PACIFIC

**Regional Vice President:**

Capt. Al Hutchison, P.E., F.SAME, USN (Ret.), AECOM

**Deputy Regional Vice President:**

Joshua Biggers, P.E., USACE Pacific Ocean Division

- Anchorage, AK
- Guam, USA
- Honolulu, HI
- Korea
- Japan

### ROCKY MOUNTAIN

**Regional Vice President:**

Wendy Amann, P.E., F.SAME, Huitt-Zollars Inc.

**Deputy Regional Vice President:**

Elizabeth Wessling, Weston Solutions

- Denver Metro, CO
- Frontier, Cheyenne, WY
- Gem State, Mountain Home AFB, ID
- Great Basin, Salt Lake City, UT
- Pikes Peak, Colorado Springs, CO

### SOUTHEAST

**Regional Vice President:**

Col. Michael Ulekowski, P.E., F.SAME, USA (Ret.),  
MULE Engineering & Construction

**Deputy Regional Vice President:**

Molly Burchette-Moran, Cross Environmental Services

**Deputy Regional Vice President:**

Raymond Ramos, P.E., Raymond Engineering-Georgia Inc.

- Atlanta, GA
- Fort Benning-Columbus, GA
- Jacksonville, FL
- Robins AFB, GA
- South Florida, Miami, FL
- Space Coast, Patrick AFB, FL
- Tampa Bay, FL

### SOUTHWEST

**Regional Vice President:**

Colleen Rust, PG, EA Engineering Science & Technology

**Deputy Regional Vice President:**

Edward Mears, RG, F.SAME, Garney Federal Inc.

- Albuquerque, NM
- Phoenix, AZ
- Southern Arizona,
- Tucson, AZ
- Southern Nevada,
- Las Vegas, NV
- Tularosa Basin,
- Holloman AFB, NM

### TENNESSEE/KENTUCKY

**Regional Vice President:**

Lt. Col. Hugh Darville, AIA, CCM, USA (Ret.), Gensler

**Deputy Regional Vice President:**

Brandi Smith, Cornerstone Engineering

- Huntsville, AL
- Kentuckiana, Louisville, KY
- Nashville, TN
- Tennessee Valley, Oak Ridge, TN

### TEXAS

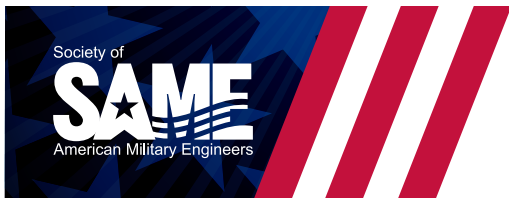
**Regional Vice President:**

Liz Parent, P.E., F.SAME, Sengineering

**Deputy Regional Vice President:**

Joshua Graham, P.E., CCM, F.SAME, HDR Inc.

- Dallas, TX
- Fort Worth, TX
- Houston-Galveston, TX
- San Antonio, TX



# ACADEMY OF FELLOWS INFORMATION & CONTACTS

The SAME Academy of Fellows recognizes those members who have rendered dedicated and outstanding service to the Society, military engineering, and the A/E/C profession. SAME has bestowed the title of Fellow on select members since 1973; however, in 1995, a formal entity was founded to formally acknowledge these distinguished individuals for their dedication to SAME and the A/E/C profession. Today, there are more than 800 members of the Academy of Fellows. The Academy of Fellows serves as the organizing body of Fellows within the Society, sets its strategic priorities and action plans, and serves to inform and inspire all members, including Fellows, to embrace the Fellows' pledge and commitment to mentoring.

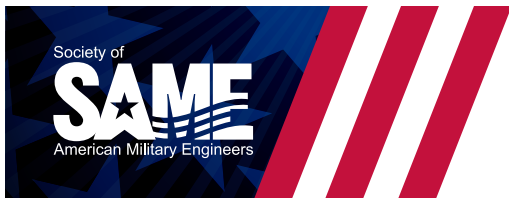
Members are eligible to apply for SAME Fellow with 10 years of impactful service to the Society and the profession. The Academy also hosts a Journey to Fellow program to assist those aspiring to become Fellows. For details on the nomination process or Journey to Fellow, visit the AOF webpage: [www.same.org/membership-communities/academy-of-fellows/](http://www.same.org/membership-communities/academy-of-fellows/). For questions regarding the Academy of Fellows, contact Kathy Off: [koff@same.org](mailto:koff@same.org)

A critical role within the Academy of Fellows organizational structure are Regional Fellows Points of Contact. These individuals serve to keep the Fellows in their Region informed, help coordinate new Fellows nominations packets and provide mentoring/reviews, and work with the AOF Executive Committee on other initiatives and programming, including Fellows Town Hall Meetings. The Academy of Fellows also is working on the development of a new Post Mentoring Program to provide support and guidance to Posts that may need additional resources and which may not have a robust network of Fellows within the Post.

## ACADEMY OF FELLOWS REGIONAL POINTS OF CONTACT

Region:	Contact:	
California	Kathryn Stewart, P.E., F.SAME	<a href="mailto:kathryn.stewart@navy.mil">kathryn.stewart@navy.mil</a>
Carolinas	Melvin Williams, F.SAME	<a href="mailto:melvin.williams@terracon.com">melvin.williams@terracon.com</a>
Europe	Allan Lucht, P.E., F.SAME	<a href="mailto:al_golf@hotmail.com">al_golf@hotmail.com</a>
Gulf Coast	Angela Nocera, P.E., F.SAME	<a href="mailto:angela.nocera@mbakerintl.com">angela.nocera@mbakerintl.com</a>
Heartland	CUCM James "Roger" Aitken, P.E., F.SAME, USNR (Ret.)	<a href="mailto:rodgeraitken@comcast.net">rodgeraitken@comcast.net</a>
Lakes	Lt. Col. Kevin Lovell, PgMP, PMP, F.SAME, USA (Ret.)	<a href="mailto:kevin.j.lovell18@gmail.com">kevin.j.lovell18@gmail.com</a>
Mid-Atlantic	Lt. Col. Neal Wright, P.E., PMP, F.SAME, USA (Ret.)	<a href="mailto:nmmw2000@gmail.com">nmmw2000@gmail.com</a>
Missouri River	David Packard, RA, PMP, F.SAME	<a href="mailto:davidpackard1224@gmail.com">davidpackard1224@gmail.com</a>
North Atlantic	Denise Tegtmeyer, P.E., F.SAME	<a href="mailto:tegtmeyer.denise@gmail.com">tegtmeyer.denise@gmail.com</a>
Northeast	Sheila Warren, F.SAME	<a href="mailto:swarren2828@gmail.com">swarren2828@gmail.com</a>
Northern Tier	Col. David Brewer, F.SAME, USAF (Ret.)	<a href="mailto:dcbrewer32@gmail.com">dcbrewer32@gmail.com</a>
Ohio Valley	Timothy Kyper, P.E., F.SAME	<a href="mailto:tim@digioiagray.com">tim@digioiagray.com</a>
Pacific	Bill Kontess, AIA, PMP, F.SAME	<a href="mailto:bill.kontess@mbakerintl.com">bill.kontess@mbakerintl.com</a>
Rocky Mountain	Aaron Murray, F.SAME, WSP	<a href="mailto:aaron.murray@wsp.com">aaron.murray@wsp.com</a>
Southeast	Capt. Mike Blount, P.E., F.SAME, USN (Ret.)	<a href="mailto:michael.blount@aecom.com">michael.blount@aecom.com</a>
Southwest	Col. Richard Houghton, CFM, F.SAME, USAF (Ret.)	<a href="mailto:colonel.houghton@gmail.com">colonel.houghton@gmail.com</a>
Tennessee/Kentucky	Col. Bob Ruch, F.SAME, USA (Ret.)	<a href="mailto:ruchb@pondco.com">ruchb@pondco.com</a>
Texas	Dr. Joshua McClure, P.E., PMP, F.SAME	<a href="mailto:jmclclure@half.com">jmclclure@half.com</a>





