



SAME Board of Direction Minutes

Sunday, Aug 3, 2025, 0900

Pheonix, AZ (PLW)/Virtual

BOD Position	First	Last	Attendance
RVP Mid	Wendy	Amann	X
Treasurer	Jordan	Beard	X
Chair, Foundation	Tim	Byers	X
RVP East	Ed	Chamberlayne	X
Counsel	Craig	Crotteau	X
Elected Director Yr 3	Roland	DeGuzman	X
C3 Chair Project Lifecycle	Ann	Ewy	Virtual
President	Mike	Huffstetler	X
Past President	Sharon	Krock	X
President-Elect	Ben	Matthews	X
Vice President	Patrice	Melancon	X
Elected Director Yr 1	Sid	Osgood	Virtual
C3 Chair Workforce Development	Zakary	Payne	X
Elected Director Yr 2	Shane	Payne	Virtual
Vice President	Albert	Romano	X
RVP West	Colleen	Rust	X
Executive Director/Secretary	Mike	Wehr	X
Vice President	Carrie Ann	Williams	X
C3 Chair Membership	Brad	Wilson	Conflict

did not attend

Call To Order

Mike Huffstetler, SAME President, called the meeting to order at approximately 0900 hrs, they recited the Pledge of Allegiance, and a quorum was established with some attending virtually. Mike H. thanked the SAME staff for their work in planning PLW. He welcomed James Black, the new Director of Finance & Administration.

Consent Agenda

- [BOD Meeting Minutes 6-4-25](#)

The BOD voted to approve the Consent Agenda.

Executive Director Report

Mike Wehr, Executive Director, showed the BOD a long-range org chart for the National Office (Encl 3). He wants to continue to develop the structure to support the Strategic Plan. We are currently interviewing candidates for the Director of Strategic Initiatives and for two positions under Membership. There are a lot of potential vacancies on the Foundation side – we need to determine if we are holding the Foundation back by not staffing it properly. We are working to establish relationships with new service leaders – partnerships remain strong. We will begin contingency planning calls leading up to SBC. Indo-Pacific will also provide a touch point on government participation.

SAME Finance Report (Encl 2, Slides 5-18)

Jordan Beard, Treasurer, gave an overview of financial health of the organization and reaffirmed that SAME is in great financial health through May 2025. He also told the Board that he was very confident in James' ability. James

Black mentioned that he is currently in the process of hiring a new Senior Accountant and praised Linda Peterson for her work in filling the gaps as well as Beatriz Cook for doing contracted work on the weekends. He outlined his plan to establish additional bank accounts for operational clarity which is a standard practice to manage fraud risk. This is also an important issue for Posts. He will also revise SAME's depreciation schedules to align with IRS and industry standards. It will add to depreciation expenses, but will be better in the long-run. He will also begin to recognize current-year revenue and expenses in the period for which they are incurred as opposed to deferring and recording as pre-paid. Right now we are at 11.2 months of reserves which is very high and nice position to be in. A key component to strategic financial planning moving forward is to leverage the Foundation's potential to help the Society.

May 31, 2024 – May 31, 2025

Total Assets increased by \$2.3M since May 31, 2024. We are doing really well. Cash balances rose from \$2.55M in May 2024 to \$4.35M, a 71% increase. Other Current Assets (Prepays and Accounts Receivable) declined slightly from \$608K to \$549K. Investments also grew, from \$8.99M to \$9.79M, reflecting an 8.9% gain. Fixed Assets decreased from \$2.59M to \$2.37M, due to depreciation. Total Assets increased by 16% to \$17.07M.

Net Assets increased significantly to \$12.51M, up from \$9.54M in May 2024, reflecting a 31% year-over-year growth. Accounts Payable rose modestly from \$617K to \$665K. Deferred Revenue declined from \$2.20M to \$1.73M; the decline was mainly due to new revenue recognition methods. We won't see this moving forward. Other Liabilities decreased from \$2.38M to \$2.16M. Total Liabilities decreased by \$641K to \$4.55M. Overall a solid balance sheet.

SAME cash position remains strong. The organization's cash balances have increased significantly compared to the same period in 2024. Cash on hand rose from \$2.55M in May 31, 2024 to \$4.3M in May 31, 2025, reflecting a 71% year-over-year increase. This growth follows a strong financial performance in 2024, which concluded with a positive change in net assets of \$1.6M. The ebb and flow is explained by the timing of expenses for major conferences.

Investments

From June 1, 2024 to May 31, 2025, the Home Fund Investments achieved a 10.8% return, compared to an 8.3% return for the Long-Term Investments. As of May 31, 2025, the Home Funds balance was \$2.58M, and the Long-Term Investments total balance was \$7.21M. The total combined investments amount to \$9.79M, up \$802K from June 1, 2024. For the five months ended May 31, 2025, investment grew 3.5%, increasing by \$329K.

Light blue line is the returns on the Home Fund. The dark blue line is the combined investment accounts except for Home Fund. Grey box is an average of the two.

Revenue

In May 2025, Conference and Events Revenue totaled \$2.62M, slightly above both the prior year and budget. Partner Revenue saw the most significant increase, rising from \$566K in May 2024 to \$1.28M, but this is due to a difference in revenue recognition. Dues Revenue and Grants also grew year-over-year but remained below budget. Communications and Investments performed better than budget despite mixed year-over-year results. Total Revenue for the five months ended May 31, 2025 exceeded the May 2024 actuals by \$828K and the 2025 Budget by \$760K. Membership dues are not the source of main revenue income which will help with messaging regarding a positive revenue budget. We will also be layering in labor costs which will really show where we are at.

Expenses

In May 2025, Conference and Events Expenses totaled \$1.82M, coming in well below both the May 2024 actuals \$2.41 and the budgeted \$2.41M. The variance is mainly due to timing issues with invoices. Salaries and Wages, as well as Employee Benefits, were both under budget (the negative numbers reflect vacancies). Contractual Service, Marketing, and General Administrative Expenses also came in below budget, despite slight increases from May

2024. Total Expenses for the five months ended May 31, 2025, were \$532K less than the May 2024 Actuals and \$1.38M less than the May 2025 Budget.

Membership & Meetings Report (Encl 2, Slides 19-43)

Membership

Ann McLeod, Director of Membership & Meetings, gave a report on the Member Survey results. It is done every three years. There was an increase in responses over the last survey for a total of 5,336 (members, non-member, and never members). Those who never join (but may participate via conferences or some other way) are “never members.” We can dive deeper into the data to parse out government, only, etc... We have not done active recruiting, but there is a question on the survey asking why a never member did not join. The primary reasons people join is for networking, IGE, and Post engagement. The majority of our members do not attend events as a primary form of engagement. The top two items of importance to responders were National and Post events. The most important benefit was networking. Only 16% of responders felt that SAME helps them get their job done effectively, however, they may not be thinking that networking is a direct contributor to that (this had a high satisfaction rate at 58%). 40% of responders felt that market research and access to JETC technical content would be a good benefit to develop. We may need to better define “market research.” Additionally, after opening access to JETC technical content for free to government, only two people took advantage of it. Not many people are aware of the Foundation. The report will show some of the trends over time. Unsatisfied individuals are much more likely to submit surveys than satisfied individuals. We will be focusing on finding the Membership Consultant now that we have the final report – RFP going out after PLW. We will need to use this information in our budget planning and for resource allocation (staff time).

Meetings

- JETC government attendance was down from previous years which was expected. Those who did attend were mostly one-day registrants. We were pleased with the number of registrants overall (>2000). The satisfaction rating did decrease, primarily because of the reduction in government attendees. Although, much of the feedback we received was positive in having more time to focus on particular relationships and conversations due to the decrease in attendance. Financially, we did extremely well, managing expenses carefully because of the uncertainty. Mike H. stressed the importance of messaging – government attendance was only down 28%.
- Indo-Pacific Regional Summit planning is well underway. The Post is doing a lot of the content-related work. The governor of Hawaii is coming and so is Hon. Dale Marks (OSD). The justification toolkit is becoming essential for all events. While people seem to be registering late, it appears that we should be able to meet our registration goals. The National Office assumes all of the risk with an event like this. If we have a net profit, it will be shared with the Posts in the Region (percentage agreed on by Region).
- SBC will remain flexible! Sessions are being finalized now. We have regular calls with USACE. They are looking at multiple courses of action for participation. They will participate, but more to follow on what that looks like.

Strategic Initiatives

Mike Wehr gave a brief update on Strategic Initiatives which includes the Indo-Pacific Regional Summit which is a strategic initiative at the COCOM level; Coast Guard Force Design 28; Air Force’s Sentinel Program; and the AUSA partnership, which could provide some additional access at the local level.

Foundation Update

Tim Byers, President of the Foundation, gave an update on the work of the Foundation. The Foundation Board held a meeting on July 23 to finalize strategic POAMs (Plans of Action and Milestones), review financials, and advance fundraising initiatives. The Foundation’s financial outlook reflects a proactive and strategically front-loaded

investment in mission-critical programs. As of June 30, revenues reached **\$235K**, representing 30% of the annual goal. While corporate contributions are pacing behind expectations, individual and post donations are tracking closely to budget. The Foundation continues to focus on external donors. The board approved an \$8,000 annual subscription to Kindsight, a donor intelligence platform, to support grant writing and outreach. Fundraising efforts included plans for named endowments, with Mercedes Enrique proposing corporate-sponsored awards like the CMS Soaring Eagle Award. Sally Riker confirmed Terri Mestas as the inaugural Soaring Eagle honoree, with a gala scheduled for March 25, 2026. Other initiatives include a proposed JETC fundraiser led by Kathryn Thomas, leveraging LDP alumni and social media and an SBC fundraiser led by Mike Blount with a “battle of the services” idea. Steven Blinderman outlined stewardship goals to improve donor recognition and reporting. Susan Thames presented branding strategies to elevate the Foundation’s visibility and correct misconceptions. Board nominations are underway.