# ANNUAL CALENDAR CYCLE FOR POSTS

Month	Posts
<b>May</b>	<ul style="list-style-type: none"> <li>Post Presidents meeting at JETC</li> <li>National awards &amp; medals ceremony at JETC</li> </ul>
<b>June</b>	<ul style="list-style-type: none"> <li>PLW registration opens</li> <li>AOF nominee webinar</li> </ul>
<b>July</b>	<ul style="list-style-type: none"> <li>Begin Post Annual Assessments</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>Post Leaders Workshop</li> <li>Assemble Foundation funding support requests (Foundation board nominations also due)</li> </ul>
<b>September</b>	<ul style="list-style-type: none"> <li>Share information from PLW with Post Board</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>AOF nominations due</li> <li>LDP application process opens (close in December)</li> <li>National Leadership nominations opens (due in December)</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>Federal Small Business Conference</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>National Awards &amp; Medals Nominations opens (due in February)</li> <li>STEM/Engineering &amp; Construction Camps applications opens (close in March)</li> </ul>
<b>January</b>	<ul style="list-style-type: none"> <li>Final Annual Streamer award submissions due 1/31</li> </ul>
<b>February</b>	<ul style="list-style-type: none"> <li>Post President stipends available to Military/Government Post Presidents of Small/Medium Posts</li> </ul>
<b>March</b>	<ul style="list-style-type: none"> <li>Post annual financial and programmatic reports due 3/31</li> <li>Streamer results available</li> </ul>
<b>April</b>	<ul style="list-style-type: none"> <li>Student Chapter reports due 4/15</li> </ul>

## UPCOMING SAME NATIONAL EVENTS

Posts and Regions should avoid holding events over the same dates as SAME's annual national events. For more information on these conferences and workshops, visit [www.same.org/national-conferences-workshops/](http://www.same.org/national-conferences-workshops/).

### Capital Week

**2026: March 24-26**, Bethesda North Marriott Hotel & Conference Center, Rockville, MD

### Joint Engineer Training Conference (JETC)

**2026: May 19-21**, Oregon Convention Center, Portland, OR

**2027: May 18-20**, Wisconsin Center, Milwaukee, WI

**2028: May 9-11**, David L. Lawrence Convention Center, Pittsburgh, PA

### Post Leaders Workshop

**2026: TBD**

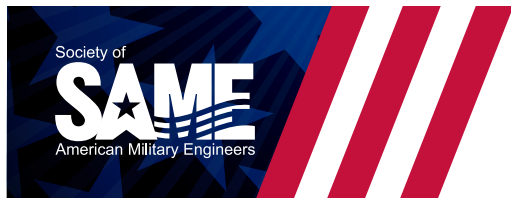
### Federal Small Business Conference(SBC)

**2025: Nov. 19-21**, Phoenix Convention Center, Phoenix, AZ

**2026: Nov. 4-6**, Charlotte Convention Center, Charlotte, NC

**2027: Nov. 17-19**, St. Louis Cervantes Convention Center at America's Center, St. Louis, MO

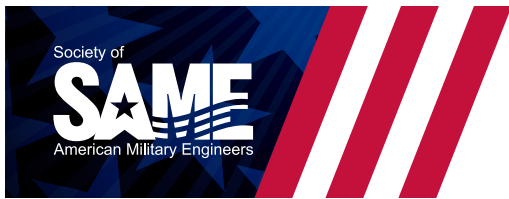
**2028: Nov. 15-17**, Nashville Music City Center, Nashville, TN



# SAME NATIONAL AWARDS & MEDALS

SAME Award Name	
Bliss Medal	For excellence in education and student mentoring
Design Awards	Celebrates design excellence in the built environment for planned and constructed federal/military projects throughout the world
Goethals Medal	For preeminence in engineering, design, or construction
Gibson Veterans Transition Medal	For superior efforts in assisting uniformed personnel transition to the private sector.
Industry-Government Engagement Individual Award	For excellence and leadership in strengthening industry-government engagement
Industry-Government Engagement Post Award	For excellence and leadership in strengthening industry-government engagement
Industry Small Business Advocate Award	For contributions as an outstanding spokesperson and advocate for small business
J.W. Morris Corporate Member Award (Large Company)	For eminent contributions to SAME by a large Corporate Member organization
Leader Development Award	For distinguished performance in the area of leader development
Membership Recruitment Champion	For superior efforts in recruiting new members into the Society at the Post level
Paul R. Smith NCO Medal	For outstanding leadership and contributions to military engineering
Post Service Medal	For significant and faithful service to SAME at the Post level
President's Medal	Recognizes outstanding SAME leadership and accomplishment by an individual within the Society during the National President's tenure
Robert B. Flowers Small Business Award (Small Company)	For eminent contributions to SAME by a Small Business Corporate Member organization
Seymour S. Greenfield Corporate Member Award (Medium-Size Company)	For eminent contributions to SAME by a medium-sized Corporate Member organization
STEM Champion Award (Individual)	For excellence and leadership in supporting STEM
STEM Excellence Post Award	For excellence and execution in supporting STEM
Student Leadership Medal	For outstanding leadership in support of student professional development and mentoring
Toulmin Medal	For most outstanding article written for <i>The Military Engineer</i> magazine by an SAME member
Urbahn Medal	For preeminence in architecture
Walter O. Bachus Gold Medal	For SAME lifetime contributions and achievement
Young Professional Leadership in Engineering Excellence Award	For outstanding engineering leadership by a Young Professional member ( <i>new national award, combines the formerly Sverdrup Medal and Tudor Medal</i> )
Large Business Award	Honoring achievements and accomplishments that work to strengthen and support small business by a large business ( <i>presented at SBC</i> )
Post Small Business Liaison Officer	For eminent contributions in leadership, support and activities that best exemplifies the mission of the Small Business Community ( <i>presented at SBC</i> )
Small Business Award	Honoring achievements and accomplishments that work to strengthen and support small business by a small business ( <i>presented at SBC</i> )
Other Recognition	
Regional Vice Presidents Medal	Presented to those individuals and organizations that have demonstrated exemplary service over a time period or significant contribution to a specific event within the Region
Regional Vice Presidents Coin	Recognizes a specific and above-ordinary contribution by an individual within the Region
Regional Fellows Medal	Recognizes a Fellow for outstanding service within their Region
SAME Presidents Coin	Recognizes a specific and above-ordinary contribution by an individual to the Society during the National President's tenure
SAME National Coin	Recognizes a specific and above-ordinary contribution by an individual in the Society; awarded by NLT member other than National President

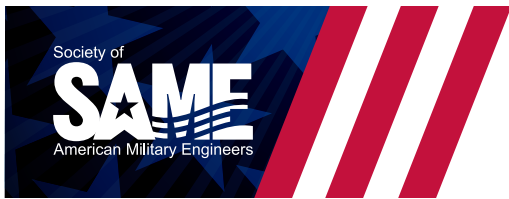
\*SAME also presents medals and awards annually on behalf of the uniformed services; visit [www.same.org/awards](http://www.same.org/awards) for more information.