Camp Proposals

Carrie Ann Williams, Vice President, had two camps to present and presented the Hawaii Camp Proposal first (Encl 2, Slides 47-56). It started as a UPIC project. Alyssa Agustin has volunteered to be Camp Director and they have built out a full staff. They have an existing MOU with the Girl Scouts in Hawaii to use the grounds/facilities. They also conducted a successful pilot program. All National Camps will be covered by national insurance and be subject to the National Camps Program processes and procedures. Both camps will be taking the Society in a new direction by not having the camps on military installations – we are able to consider them because of the work that has been done on the National Camps Program. **The Board approved the addition of the Hawaii Camp to the National Camp Program for 2026.**

The Virginia Tech Camp provided some information the day before the meeting. The Central Virginia Post would be the Post tied to the financial aspect of the camp. Risk mitigation and ownership is part of the MOU with Virginia Tech. The level of participation with Virginia Tech needs to be fleshed out and could possibly be an example for future camps (University partnership). This camp needs to be socialized more and tested. The RVP had not been informed of camp planning and progress. SAME National can cover insurance for a pilot similar to what was provided to Hawaii for 2025. **The Board did not approve the Virginia Tech Camp for the 2026 National Camp Program. They recommended that Virginia Tech conduct a pilot program for 2026 for potential inclusion in the National Camp Program in a future year (with reapplication prior to the August meeting).**

We need to consider spending more time developing the metrics for camp success, the rationale for adding new camps, and financial transparency to synchronize local, sponsor Post, and Foundation support.

NLA Agenda & Procedures (Encl 2, Slides 68-108 *original draft – updated for NLA*)

Brian Duffy, Appointed Director, presented a draft agenda and procedures for the NLA meeting in November. He walked the BOD through the slides and specifically the quad charts. Currently, mission and key objectives are drawn from the website. Past accomplishments might be a look back over the last 6 months. The slide includes a section for future plans (next six months) and resource needs/challenges as well. Time frame is May to May with these slides being the mid-point. The top right is the direct correlation to Strategic Plan Goals. The Vision or End State would be at the bottom. RVPs and Elected Directors would be rolled up and presented by BOD members. Quad charts would be binned according to the Group with National Officers providing a wrap up for each Group. Some items that warrant further discussion could move to the Parking Lot. Pressing Issues may be covered in quad charts or be included in the Parking Lot/Pressing Issues slide.

Group Chairs should have calls set up with their people. The idea is to have items bubble up from those meetings. National will start sharing BOD agendas and read-aheads with the entire NLA so that things can be socialized with the wider Groups prior to the BOD meetings as well. For the NLA meeting, National will send out a survey asking for pressing issues in addition to the quad charts. This is a shift from previous board meetings where National Officers had only 15 minutes to summarize activities. Each quad chart will only get a few minutes each. The template,

timeline, and Pressing Issue Survey will be shared with the NLA no later than the end of August to allow them enough time to gather information from constituents, confer with Groups, share with National Officer, and then provide back to National. National will then share all the quad charts with the whole NLA as read-ahead information so that the majority of briefing time is spent on outcomes and challenges.

It may be necessary for NLA members to PULL information in various ways (Ex: RVP-Post President Meetings/ "Crowd Source") from members as opposed to passively asking for information. There was a lot of discussion on how to make members aware of this bottom-up approach to leadership.

The NLA proposed procedures were shared with past national leaders with positive reaction. Need to keep evaluating the process and ensure communications continue to exist between COIs and Posts. Additionally, need to make sure that veteran transition assistance is still emphasized within the Strategic Plan.

The BOD approved the agenda and procedures with minor adjustments.

R2C DRAFT REPORT (Encl 2, Slides 110-116)

Sharon Krock, Past President, provided a summary of the first draft of R2C report. We will work on the form to simplify it a bit and make it easier for submitters and reviewers to read. The committee recommends combining the two Credentialing requests now that the pilot is over. We felt that Europe Region's request should be expanded to any OCONUS regions. The STEM Pathways request had not come in yet for the first round of deliberations. The request has come in for \$55K more than last year's ask because of not getting the UEF Grant for 2026. The committee is recommending that College Outreach focus on inviting advisors to the Student Chapter Workshop if the activity is funded. Three requests were preliminarily disapproved. The Innovation Challenge does not seem to provide appropriate ROI. The Membership Committee did not really define their resource request in terms of monetary requirements. The committee would like the Texas Region LDP to focus on local resourcing as other regions do at this time. The majority of the request was for travel.

LD COI Chair was asked about his thoughts on the investment locally. Zack Payne communicated an idea to have more leader development interaction at the local level vs national. In-person contact is much more powerful for this type of engagement vs virtual. We need to engage the AOF network to invest time and effort to do this at their Posts and Regions. More focus needs to be given to UPIC implementation at the National level; this is where the ROI will come. Need to ensure that UPICs are going through the proper governance channels for implementation. We can take off the LD COI \$9K request for speaker support – this will be more of a future request.

The BOD approved the DRAFT and direction of the R2C. BOD will approve/disapprove final allocation as part of the budget in December.

National Officer Reports (Encl. 2, Membership Slides 119-126)

The Board was quickly running out of time against the start of PLW, so Mike H. went around the room to all board members to ask for issues or alibis, allowing the National Officers to report by exception. Albert asked the National Office to prioritize a look at shortcomings of the database. The Uniform Council would like to assist with veteran transition at the local level. Need to make sure that this is not the primary mission of the Uniformed Council as it raises red flags with uniformed services. Staffing issues at National are potentially causing some limitations on volunteer activities – understand most are actively being remedied. Would like Fellows to fulfill their action statements regarding mentoring at the Post level.

Closing Remarks

Mike W. reminded the board that as the governance changes take effect, we should pay attention to any blind spots that we notice. The meeting adjourned at approximately 12:30pm local time.



MG Mike Wehr, P.E., USA (Ret.)
Executive Director

Encl 1: Agenda

Encl 2: Slides

Encl 3: Long Range Org Chart

Encl 4: VA Tech Camp Proposal

ENCLOSURE 1: Agenda

TIME	AGENDA	RESPONSIBLE
0900 - 0905	Call to Order, Opening Remarks	Mike Huffstetler
0905 - 1000	XD Report	Mike Wehr
	<ul style="list-style-type: none"> Governance Review Staffing Update 	
	Finance & Administration <ul style="list-style-type: none"> Q2 Report Budget Build '26 Strategy 	James Black/Jordan Beard/Mike Wehr
	Membership & Meetings <ul style="list-style-type: none"> Membership Survey Results JETC AAR Results Indo-Pacific Regional Summit SBC 	Ann McLeod
	Strategic Initiatives <ul style="list-style-type: none"> INDOPACOM Sentinel (USAF), Force Design 28 (USCG), Veteran Housing (VA) 	Mike Wehr
1000 – 1010	Foundation Update	Tim Byers
1010 – 1030	Camp Proposals – Decision <ul style="list-style-type: none"> Hawaii VA Tech 	Carrie Ann Williams
1030 - 1100	NLA Agenda & Procedures – Decision	Brian Duffy
1100 - 1120	R2C Update – 2026 Allocation DRAFT Decision	Sharon Krock
1120 - 1145	C3 Annual Workplan Approvals/Issues (by exception)	Albert Romano, Patrice Melancon, Carrie Ann Williams
1145 – 1155	PLW Plan	Jill Murphy
1155 – 1200	Closing Remarks	Mike Huffstetler

ENCLOSURE 2: SLIDES

Board of Direction Meeting

August 3, 2025

1

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Opening Remarks

Mike Huffstetler

2

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Time for a VOTE (Consent Agenda)

- BOD Meeting Minutes - June



Executive Director Report

Mike Wehr

Finance & Administration Report

James Black

**For the First Five Months Ended May 31, 2025

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Status Report

Financial Status Report – For the five months ended May 31, 2025

Foundation: Reconciled for the six months ended **June 30, 2025**.

Society: All bank accounts except the main operating account are reconciled through **June 2024**.

Society Entries: Nearly all June entries are complete, and expenses have been **entered through July 31, 2025**.

Reporting: The July financials will be presented in September, with the goal of including August statements.

Investments: The next investment meeting is planned for the **third week of August**.

Staffing: Actively recruiting a Senior Accountant. Currently supported by one part-time accountant. In the past several months, SAME has also had limited weekend assistance from the former Senior Accountant.

Recommendations

Establish Additional Bank Accounts for Operational Clarity

It is recommended that SAME expand its banking structure to include separate accounts for **Payroll**, **FSA benefits**, and potentially a dedicated account for **Conferences and Events**. This segregation will enhance cash management, improve internal controls, and simplify reconciliation and reporting for specific functions.

Align Depreciation Schedules with Standard Guidelines

SAME should revise its depreciation schedules to align with IRS and industry standards. Currently, **office furniture** and **database implementation costs** are being depreciated over a 15-year period. According to IRS Publication 946 and the General Depreciation System (GDS), **office furniture** should be depreciated over **7 years**, and **software/database implementations** typically fall within a **3–7 year range** with **5 years** being a commonly accepted midpoint. Adjusting these schedules would result in an estimated **increase of \$108K in depreciation expense in 2025**.

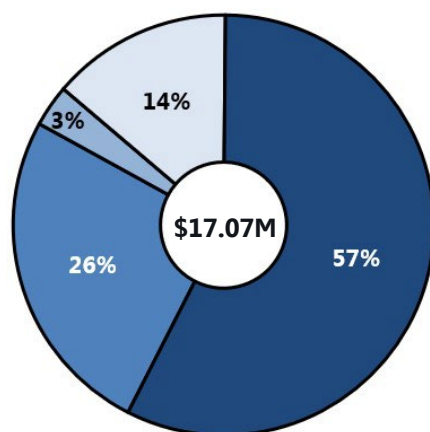
Recognize Current Year Revenues and Expenses Timely

SAME currently records a significant portion of current-year revenues and expenses as **deferred revenue** and **prepaid expenses**, respectively. For example, funds collected for the Small Business Council event are deferred until November, while related costs are recorded as prepaids. It is recommended that revenues and expenses related to the current fiscal year be recognized in the period incurred. This will enhance the usefulness of financial reports.