# INSTALLATION OF POST OFFICERS

## PROCEDURES FOR POSTS

1. The presiding officer (such as the outgoing Post President) introduces the installing officer who is normally a Society officer or director (such as an RVP), or a senior member of the Post.
2. The installing officer asks the new officers (except the President-Elect) to come forward and stand at his/ her left in this order: Vice President, Secretary, Treasurer, and Directors. (If there are additional officers, they should form the line at the appropriate places.)
3. The installing officer introduces these newly elected officers and asks them as a group: "Do you pledge yourselves to support the Society's Strategic Plan and carry out faithfully the duties of the offices to which you have been elected or appointed?"
4. All of the new officers respond: "I do."
5. The installing officer asks the outgoing and new President to come forward. (They do so and stand at the "installer's" right; the new President next to the "installer.")
6. The installing officer asks the outgoing President to present the Post Charter and Post Bylaws to the President-Elect. (This is done.)
7. The installing officer asks the new president: "Do you pledge yourself to support the Society's Strategic Plan and carry out the duties of the President of the \_\_\_\_\_ Post to the best of your ability?"
8. The new President responds: "I do."
9. The installing officer then states: "I now declare the newly elected officers and directors of the \_\_\_\_\_ Post to be duly installed."
10. The installing officer may then make any appropriate remarks about the ceremony, the outgoing group, or the newly installed group. These may include laudatory remarks about the Post's accomplishments, or perhaps challenge the newly installed group to achieve certain goals or objectives.
11. By prior mutual agreement, either the presiding officer, or the outgoing or new Post President, then takes control of the meeting to close and remind the members of the next meeting date, time, and location.



# AVOIDING EMAIL SCAMS!

Messages like this have been reported by many SAME Posts:

*Hi [Board member name],*

*I need you to handle this as soon as possible: I need you to purchase a gift card as we have some charity donations to make today. Please let me know when you are ready for the details.*

*P.S: I'm busy at the moment/going into a meeting and can't talk but will lookout for your reply.*

*Regards,*

*[Chapter President Name]*

## BE AWARE, ALWAYS

SAME is not the only association to be targeted by scammers, nor is it just an association-industry issue. The messages look real! They seem to come from legitimate senders and may include banking information, names of officers, and addresses.

So what can we do to keep our Posts safe? The answers are simple: internal controls, website security, and your intuition!

## INTERNAL CONTROLS

If you receive a suspicious email, pause and rely on your instincts and internal controls. Here are a few tips we've found to help determine whether an email is legitimate or not:

1. Double-check the email address. Our brains automatically correct some misspellings, so pay close attention to the email address.
2. Hover over the email address to make sure the address in the tool-tip matches the email address in the "from" field.
3. Forward the message to the known email address of the officer requesting payment (i.e., if they use their work email, but the message is from a personal email address, use the one you're familiar with).
4. Pick up the phone! Directly contact the person (e.g., a SAME Post member) who "appears" to be requesting funding, information, etc., before quickly responding to an email (or, worse yet, opening an attachment).
5. Do not reply to the email address. This will confirm for the scammer that the email address is live and can result in follow-up contact.
6. Does the sender seem pressed for time? Don't feel rushed simply because of an "urgent" email. A minute of caution can save thousands of dollars and plenty of headache.
7. Do your own typing. If someone sends you a link or phone number, don't click. Use your favorite search engine to look up the website or phone number yourself. Make sure there is an <https://> before the website domain names; this means it is a secure site.
8. FTC guidance. Read the Federal Trade Commission's website on recognizing phishing emails and texts.

## WEBSITE SECURITY

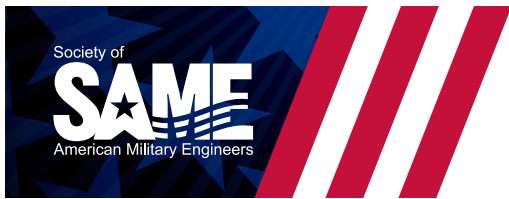
Many SAME Posts have been hit by phishing scams like the one described above. Sophisticated scammers use "bots" to scan public websites for email addresses, then use the addresses to contact targets. Leverage web tools at your disposal to enact these safeguards:

1. Use links! Ensure that you hyperlink to email addresses on your website rather than writing them out.
2. Establish, and use, your internal controls. You can require that Post officers submit a form to request payments. Have two officers approve dispersing funds. Always require a receipt for reimbursements!

Your best defense is a solid offense. It may take some additional time up front, but you can save yourself and your fellow Post officers a lot of time, energy, and money by asking the question. Finally, if it doesn't look right, it probably isn't. Be safe, not sorry!

## EMAIL MARKETING BEST PRACTICES

- **Personalize Your Emails:** Use personalization to address recipients by their first name and customize the content based on their preferences and behavior for a more personalized experience.
- **Testing 1-2-3:** Test your emails before sending them out. Check links work correctly. Design clean and focused emails. Ensure your emails are mobile-friendly.
- **Maintain a Balanced Frequency:** Respect inboxes by finding the right balance in frequency. Send emails consistently but avoid overwhelming your audience.
- **Compliance Regulations:** Comply with email marketing laws like GDPR and CAN-SPAM. Include necessary elements such as a clear unsubscribe link and your physical mailing address in every email.
- **Prioritize Content Quality:** Ensure each email provides value to the recipient, whether through useful information, special offers, or engaging content.
- **Craft Compelling Subject Lines:** Write engaging and relevant subject lines to encourage opens. Avoid generic or misleading subject lines.
- **Refrain from using a no-reply email:** No-reply email addresses don't allow you to receive replies from recipients. As a result, you may miss out on valuable conversations with your audience. No-reply emails impact deliverability; they're often filtered as spam.
- **Send emails Tuesday – Thursday** mid-morning (9-11 AM) and early afternoon (1-3 PM).



# POST WEBSITES: UPDATING & MAINTENANCE

Bill Gates coined the phrase “content is king” in 1996. And nearly 30 years later, content is still king. Every member and visitor to your website comes for one reason and one reason only: your content. You provide the content to them in the form of your upcoming events, latest news announcement, scholarship golf tournaments, member spotlights, company sponsors, and other activities.

Now that we know why they come to your website, how do we keep them coming back? We keep them coming back by making sure your website is well maintained and updated often enough. Keep it clean and uncluttered, with the most important items visible and easy to access. While your members and visitors may want to see something new when they visit your website, for Posts, information on your events, presentations, and ways to contact the Post are the most important content you will have available—so keep it up to date!

## HOW OFTEN SHOULD OUR SITE BE UPDATED?

It depends on what type of content you have, but that is why SAME National has added some parts to the Post homepage that automatically get refreshed when we add new content, like SAME Newsroom articles. The “List of Events” block on the Post homepage also can be modified to pull from multiple Posts in your region, so that it’s refreshing more regularly. All of the information on how to do this is available in the webmaster training videos (link shown below).

You should be updating your site whenever you add new events, if you have presentations to post online, or if you have other new information on scholarships, camps, STEM outreach, or other programs you want to highlight. Some pages will be “static” and that’s okay. These webpages, like About the Post or Post History, might never need to be updated since they are what is called “evergreen” content. Post officers you might need to change once a year.

Some Posts also publish articles or upload their newsletter. These are easy to do in WordPress and will be new content users will enjoy.

## POST EVENTS/PROGRAMS PHOTOS

**Do not upload dozens of photos from your events to your website.** Please use Flickr for that. All SAME national events photos are uploaded to our Flickr account. We encourage Posts to do the same, since our server has a limited capacity.

SAME National can assist with setting up an account. Here are some of the Posts with their own individual Flickr accounts:

- Baltimore Post
- Boston Post
- Mid-Maryland Post
- Orange County Post

*Importantly, DO NOT use images on your website that are copyrighted. We have had issues with Posts using copyrighted images on their sites, which comes with monetary penalties. Use public domain imagery, SAME National images, or your own Post photos.*

## TRAINING VIDEOS FOR POSTS

Visit our Post Webmaster Training and Resources webpage to watch tutorial videos on the topics below and more: [www.same.org/posts-training-and-resources/](http://www.same.org/posts-training-and-resources/)

- Uploading files and images to your website
- Using Basic Block Editor on your website
- Using Advanced Block Editor on your website
- Adding images to your website
- Adding links and buttons to your website

Have Questions? Contact the SAME Web Manager at [webmanager@same.org](mailto:webmanager@same.org).

## YOUR POST EVENTS: THE #1 CONTENT TYPE!

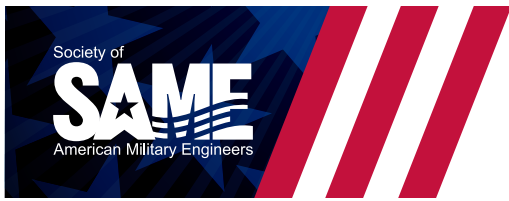
According to our analytics report, events are the most viewed content on Post websites. Users find events on your Post website and also via the SAME national calendar.

Here are the top 10 most viewed Posts websites from 7/1/2024 to 7/1/2025 (\*New to the Top 10 List):

- **DC Post** (21,726 pageviews)
- **Pikes Peak Post** (12,977)\*
- **Northern Virginia Post** (10,291)
- **Hampton Roads Post** (6,121)
- **Omaha Post** (5,500)
- **Boston Post** (5,460)
- **Orange County Post** (5,319)
- **San Diego Post** (4,668)
- **Anchorage Post** (4,363)\*
- **Honolulu Post** (4,120)\*

**Do not just add the image of all your upcoming events on your homepage or events page.** If you are a Post using the SAME National web platform, use the “Events Type” in your dashboard to add events, which will automatically add them to the national calendar. Please watch the tutorial on the Post Webmaster Training webpage to see how to add and manage events on your website and how to categorize them so they show up in the right spots. You can always increase visibility by adding images and graphics to the event itself.





# SOCIAL MEDIA BEST PRACTICES

## HOW TO “POST” AT YOUR POST!

Social media channels provide a great way to communicate news, information, updates, and more with your members in addition to e-mail and websites. The SAME National Office encourages Posts to use social media to spread the word about local events, recognition of member accomplishments, etc. You also should take advantage of SAME National's large following by tagging us in your messages.

### Follow Us...

- **LinkedIn:** SAME National
- **Instagram:** SAME\_National
- **Facebook:** SAMENational
- **Twitter:** @SAME\_National

### LinkedIn:

- **Posting on LinkedIn** – SAME National has a LinkedIn page that can be found by searching for Society of American Military Engineers (SAME), as well as several “groups” in LinkedIn. We encourage Posts to create their own accounts and use LinkedIn to promote member accomplishments and events.
- **Length of a post** – 210 characters or less before a “see more” button. The body of the post can contain 1,300 characters.
- **Image Size** – 1200 x 630 pixels is the ideal image size.

### Facebook:

- **Posting on Facebook** – SAME National has a Facebook page, which can be found by searching for Society of American Military Engineers (SAME). We encourage our Posts to create their own accounts and use Facebook to promote member accomplishments and activities
- **Length of Post** – Facebook differs from X (Twitter) in that there is no limit to characters in a post. However, it is recommended that the post not exceed 250 characters. Using photos and graphics are encouraged to assist in sending the message.
- **Image Size** – 1200 x 630 pixels is the ideal image size.

### Instagram:

- **Posting on Instagram** – SAME National has an Instagram account listed as @SAME\_National.
- **Length of Post** – Instagram recommends 138 to 150-character count limit.
- **Hashtags** – Instagram allows users to include up to 30 hashtags in a caption, but the recommended usage is for three to five in a caption.
- **Image Size** – 1080 x 1080 pixels is the ideal image size.

### X (Twitter):

- **Posting on X** – SAME National has an X account listed as @SAME\_National. We encourage our Posts to create their own accounts and use X (formerly, Twitter) to promote Post events and member accomplishments. The suggested handle for posts is @SAME\_\_\_\_POST (fill in your Post name in the blank).
- **Image Size** – 1200 x 675 pixels is the ideal image size.

### SAME Hashtags:

*Key Tip: Create hashtags that are short but meaningful, even fun. If they are too long, they will be harder for people to use in retweets and engagements.*

<b>Post Leaders Workshop</b>	<b>#SAMEPLW</b>
<b>Small Business Conference</b>	<b>#SAMESBC</b>
<b>Career Transition Workshop</b>	<b>#SAMECTW</b>
<b>Capital Week / DOD</b>	<b>#SAMECAP</b>
<b>Joint Engineer Training Conference</b>	<b>#SAMEJETC</b>
<b>Leader Development Program</b>	<b>#SAMELDP</b>
<b>Holidays</b>	<b>#SAMECelebrates</b>
<b>Member Appreciation</b>	<b>#IamSAME</b>

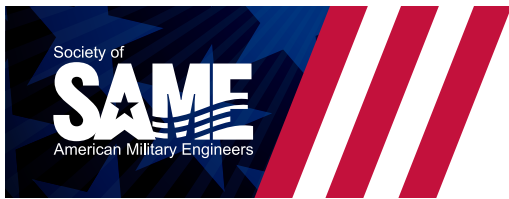
*Add the Year! For SAME National events, make sure to add the year at the end of each hashtag for that year. As an example, the 2025 JETC is #SAMEJETC25.*

### Best Practices:

- Post at least once a week
- Use relevant hashtags on your post to grow your audience
- Tag SAME National and members (influencers) for more exposure
- Respond to messages you receive and reply or like comments
- Always tag the people and companies represented in the image or video when posting to social
- Make it fun! Share an image, video, gif, or use emojis. Messages containing visuals is retained 65 percent more than just text.
- Include social media icons with links in your emails to members.