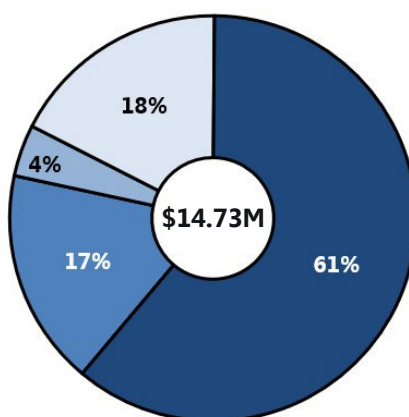
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Total Assets increased by \$2.33M since May 31, 2024

■ Cash ■ Other Current Asset ■ Fixed Assets ■ Investments



May 31, 2025



May 31, 2024

From May 31, 2024, to May 31, 2025:

Cash balances rose from **\$2.55M** in May 2024 to **\$4.35M**, a **71% increase**.

Other Current Assets (Prepaids and Accounts Receivable) declined slightly from **\$608K** to **\$549K**.

Investments also grew, from **\$8.99M** to **\$9.79M**, reflecting an **8.9% gain**.

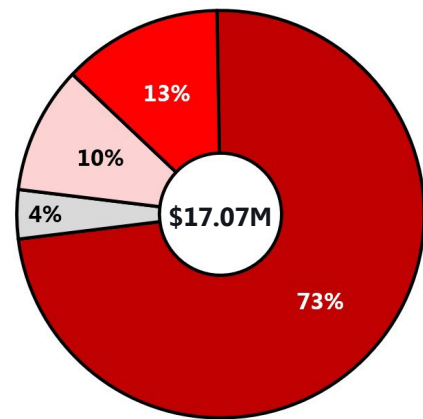
Fixed Assets decreased from **\$2.59M** to **\$2.37M**, due to depreciation.

Total Assets increased by **16%** to **\$17.07M**.

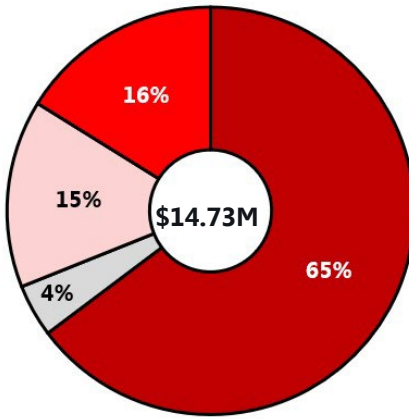
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Net Assets increased \$2.9M, and Liabilities decreased \$642K since May 31, 2024

■ Net Assets
□ Accounts Payable
□ Deferred Revenue
■ Other Liabilities



May 31, 2025



May 31, 2024

From May 31, 2024, to May 31, 2025:

Net Assets increased significantly to **\$12.51M**, up from **\$9.54M** in May 2024, reflecting a **31% year-over-year growth**

Accounts Payable rose modestly from **\$617K** to **\$665K**.

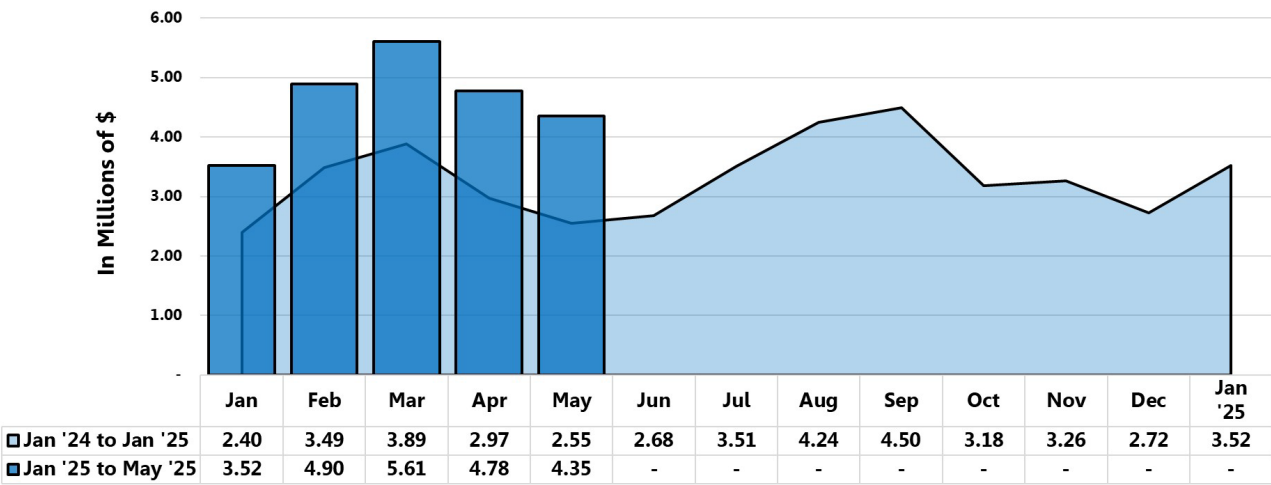
Deferred Revenue declined from **\$2.20M** to **\$1.73M** the decline was mainly due to new revenue recognition methods.

Other Liabilities decreased from **\$2.38M** to **\$2.16M**.

Total Liabilities decreased by **\$641K** to **\$4.55M**.

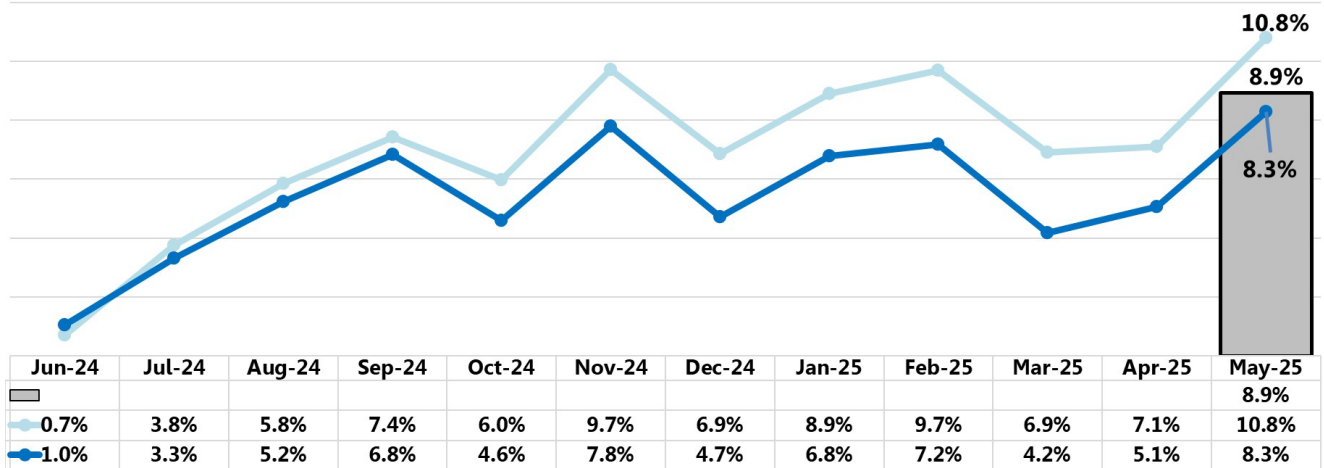
SAME Cash Position Remains Strong

As of May 31, 2025, the organization’s cash balances have increased significantly compared to the same period in 2024. Cash on hand rose from **\$2.55M** in **May 31, 2024** to **\$4.35M** in **May 31, 2025**, reflecting a **71% year-over-year increase**. This growth follows a strong financial performance in 2024, which concluded with a **positive change in net assets of \$1.61M**.



Investments

From June 1, 2024, to May 31, 2025, the Home Fund Investments achieved a 10.8% return, compared to an 8.3% return for the Long-Term Investments. As of May 31, 2025, the Home Funds balance was \$2.58M, and the Long-Term Investments total balance was \$7.21M. The total combined investments amount to \$9.79M, up \$802K from June 1, 2024. **For the five months ended May 31, 2025, investment grew 3.5%, increasing by \$329K.**



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SAME Statement of Position for the Periods May 31, 2025, and 2024

	Current Year To Date 05/31/2025	Prior Year To Date 05/31/2024	Variance		Current Year To Date 05/31/2025	Prior Year To Date 05/31/2024	Variance
Assets				Liabilities and Net Assets			
Current Assets				Liabilities			
Cash and Cash Equivalents	4,353,397	2,546,100	1,807,298	Accounts Payable	665,321	617,328	47,994
Accounts Receivable, Net	24,746	147,602	(122,856)	Deferred Revenue	1,725,943	2,197,089	(471,146)
Prepaid Expenses	524,220	460,721	63,499	Other Liabilities	2,161,679	2,380,308	(218,630)
Total Current Assets	4,902,364	3,154,423	1,747,941	Total Liabilities	4,552,943	5,194,725	(641,781)
Long-term Assets	2,374,767	2,594,398	(219,631)	Net Assets	11,107,547	9,495,563	1,611,985
Investments	9,788,454	8,985,706	802,748	Change In Net Assets	1,405,095	44,240	1,360,854
Total Assets	17,065,585	14,734,528	2,331,058	Total Net Assets	12,512,642	9,539,803	2,972,839
				Total Liabilities and Net Assets	17,065,585	14,734,528	2,331,058

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SAME Summary of Statements of Activities