### Content Ideas:

- Create Facebook and LinkedIn events; share reminders
- Share photos and videos from your Post events
- Thank event sponsors (and tag them!)
- Celebrate Post leader birthdays/Post anniversaries
- Highlight Post members and scholarship recipients
- Share SAME National content (repost content from our feeds)



# SAME FOUNDATION: OVERVIEW FOR POST LEADERS

## BACKGROUND

The SAME Foundation was created by the SAME Board of Direction in 2015 and incorporated in 2016 as a 501 (c)(3) nonprofit. To “seed” the Foundation, the Society transferred its Education & Mentoring Fund to the Foundation with the intent that the Foundation grow that corpus over time to generate funds to support Society programs that are in line with the Foundations’ compelling purpose. Guided by the SAME strategic plan, the Foundation Board is supported administratively by the SAME National Office staff and coordinates closely with the Society’s National Leadership Assembly and Board of Direction. Its leadership is comprised of many former senior SAME leaders.

## THE SAME FOUNDATION’S COMPELLING PURPOSE:

*“To foster engineering leadership for the nation.”*

The SAME Foundation supports programs that introduce youth to STEM, mentor and support them on their journey to STEM careers, and develop emerging leaders within the A/E/C profession. Signature efforts include SAME’s Leader Development Program, Camps Mentoring Program, STEM/Engineering & Construction Camps, Credentialing Assistance Program, and STEM Pathways Program. The Foundation also provides a secure and beneficial repository for charitable and other bequeaths from members of the Society and the public. The SAME Foundation holds a Platinum Seal of Transparency by Candid (GuideStar) and a four-star rating with Charity Navigator.

## POST FUNDS POLICY

The SAME Foundation Board developed an optional service by which Posts entrust their scholarship funds to the Foundation for professional investment management. The joint SAME-SAME Foundation Investment Committee oversees the management firms. Posts retain full ownership and control of their funds. Currently, 15 Posts participate in the Post Funds Policy and accrue these benefits:

- Avoid the administrative burden and risk to volunteers of investing and fund management
- Enjoy a modest management fee that is based on the total corpus
- Control Post funds – 30 days or less to receive funds when needed

## SOCIETY/FOUNDATION RELATIONSHIP

The SAME Foundation is directly connected to SAME and financially supports Society programs. This is supported by a national Society entity, the Ranking & Review Committee, which is chaired by the Past National President, that is tasked annually with reviewing requests for funding from the Society (see page 30). The SAME Foundation raises funds from individuals and companies through an annual campaign, planned giving, corporate giving, and a silent auction, among other fundraising activities.

## QUESTIONS?

The SAME Foundation website ([www.same.org/foundation](http://www.same.org/foundation)) includes information about the Foundation that will answer many questions, including what it supports philanthropically and information relating to donations. Questions can be directed to Kathy Off ([koff@same.org](mailto:koff@same.org)), who will forward them to the appropriate person(s) on the Foundation Board or national staff.



## SAME FOUNDATION Board of Directors

**Maj. Gen. Timothy Byers**, F.SAME (Dist.), USAF (Ret.) – President, Chair

**Col. Sal Nodjomian**, P.E., F.SAME (Dist.), USAF (Ret.)\* – Chair-Elect

**Steve Blinderman**, P.E., LEED AP, F.SAME

**Capt. Mike Blount**, P.E., F.SAME, USN (Ret.)\*

**Lloyd Caldwell**, P.E., F.SAME

**Mercedes Enrique**, F.SAME

**Eddie Gonzalez**

**Col. Bill Haight**, P.E., F.SAME, USA (Ret.)

**Steven Houser**, F.SAME

**Maj. Gen. Ed Jackson**, P.E., USA (Ret.)

**Rear Adm. Mark Handley**, P.E., F.SAME, USN (Ret.)

**Brig. Gen. Paul Owen**, P.E., USA (Ret.)

**Dana Otto**

**Sally Riker**, F.SAME

**Capt. Bob Schlesinger**, P.E., F.SAME, USN (Ret.)

**Lt. Gen. Todd Semonite**, P.E., F.SAME, USA (Ret.)

**Louise Slate**

**J.R. Steele**, JD

**Susan Thames**, F.SAME

**Kathryn Thomas**

*The SAME Board of Direction is responsible for approving individuals selected to serve on the SAME Foundation Board of Directors. The Foundation President is a voting member of the SAME Board of Direction as a tie-breaker.*

# SAME FOUNDATION RESOURCE REQUEST

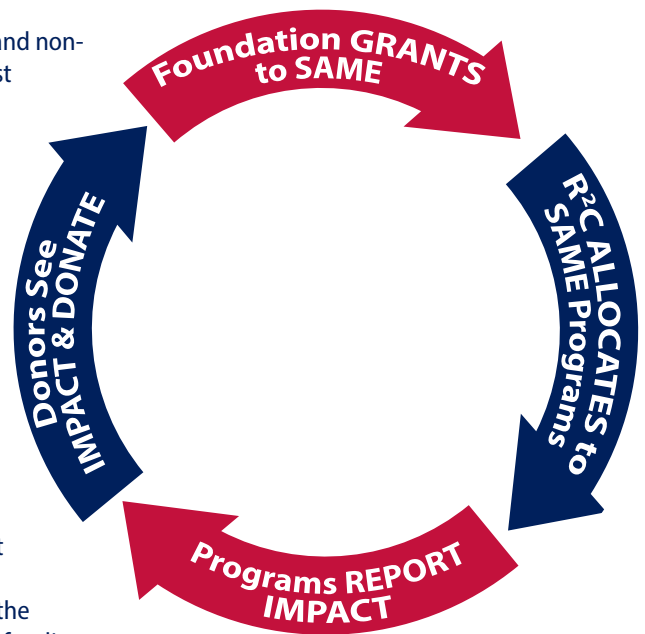
## PURPOSE:

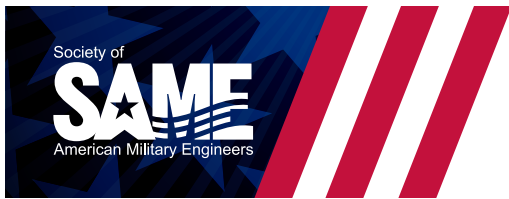
The SAME Foundation and SAME have a policy and procedure in place to outline actions necessary to prioritize and ultimately provide needed resources to Posts, C3s, and other programs in order to best execute SAME efforts that align with the Society's strategic plan, the Foundation's mission, and other governing documents.

Posts, COIs, Councils, Committees, and other programs are encouraged to submit requests for monetary or non-monetary support they may need to execute their programs through this process. While not all requests will be granted, this process is important to ensure visibility into the top priorities and to understand the interest organization-wide in program investments. This policy and procedure aligns with all appropriate governance requirements of the Society. For C3s, this procedure yields the Requests for Resource Support to accompany their Annual Workplans.