For the Five Months Ended May 31, 2025



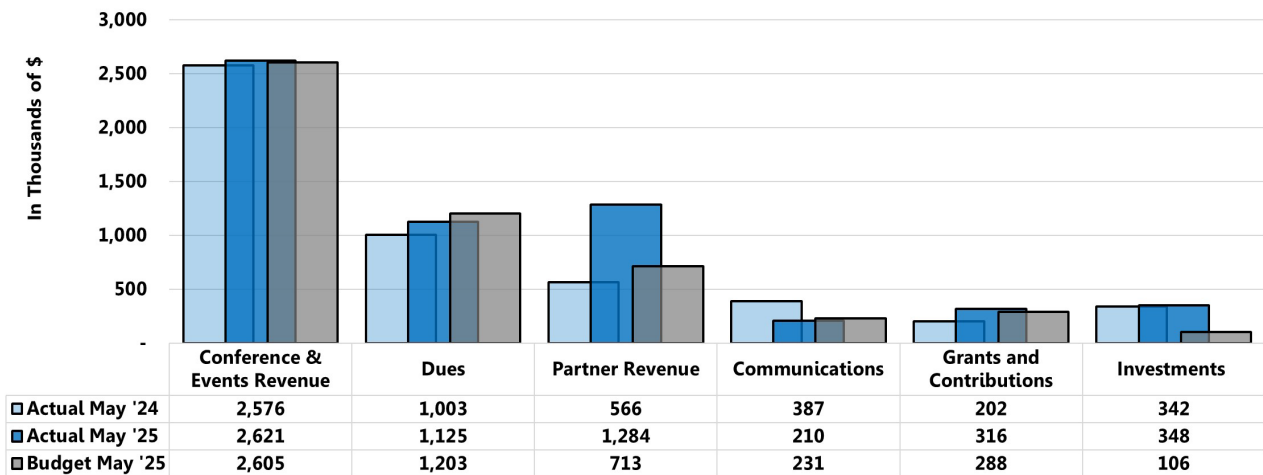
	Actual May 31, 2025	Budget to Date May 31, 2025	Variance\$	Variance%	Annual Budget	Budget Remaining
Total Revenue	5,905,003	5,076,520	759,929	16%	13,395,708	7,490,705
Total Expenses	4,499,908	5,032,279	(1,383,532)	-11%	13,395,708	8,895,800
Changes in Net Assets	1,405,095	44,240	2,143,461	-	-	(1,405,095)

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SAME Revenues Remain Stable for the First Five Months Ended May 31, 2025



In May 2025, **Conference and Events Revenue** totaled **\$2.62M**, slightly above both the prior year and budget. **Partner Revenue** saw the most significant increase, rising from **\$566K in May 2024** to **\$1.28M**, but this is due to a difference in revenue recognition. **Dues Revenue** and **Grants** also grew year-over-year but remained below budget. **Communications** and **Investments** performed better than budget despite mixed year-over-year results. **Total Revenue for the five months ended May 31, 2025 exceeded the May 2024 actuals by \$828K and the 2025 Budget by \$760K.**



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SAME Expenses are Lower for the Five Months Ended May 31, 2025

In May 2025, **Conference and Events Expenses** totaled **\$1.82M**, coming in well below both the May 2024 actuals **\$2.41** and the budgeted **\$2.41M**. The variance is mainly due to timing issues with invoices. **Salaries and Wages**, as well as **Employee Benefits**, were both under budget. **Contractual Services**, **Marketing**, and **General Administrative Expenses** also came in below budget, despite slight increases from May 2024. **Total Expenses** for the five months ended May 31, 2025, were **\$532K** less than the May 2024 Actuals and **\$1.38M** less than the May 2025 Budget.



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SAME Statements of Activities

For the Five Months Ended May 31, 2025

	Actual May 31, 2025	Budget to Date May 31, 2025	Variance\$	Variance%	Annual Budget	Budget Remaining
REVENUES						
Dues	1,124,807	1,202,796	(77,989)	-6%	2,917,389	1,792,582
Partner Revenue	1,284,411	713,100	571,311	80%	1,391,100	106,689
Conference & Events Revenue	2,621,369	2,604,750	16,619	1%	7,889,150	5,267,781
Communications	209,981	230,765	(20,784)	-9%	524,062	314,081
Grants and Contributions	316,180	287,988	28,192	10%	417,988	101,808
Investments	348,254	105,674	242,580	230%	256,019	(92,236)
Total Revenue	5,905,003	5,145,073	759,930	15%	13,395,708	7,490,705
EXPENSES						
Salaries & Wages	1,198,007	1,320,679	(122,672)	-9%	3,127,628	1,929,621
Employee Benefits	360,397	490,134	(129,737)	-26%	1,067,364	706,967
Contractual services	325,640	443,371	(117,731)	-27%	1,025,164	699,524
Conference & Events Expenses	1,821,972	2,495,573	(673,601)	-27%	5,997,034	4,175,062
Marketing & Communications	396,163	573,606	(177,443)	-31%	502,967	106,804
General Administrative	397,728	560,075	(162,347)	-29%	1,675,550	1,277,822
Total Expenses	4,499,908	5,883,438	(1,383,530)	-24%	13,395,708	8,895,800
Changes in Net Assets	1,405,095	(738,366)	2,143,460	-	-	(1,405,095)

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SAME Statement of Activity – By Department

For the Five Months Ended May 31, 2025



	Communications	Finance, Administration	Meetings	Membership	Post Operations	Programs	All Departments
Change In Net Assets							
Operating Revenue	400,829	405,366	3,677,957	1,118,017	12,553	322,750	5,937,471
Expenditures	88,282	2,224,463	1,842,260	112,277	7,525	257,569	4,532,376
Change In Net Assets	312,547	(1,819,098)	1,835,697	1,005,740	5,028	65,181	1,405,095

Questions?

Contact information

James Black

jblack@same.org

202.465.5713

Membership & Meetings Report

Ann McLeod

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Member Survey Result Highlights

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Member Assessment Survey

WHY

- To understand what our constituents want and need
- Help us improve member satisfaction, retention and recruitment

WHEN

- Done every three years
- 2025 survey was deployed April 23 – May 19

WHO

- Sent to 31,989 members, non-members, and never members
- 5,336 total responses
 - 77% members, 10% former members, 13% never-members
 - 69% private industry, 9% retired, 9% government civilian, 5% student, 4% uniformed

WHAT

- Series of questions related to national and post experience
- Level of satisfaction feedback

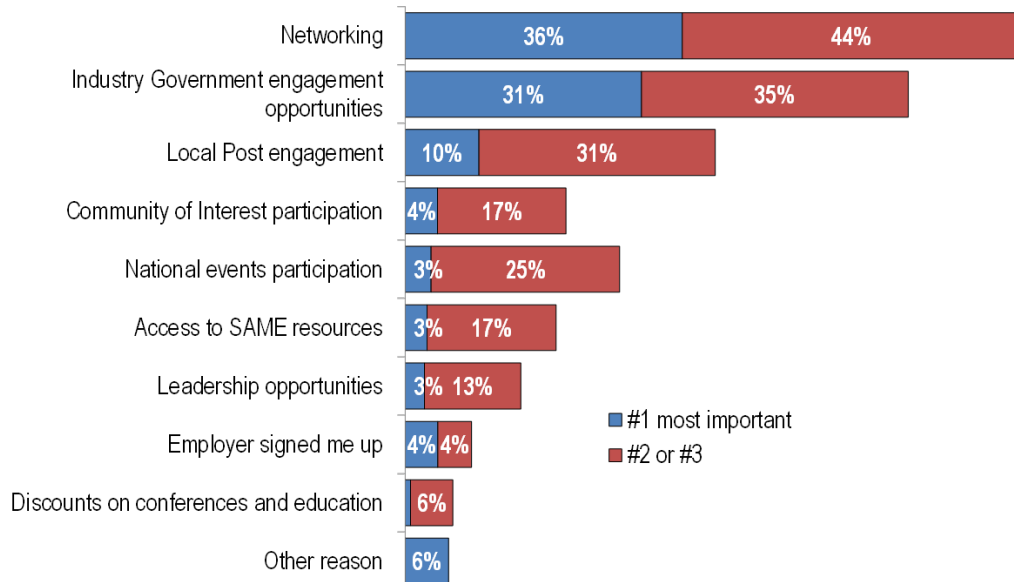
HOW

- Professional survey/research consultant

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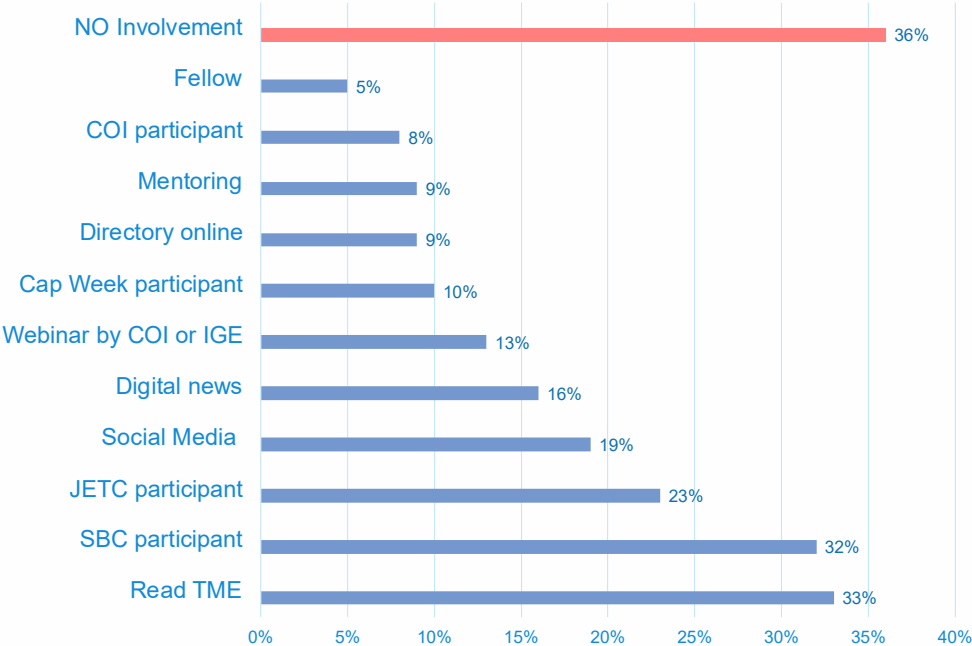
Why do people join?