## PRINCIPLES:

1. **Scope:** This policy and procedure provide instructions for monetary and non-monetary support requests for all SAME Posts, Communities of Interest (COIs), Councils, Committees, and other programs.
2. **Society Benefit:** Requests must substantiate program impact that contributes to the SAME strategic plan and support the Foundation's mission of fostering engineering leadership.
3. **Programmatic Requests:** Requests must be for programmatic support versus one-off events or individual support.
4. **Impact:** Impact and return on investment will be measured by both the Society and the Foundation on an annual basis at a minimum. The Society must report annually detailing impacts of the programs funded by the Foundation. The report of impact is critical to the Foundation's ability to articulate value to donors of the programs the Society executes and, in turn, secure additional donations. (See figure at right)
5. **Funding Decisions & Priorities:** All Requests for Resource Support from C3s, Regions, Posts, and other SAME programs submitted in conjunction with annual work plans are considered for resourcing by the Ranking & Review Committee (R2C). The R2C prepares recommended funding allocations to the Board of Direction for approval.
6. **Funding:** Funding is executed as part of the SAME annual budget; all financial transactions will be executed in accordance with SAME Financial Policies.
7. **Restrictions:** Funding recipients must agree to expend funds in accordance with Donor or Board designated restrictions (if any) and maintain appropriate records of expenditures.
8. **Unused Funds:** Unused funds cannot be reallocated by the receiver; they must be returned to the R2C as soon as identified for possible reallocation to other programs under its authority.
9. **Governing Policy & Authority:** The Resource Request Policy and the R2C are constituted under the authority of the SAME Board of Direction. The Board of Direction reviews R2C recommended funding allocations and approves allocations as part of the Society's annual budget approval process.
10. **Proponent Department:** The Programs Department of the National Office is the proponent for this policy and implementation of this procedure.





# RESOURCE REQUEST TIMELINE

## TIMELINE:

DUE DATE	ACTION
NLT March 15	Posts and COIs prepare and submit an Impact Report detailing the success and financial expenditures of the previous FY Foundation-funded programs to the National Office Staff Liaison
NLT March 31	National Office submits SAME Foundation Support Annual Report to the Foundation
NLT JETC: FINAL Workplan Progress; DRAFT Requests for Resource Support, COI Workplan Deadline	COIs prepare and submit FINAL Annual Workplan Progress Reports (reporting on results of the previous year's workplan) to National Officers and National Office Staff Liaison
	COIs prepare and submit <b>DRAFT Annual Workplans</b> and <b>Requests for Resource Support</b> (for following calendar year's efforts) to National Officers and National Office Staff Liaison
NLT EOM June: COI Workplan, Requests for Resource Support Deadline	COIs submit FINAL Annual Workplans and Requests for Resource Support to National Officers for review and endorsement and copy National Office Staff Liaison
	Posts submit Requests for Resource Support to RVPs for review and endorsement
NLT July 15: VP, RVP Requests for Resource Support Deadline	National Officers, RVPs submit ENDORSED Requests for Resource Support to National Office; National Officers, RVPs notify requestors of any requests not receiving endorsement
NLT EOM July: R2C Meeting	R2C reviews all Requests for Resource Support, creates DRAFT allocation list for XC and TENTATIVE approval
	National Office provides DRAFT ranked list to the Foundation (for information purposes only)
August: XC Meeting	XC reviews and TENTATIVELY approves the DRAFT allocation list
	National Office informs requestors of priorities highlighting final approval PENDING based on Foundation funding amount and final XC budget approval
NLT 15 October	Foundation notifies National Office of amount of funding available for execution during the upcoming FY
NLT EOM October	R2C reconvenes to consider the Foundation's funding decision; determines final program funding recommendation to the XC
December: XC Budget Meeting	National Office prepares and submits final budget incorporating the final R2C funding decisions to the XC for approval
December: Upon budget approval	R2C issues Funding Memos to requestors of approved requirements, funding source (Society and/or Foundation) restrictions or Board-designated restrictions
	R2C provides the Foundation with allocation of Foundation funding

## REQUEST FORM FOR RESOURCE SUPPORT

**IMPORTANT:** Submit the completed request in accordance with the timeline above to both the appropriate National or Regional Officer and the National Office staff liaison.

**REQUESTOR:** Indicate the C3 / Region / Post / Program and Point of Contact:

### DESCRIPTION OF THE PROGRAM/SUPPORT REQUESTED:

- **Expected outcomes/impacts:** What will the program accomplish; what outcome or impact will be achieved?
- **How will impacts/outcomes be measured:** Describe how outcomes will be measured
- **How does this request support the SAME Strategic Plan and/or Post Strategic Plan:** Describe how this request specifically supports the SAME Strategic plan and/or your Post Strategic Plan.
- **How does this request support the Annual Work Plan:** Specifically, how does this request support one or more elements of your Annual Work Plan?

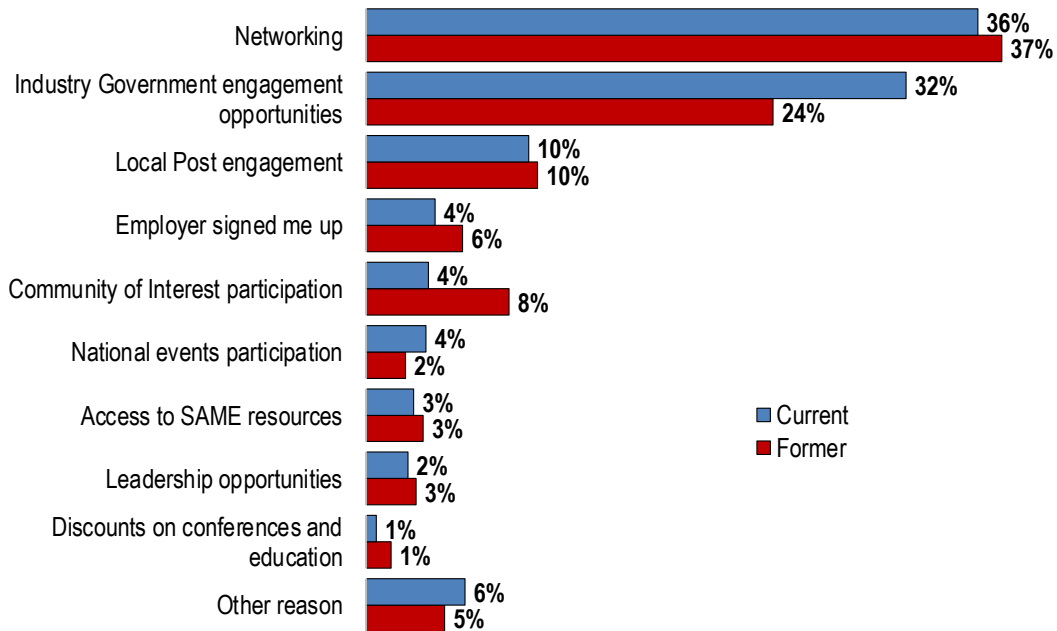
- **Type of support requested:** Indicate whether the request is for *monetary* and/or *other support*