22

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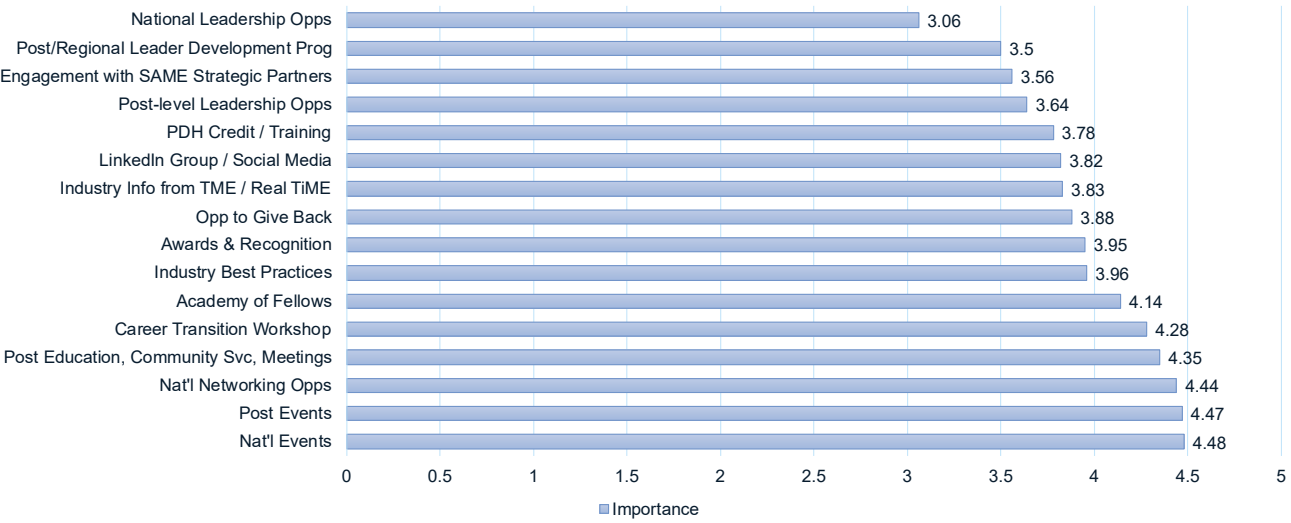
Where do people engage?



23

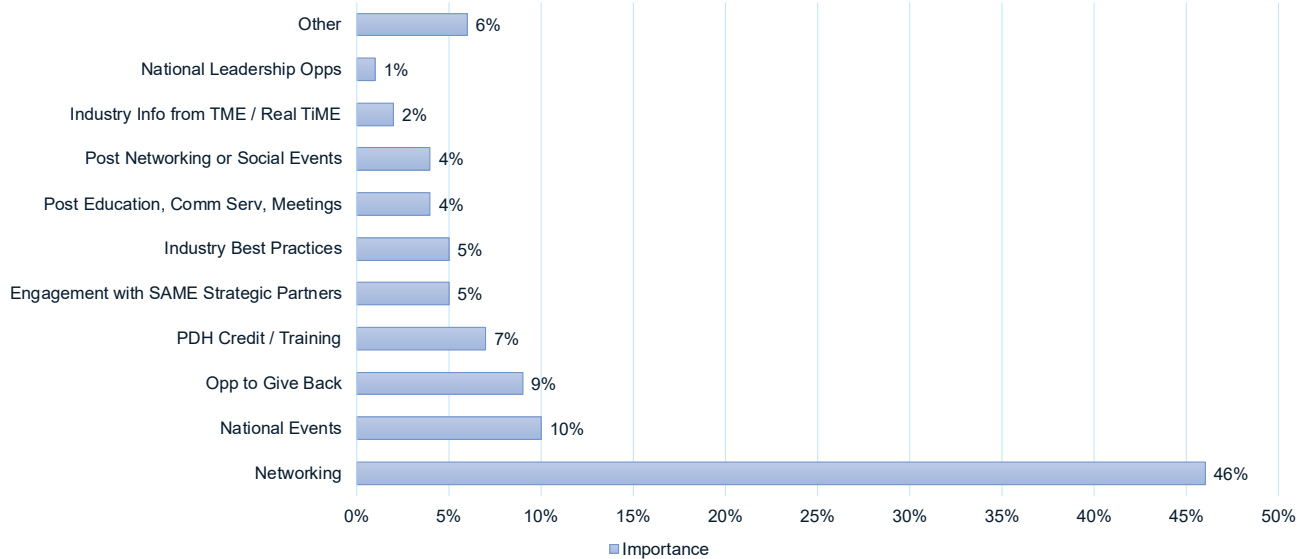
What's important to members?

Importance on scale of 1 -5, 5 being highest



24

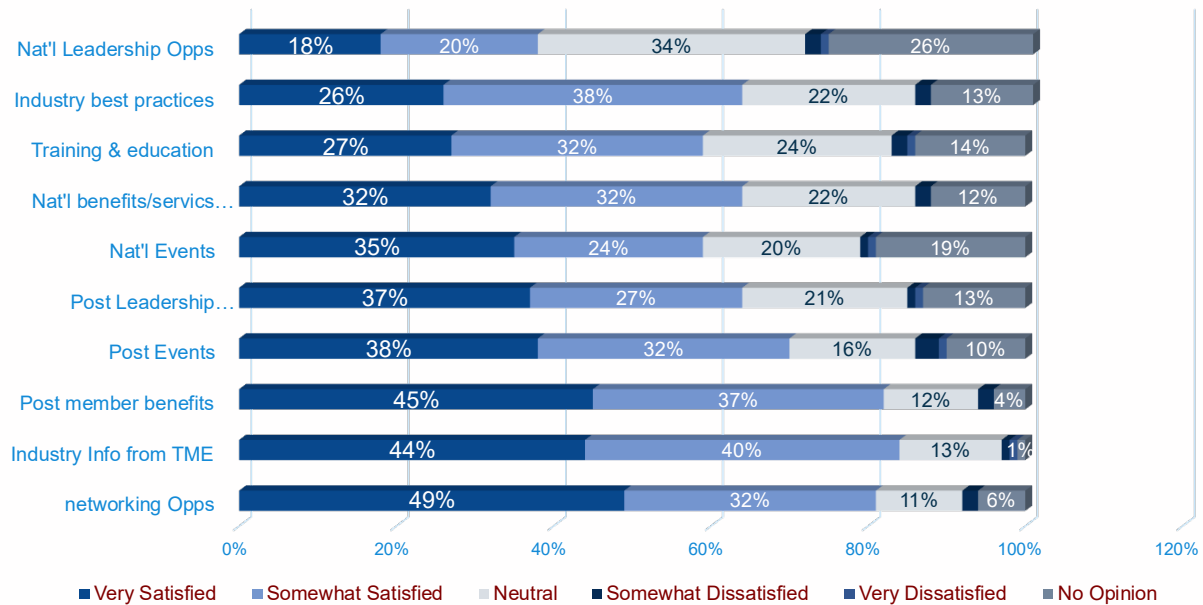
What is the most important SAME benefit?



25

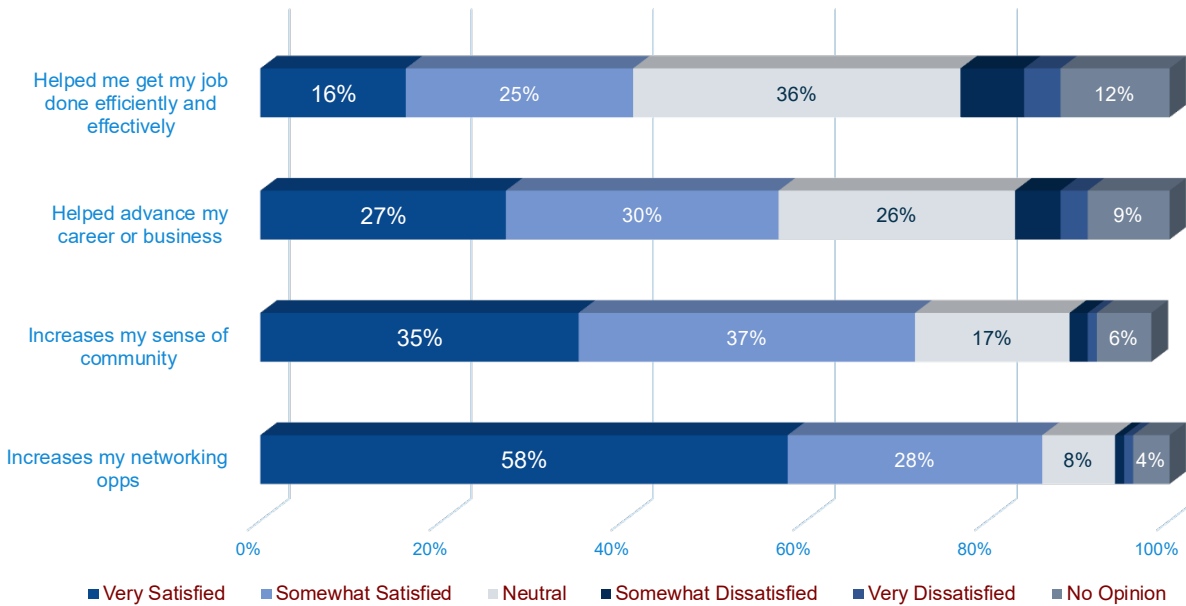
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How satisfied are members with SAME activities?



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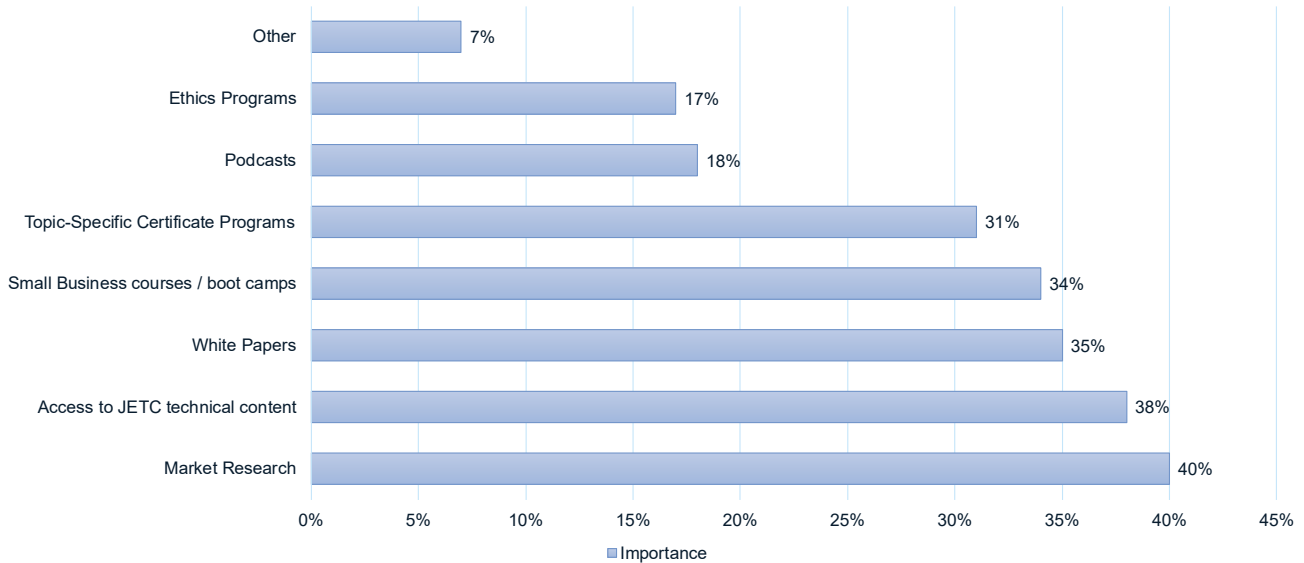
My membership with SAME...



27

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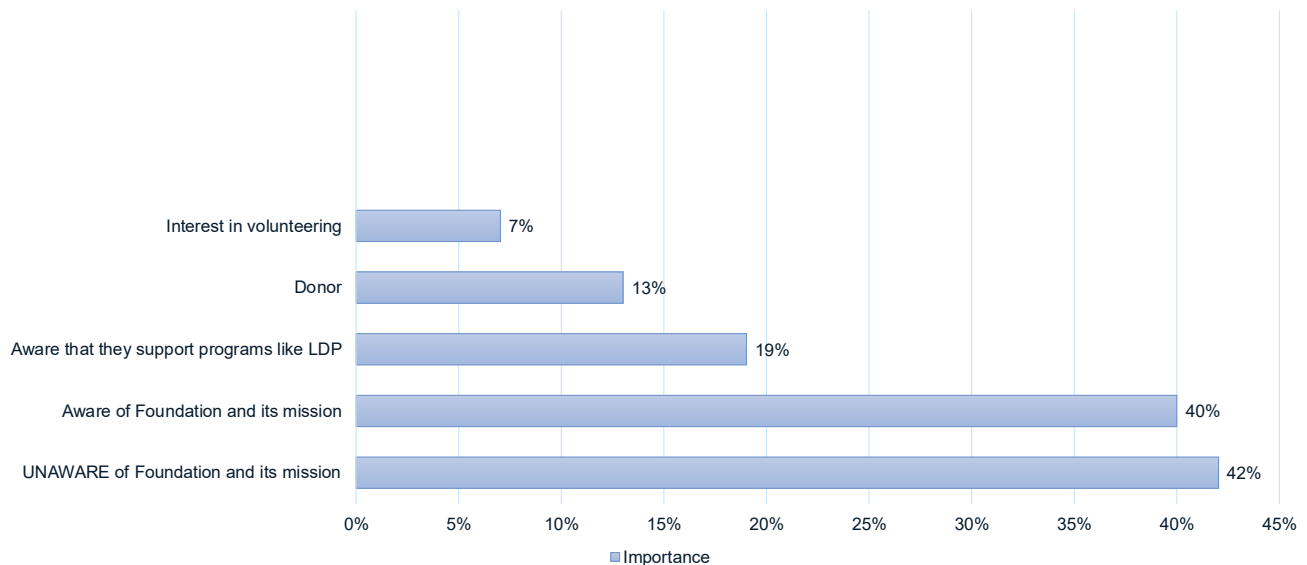
What benefits or services should SAME expand or develop?



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Foundation Awareness



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For areas where you are dissatisfied, please share suggestions and recommendations:

National membership benefits and services overall - themes

Lack of Clear Value and Communication Members consistently report that SAME's benefits are poorly communicated and not clearly understood. Many don't know what benefits are available or how to access them, with some stating they only know about monthly meetings. The value proposition is unclear, and members struggle to see returns on their membership investment.

Cost vs. Benefits Imbalance A recurring theme is that membership costs continue to rise while benefits remain static or diminish. Members feel the annual dues are not justified by the value received, with some considering canceling their memberships due to poor return on investment.

National vs. Local Post Tensions There's significant frustration with SAME National's centralized approach, with members feeling that local posts are losing autonomy and decision-making power. Many believe National focuses too heavily on self-serving growth rather than supporting local chapters where real member engagement occurs.

Leadership and Governance Members perceive SAME leadership as self-serving and focused on self-promotion rather than member needs. There's criticism that the organization operates top-down rather than bottom-up, ignoring local post needs.

Website and Administrative Issues The SAME website is described as extremely difficult to use for membership management and accessing benefits. Members report challenges with maintaining membership status and navigating online resources.

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For areas where you are dissatisfied, please share suggestions and recommendations:

Post membership benefits and services overall - Themes

Multiple members report difficulty reaching local posts, with contact attempts going unanswered

Poor engagement with new members, with leadership showing little interest in welcoming newcomers

Several posts described as completely inactive with no meetings, events, or communication

Members feel disconnected from local activities and announcements

Many posts are described as "effectively dead," with some having no events since December 2024, while others have ceased regular activities entirely

Multiple mentions of "anemic attendance" and low participation, with some posts having as few as 12 active members

Several posts are struggling with leadership, resulting in minimal or no events

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Now what?!

- Full report will be distributed for reading
- We need to use this information to inform our decision-making and budget build

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JETC AAR

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Attendance

Year	Total # Registrants	Total # Validated
2025	2,124	2,010
2024	2,747	2,616
2023	2,708	2,565
2022	2,078	2,037
* virtual		

Attendee Type	Total #	Overall %
Large Business	523	25%
Medium Business	554	26%
Small Business	589	28%
Government	288	14%
Non-Profit/Academia	68	3%
Retired	11	0.5%
Student	10	0.5%

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History of Government Attendance

	2025	2024	2023	2022	2021*	2020*
Air Force	94	194	304	189	152	250
Army	127	116	182	76	110	166
Coast Guard	24	44	56	58	25	37
Marines	11	9	7	7	7	12
Navy	30	66	154	115	107	173
NOAA	3	11	-	-	-	-
Other Govt.	103	95	78	55	52	49
Public Health Serv.	0	7	9	11	32	32
Space Force	3	4	0	-	-	-
State/County/Local	5	3	5	-	-	-
TOTAL GOVT	400	549	795	511	485	719
TOTAL ATTENDED	2,124	2,747	2,708	2,078	1,650	2,126

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Overall Satisfaction

How would you rate your overall experience at JETC?						
	1 Poor	2 Fair	3 Good	4 Very Good	5 Outstanding	Rating Average
2025	1.78%	8.8%	22.49%	41.42%	25.44%	3.80
2024	0%	2.45%	8.57%	40.82%	48.16%	4.35
2023	1.91%	2.23%	13.38%	42.04%	40.45%	4.17
2022	1.15%	3.85%	11.15%	45.38%	38.46%	4.16
2021*	4.51%	8.27%	18.05%	38.35%	30.83%	3.83
2020*	1.57%	4.46%	20.47%	45.67%	27.82%	3.94

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AI-Generated Summary of Survey Results

•Overall Satisfaction:

- Most participants rated the event as "Very Good" or "Outstanding."
- Strong marks for overall organization, customer service, and conference value.

Education Sessions & Mega Sessions:

- Tracks like energy, leadership, construction, and cyber security were highly rated.
- Sessions were praised for:
 - Relevant and detailed content
 - Engaging delivery by speakers
 - Practical value for job performance

Volunteers:

- Reported feeling well-prepared and supported.
- 100% of respondents said they would volunteer again.

Attendees:

- High satisfaction with the quality of sessions, speakers, and panelists.
- Key motivators for attendance included:
 - Networking and collaboration
 - Education and professional development
 - Business development opportunities

Future Participation:

- Majority of respondents plan to attend JETC again in 2026.
- Strong interest in future sessions on innovation, cyber, and government-industry collaboration.

Innovation Pavilion & Special Activities:

- Features like the Head Shot Lounge and Micro Sessions were well-received.
- Participants appreciated opportunities to explore new technologies and demos.