#### AMOUNT OR QUANTITY REQUESTED

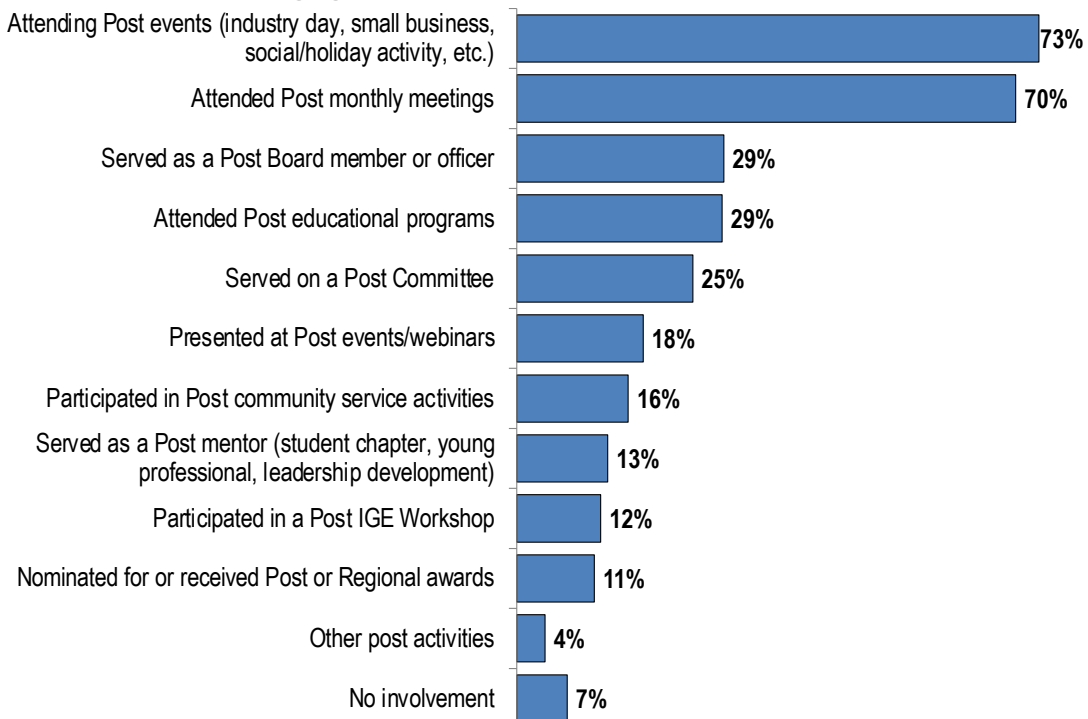
- Provide a basic budget (enter or by attachment), description of the funding usages such as travel, stipends, materials, software acquisition, contracted support, work hours, etc.
- One-time request or ongoing support: Is the request for a one-time or ongoing program?
- **Timing for the requested support:** When is the support needed and over what period?
- **For Program, Post, or Regional support, what is needed from C3s:** How can C3s provide assistance with speakers, webinars, etc.

# RESULTS FROM 2025 MEMBER SURVEY

## Most Important Reason for Originally Joining SAME by Member Status



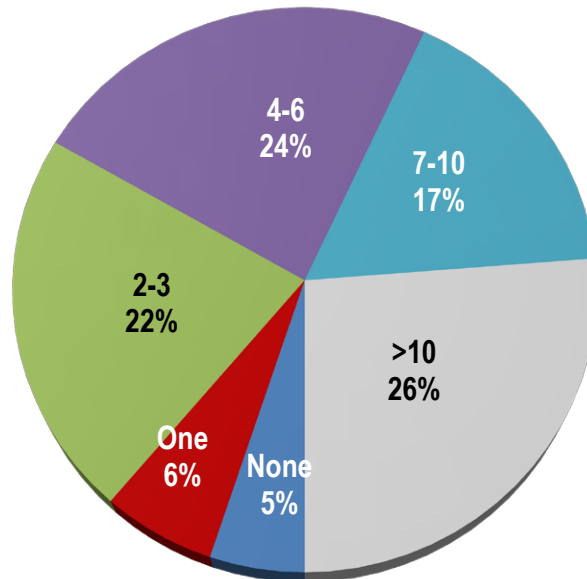
## How Members Engaged with SAME Posts over the Past Three Years