•Virtual Participation:

- Inclusion of virtual speakers was viewed positively, seen as better than cancelling sessions.
- Preference leaned toward live Zoom or recorded videos with live Q&A.

Areas for Improvement:

- Exhibit hall layout and attendee traffic
- Food and beverage quality
- More visibility for some exhibitors

•Exhibitors & Booth Coordinators:

- Main goals included lead generation, brand awareness, and networking.
- Most felt their objectives were met.
- Positive feedback on:
 - Booth reservation and setup process
 - Communication and support from SAME staff
 - On-site logistics and customer service

That despite today's uncertainty, SAME organized a great conference and industry supported it. Reminded me of SBC in NOLA after Katrina, once again proving our resilience in support of our warfighters.

-Survey respondent

The Financials

Revenue	Actual	Budget	Variance	notes
Registration	1,121,258	1,396,500		
Exhibits	653,225	584,800		
Sponsorship	271,000	225,000		
Partners	449,000	425,000		
Total Revenue	\$2,494,483	2,631,300	-136,817	
Direct Expenses**	Actual	Budget	Variance	
Catering	537,378	881,164		<i>Less people, less food, tax exemption</i>
AV	463,759	392,000		<i>Added 2 tracks, virtual speakers</i>
Exhibit Costs	199,049	280,087		<i>Reduced signage, labor cheap</i>
All other expenses	475,960	545,433		<i>Cut back on many expenses, tax exemption, costs came in lower than budgeted</i>
Total Expenses	1,676,146	2,098,684	-422,538	
NET REVENUE	\$818,337	532,616	+ 285,721	!!!!



Indo-Pacific Regional Summit

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Highlights

- Partnership between HNL Post and Nat'l Office
- 4 General Sessions
 - Governor of Hawaii!
 - Hon Dale Marks, Assistant Secretary of Defense for Energy, Installations, and Environment
 - INDOPACOM Rep to be confirmed
 - Leaders from USACE POD, NAVFAC Pacific, PACAF
 - Japan Ministry of Defense
- 4 Mega-Sessions
- 4 Warfighter Sessions
- 9 Education Sessions

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Registration

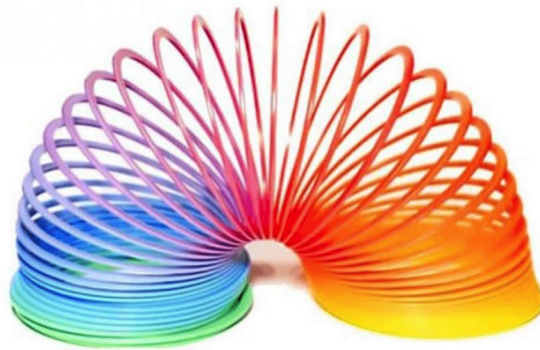
- Current: 564 individuals | \$196,000
- Goal: 900 individuals | \$298,000

Sponsorships / Exhibits

- Current: 72 companies | \$421,225
- Goal: 87 companies | \$440,000

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SBC



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Strategic Initiatives Report

Mike Wehr

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Foundation Report

Tim Byers

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Camp Decision Brief

Carrie Ann Williams

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Hawai'i STEM Camp Proposal

Camp Paumalu
June 6-13, 2026



Meet the
Hawai'i
Camp
Director



Alyssa Agustin, PMP
Honolulu, Hawaii



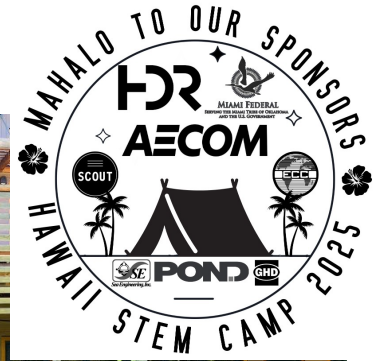
This STEM Camp development and creation was the Leadership Development Program UPIC project of Alyssa Agustin and Samantha Long.

Alyssa volunteered at the Port Hueneme Camp in July 2025 to see how their camp is run. Their camp director, Dave Brewer, kindly included her in behind the scenes planning leading up to the camp.

Graduate of the Society of American Military Engineers National Leadership Development Program; National Elected Director

Background

- Facility was designed by a SAME Sustaining member company
- Facility was built by uniformed SAME members in the Innovative Readiness Training group
- Inaugural STEM camp was over 3 days in February 2025.
 - 28 Volunteers
 - 12 High School Students
- The facility can support up to 162 campers and staff. We are targeting 40 campers for the 2026 program to ensure a strong mentor-to-camper ratio and high-impact experience.



Memorandum of Understanding with the Girl Scouts of Hawaii Camp

Between the SAME Honolulu Post and the Girl Scouts of Hawaii
Regarding Use of Camp Facility for Annual STEM Camp

Purpose:

This Support Memorandum of Understanding (MOU) affirms the mutual intent of the Society of American Military Engineers (SAME) Honolulu Post and the Girl Scouts of Hawaii to continue their collaborative partnership supporting STEM education through the annual use of a Girl Scouts camp facility for a one-week summer STEM camp.

Background:

Since 2025, SAME Honolulu Post has organized a STEM Camp each summer to introduce high school students to hands-on learning in science, technology, engineering, and math. The camp promotes career awareness, leadership, and teamwork while aligning with both organizations' missions to serve and empower youth.

Understanding:


The Girl Scouts of Hawaii and SAME Honolulu Post express their shared intent to continue this partnership by allowing SAME to rent and use the Girl Scouts camp facility annually during the summer for the duration of the STEM Camp. The organizations mutually support the following:

1. **Multi-Year Commitment:** This memorandum reflects a shared understanding that the Girl Scouts of Hawaii will make reasonable efforts to reserve the camp facility for SAME'S use on an annual basis over a multi-year period (e.g., 3 to 5 years), subject to availability and agreement on rental terms.
2. **Annual Planning:** SAME will coordinate with the Girl Scouts each year to confirm dates, rental terms, and any logistical or operational requirements.
3. **Facility Use:** The camp facility will be rented for approximately one week each summer, with access granted for setup, camp activities, and breakdown.
4. **Compliance:** SAME agrees to comply with all facility use policies, insurance requirements, and safety protocols established by the Girl Scouts of Hawaii.
5. **Review and Renewal:** This understanding may be reviewed or revised at the request of either party and does not constitute a legally binding agreement. Either party may withdraw with reasonable advance notice.

Conclusion:

This memorandum reflects a continued spirit of collaboration between the SAME Honolulu Post and the Girl Scouts of Hawaii in support of Hawaii's youth. The organizations are committed to working together to provide a high-quality summer STEM camp experience each year.

Signed,


CAPT Stephen Padhi, CEC, USN
President, SAME Honolulu Post
Date: 6/9/2025


Dr. C. Kanoelani Naone
Chief Executive Officer, Girl Scouts of Hawaii
Date: June 5, 2025

Key Camp Leadership Staff

Director: Alyssa Agustin, PMP, Program Manager, Sea Engineering, Inc.; SAME Elected Director

Treasurer: Andre Lee, PE, NAVFAC Business Director; SAME Honolulu Post Treasurer

Logistics: Samantha Long, PMP, Federal Civilian Coordinator, AECOM (Samantha lives in Virginia and would need to find a source of funding to keep coming out. Last time her post paid for her travels.)

Curriculum: Cody Reese (Port Hueneme Curriculum Director) or LT Maggie Martins (2025 Camp Curriculum Director)

Operations: Josh Biggers, USACE; SAME Honolulu Post Scholarships



Proposed Schedule Overview

June 6-13, 2026

Saturday, June 6

- Volunteers arrive
- Camp orientation

Sunday, June 7

- Pick up campers from airport or front gate
- Team building Jenga
- Rockets

Monday, June 8

- Service project for the Girl Scouts Facility (concrete)
- Ocean Engineering Activity

Tuesday, June 9

- Orienteering Exercise
- Nail Relay
- Popsicle Stick Bridges

Wednesday, June 10

- Field Trip to Pearl Harbor and Sunset Beach (charter bus)
- Stargazing

Thursday, June 11

- Cardboard Boat Activity
- Moving water uphill

Friday, June 12

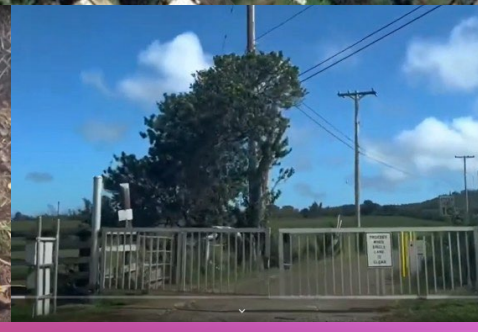
- Test concrete beams
- Test popsicle stick bridges
- Seabee Olympics (archery, relay race, great escape, pull a military vehicle)

Saturday, June 13

- Departure of Campers and Volunteers

Directions

- Allow for up to 90 minutes to drive to camp from Honolulu Airport
- Sunset Beach Parking lot for those who need transportation up the hill. Charter bus from airport would drop off/pick-up campers here for transfer into a truck.
- Video of what the route looks like: <http://tiny.cc/paumalu>