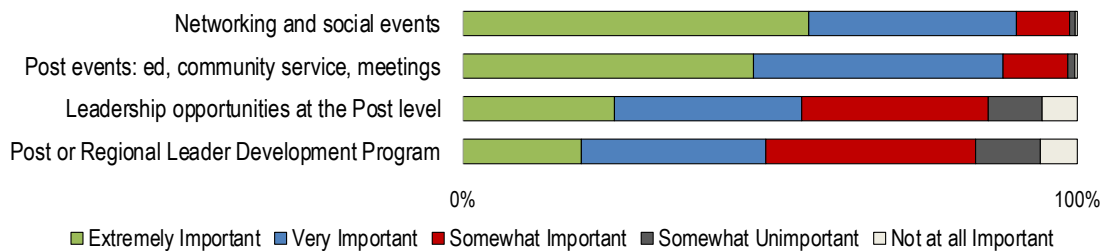


# RESULTS FROM 2025 MEMBER SURVEY

## Number of Post Events or Activities Attended in Person or Virtually in Past 24 Months

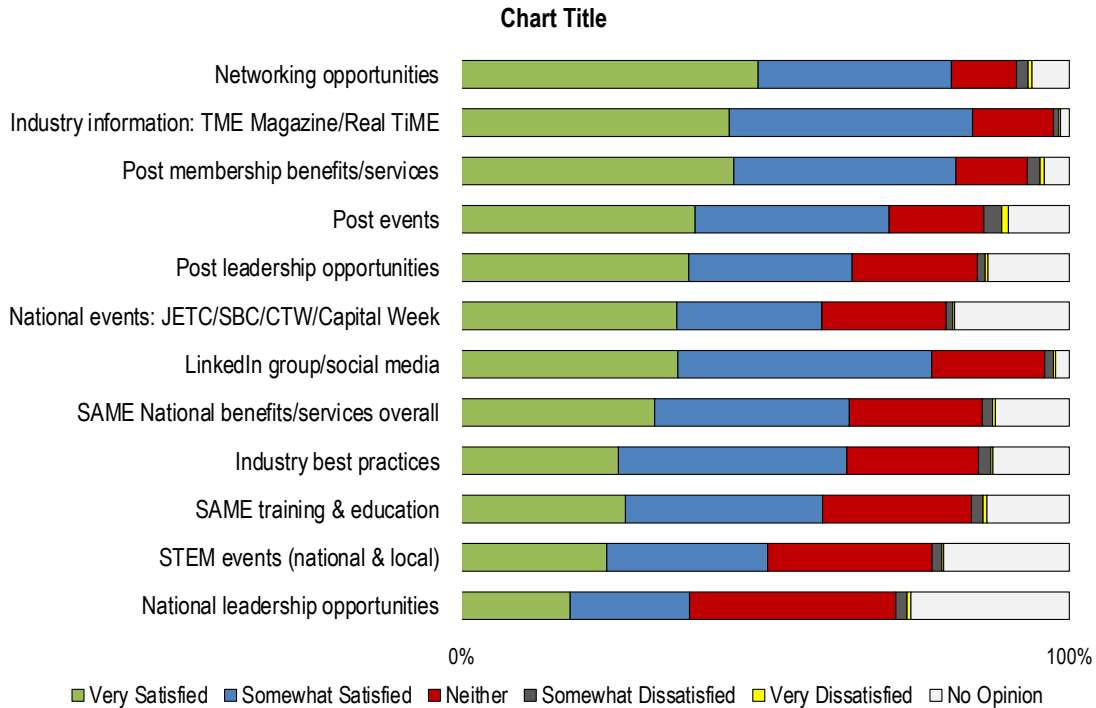


## Importance of Post Benefits/Activities Provided to You/Organization

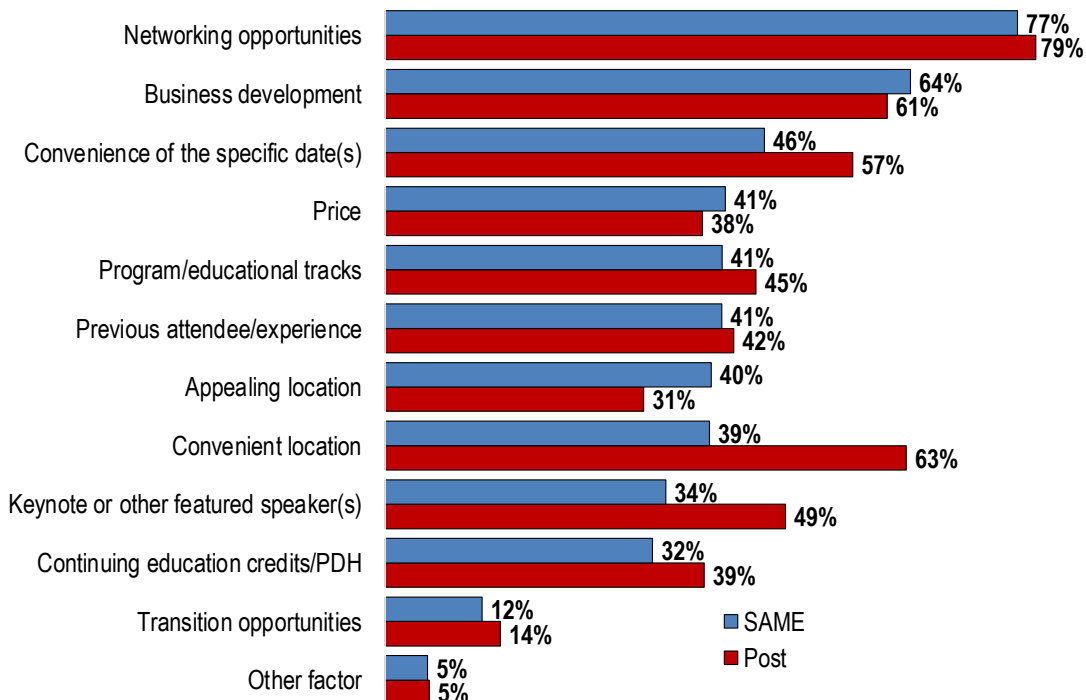


# RESULTS FROM 2025 MEMBER SURVEY

## Satisfaction Level with SAME/Post Benefits/Activities



## Factors Most Influential in Decision to Attend SAME or Post Events



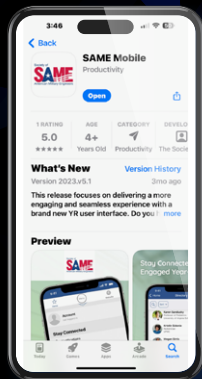
# SAME "365" MOBILE APP

Stay connected and engaged right at your fingertips with the SAME Mobile App! *YOUR* one-stop destination for the best of SAME, 365 days per year, featuring...

- Latest news and top stories
- Alerts on programs, events, webinars, and more
- Access to member-only content and resources
- Promotions highlighting major events, reminders, and Society updates
- Opportunities to connect directly with members, Posts, COIs
- Mobile-friendly access to the SAME national website and all Post websites

**PLUS**, a personalized experience that saves you time while exploring the content you love (and need)!

## DOWNLOAD TODAY!



To download, search Society of American Military Engineers, or SAME Mobile where you get your apps.



## SCAN THE QR CODE TO DOWNLOAD



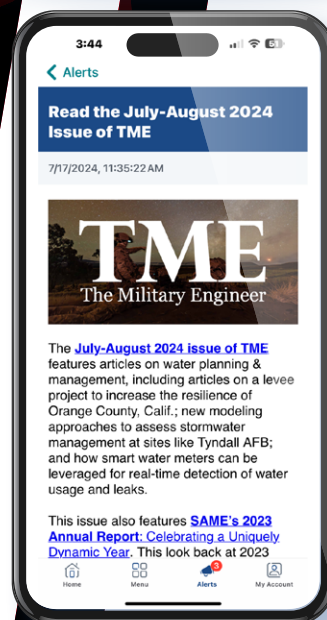
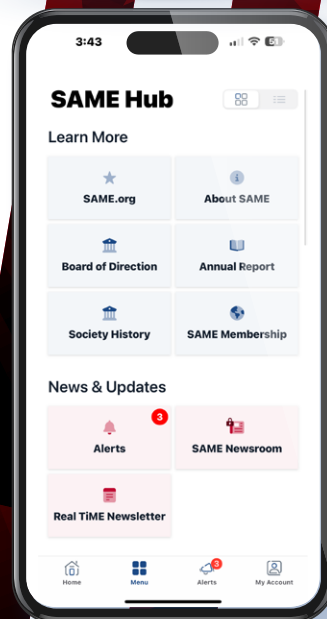
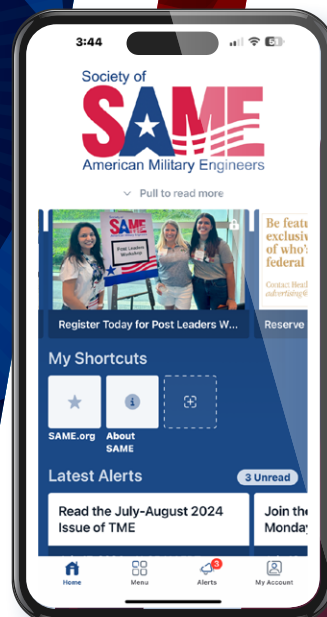
### About SAME Mobile

SAME Mobile is integrated with SAME's website and member database.

**Members are able to be verified users by downloading the app then logging in with the email they use for the SAME website.** Once you log in, you will be a verified user and able to access members-only sections.

### SAME Events App

SAME Mobile is *NOT* the SAME Events App (that is a different app). SAME Mobile is accessible 365 days per year, with new content routinely added. It is built for associations. You still will need to get all the mobile app functionality you are used to at SBC and JETC through SAME Events app.



## **2030 MISSION:**

Lead collaboration in support of our national security priorities.

## **2030 VISION:**

Serve as the trusted integrator across the A/E/C and related professions in addressing our nation's economic and security interests at home and abroad.

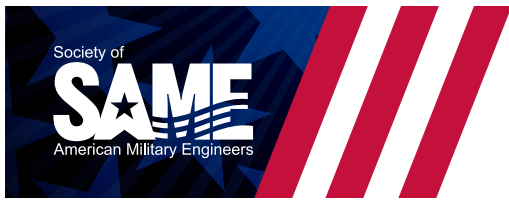
## **2030 STRATEGIC GOALS:**

- Drive Partnerships through focused industry-government engagement.
- Deliver Solutions for critical infrastructure and mission readiness challenges.
- Develop People to strengthen America's STEM pipeline and technical workforce.

## **ENDURING PURPOSE:**

**"To promote solidarity and co-operation between engineers in civil and military life, to disseminate technical knowledge bearing upon progress in the art of war and the application of engineering science thereto, and to preserve and maintain the best standards and traditions of the profession, all in the interests of patriotism and national security."** - From 1920





# THANK YOU SPONSORS

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## GOLD



**BLACK &  
VEATCH**

## SILVER



*"I am looking forward to working with our national leadership and volunteer members to strengthen the relationship between government and industry by meeting partners at the point of need, optimizing our impact, and fueling the A/E/C profession. Together, we will Build the Bond!"*

*-Michael Huffstetler, Assoc. AIA, LEED AP, F.SAME, 106th SAME National President*



**Society of American Military Engineers**

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