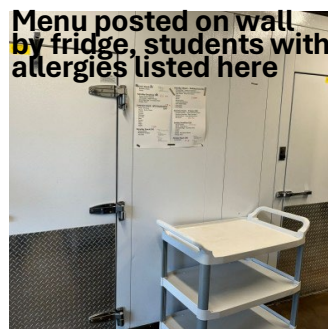


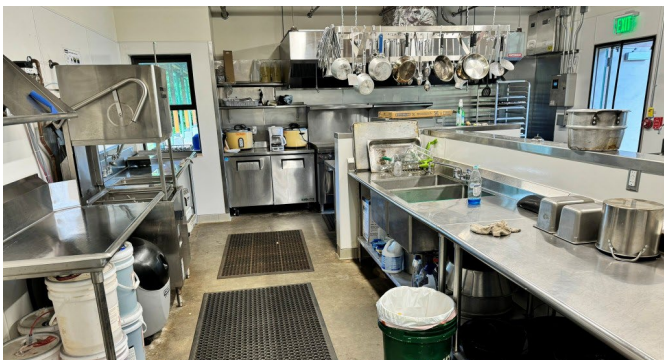
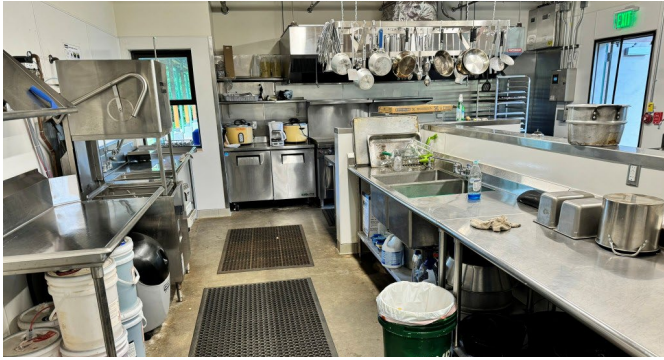


Facility

- Dining Hall
- Pool | Fire Pits
- STEM Classroom
- Nurses Room | Locker Room
- Water bottle refill stations
- Commercial Kitchen
- 8 Modern Cabins







Squads

1	10 students	2	10 students	3	10 students	4	10 students
	Team Air Force		Team Coast Guard		Team Army		Team Navy
	<ul style="list-style-type: none"> • USAF Squad Leader • USAF Squad Leader • Mentor • Mentor 		<ul style="list-style-type: none"> • USCG Squad Leader • USCG Squad Leader • Mentor • Mentor 		<ul style="list-style-type: none"> • Army Squad Leader • Army Squad Leader • Mentor • Mentor 		<ul style="list-style-type: none"> • Navy Squad Leader • Navy Squad Leader • Mentor • Mentor

Orange wristband = food allergy or medical condition to be aware of



Draft Budget

Funding Sources (confirmed and anticipated):

Camper registration fees: \$800/camper x 40 = \$32,000 (Note: it was \$50 in 2025. \$800 is what Port Hueneme charges.)

Corporate partners: \$10,000

In-kind donations (volunteer time, materials, equipment)

Total: \$42,000

Draft Budget

Anticipated expenses

- Lodging (8 powered cabins with screen porches that sleep 8 per cabin. Cots and mattresses included with 2 rain water showers, 5 composting toilets, 2 sinks, picnic table, flag pole, and a fire circle): \$12,480
- STEM Center Rental (includes commercial kitchen facility, dining room, innovation center classroom, nurse station room, bathrooms, and showers): \$7,000
- Archery Instruction and Equipment Rental (two 1.5 hour sessions, maximum of 24 people per lesson): \$600
- Pool Rental (2 hours): \$100
- Certified lifeguard: \$300
- Rental taxes and fees: \$3,280.02
- Charter Bus (airport pickup/drop-off and field trip): \$3,500
- 2 Rental Trucks (to get kids from front gate to camp and for supply delivery): \$1,984
- Meals: \$5,000
- Cooks: \$10,000 (last time we had volunteers serve as cooks. If we cannot find enough volunteers, we should have money set aside to hire cooks to work in the kitchen. There are commercial fridges and freezers to supply the kitchen if we buy the ingredients. Camp will now be during the work week so it might be more difficult to find volunteers. Cooks are about \$25/hr each).
- Insurance (added to National's plan): \$0
- Supplies for STEM activities: \$3,000
- T-shirts: \$4,800
- Fitted Bed Sheets: \$300
- Staff and camper background checks: \$0
- Printing of camp handbook: \$500
- Team Morale Gifts: \$500
- Flying in SAME National Officer, CM1 from Port Hueneme, LT Martins(?): \$3,000
- **Total: \$52,344**



Curriculum



Curriculum



Emergency Procedures

- Call 911 for major emergencies. **Always notify a camp director.**
- Each camper and volunteer will have a medical form on file with the camp director kept in the nurses room.
- Know the medical conditions of the campers in your squad.
- Ask a camp director to call the on-site Ranger for minor emergencies.
- A first aid kit is on site in the nurses room.
- If we need to evacuate camp, we will utilize the volunteer vehicles and rental trucks to transport everyone. Squad leaders should keep track of the students in their squad at all times.
- Camp director will call the emergency points of contact for each camper appropriately.
- There will be a lifeguard on site while using the pool.



Time for a VOTE (2 separate votes)

- Hawaii Camp Proposal
- VA Tech Camp Proposal



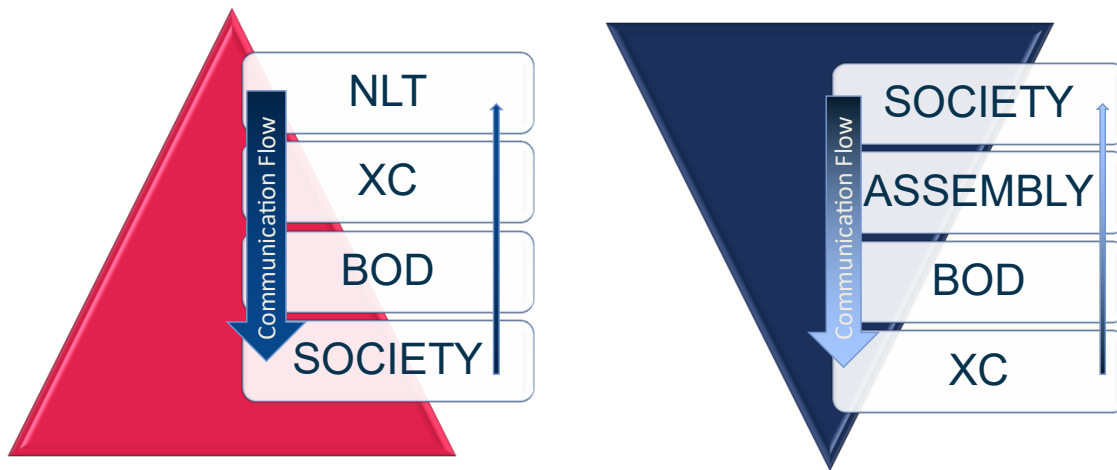
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NLA Agenda & Procedures Decision Brief

Brian Duffy

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Flip the Paradigm



The NLA Elevates and Amplifies the Voice of the Society!

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Roles and Responsibilities – National Leadership Assembly (NLA)

- The National Leadership Assembly (NLA) is charged with being active representatives for their constituents within SAME. NLA members will report on status and progress within their respective scope of responsibilities/assignment during the biennial meetings.
- From this, the NLA provides guidance and direction, recommends policy changes, develops resource requests, and leads actions in support of the SAME Mission, Vision, and Strategic Plan.
- **NLA approves the slate of members joining the BOD for the following year with majority vote.**
- **NLA may return a BOD vote for more discussion with 2/3 dissent provided within two weeks of receiving the minutes.**



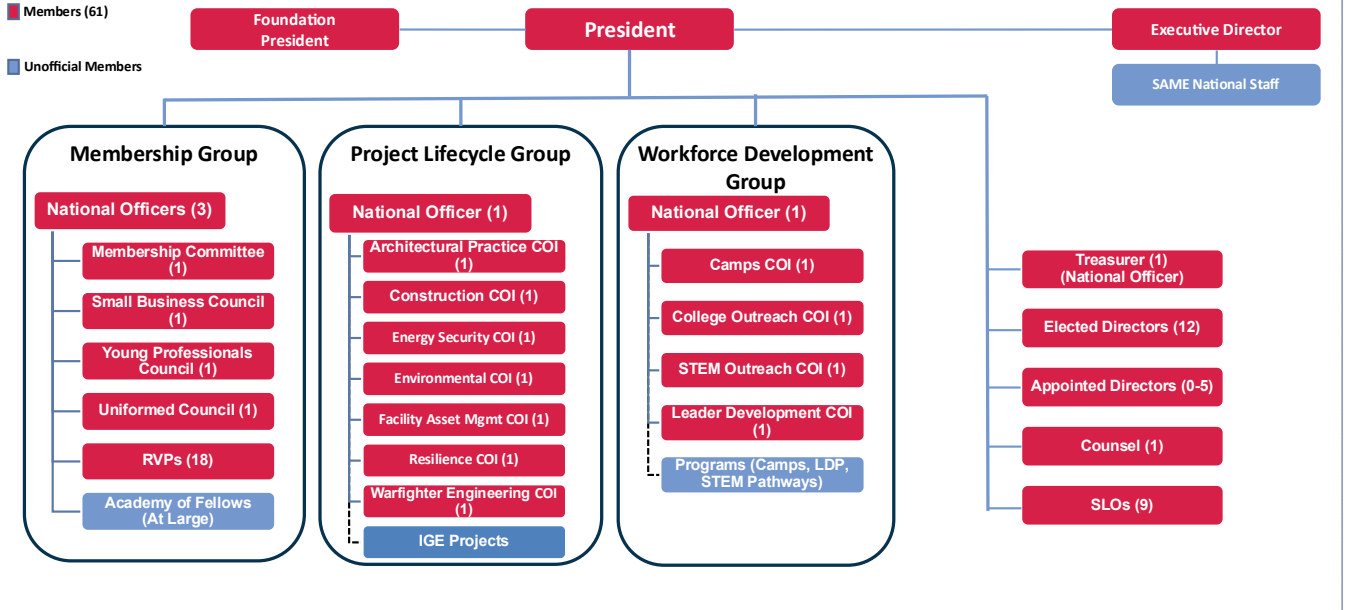
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National Leadership Assembly



Members (61)

Unofficial Members



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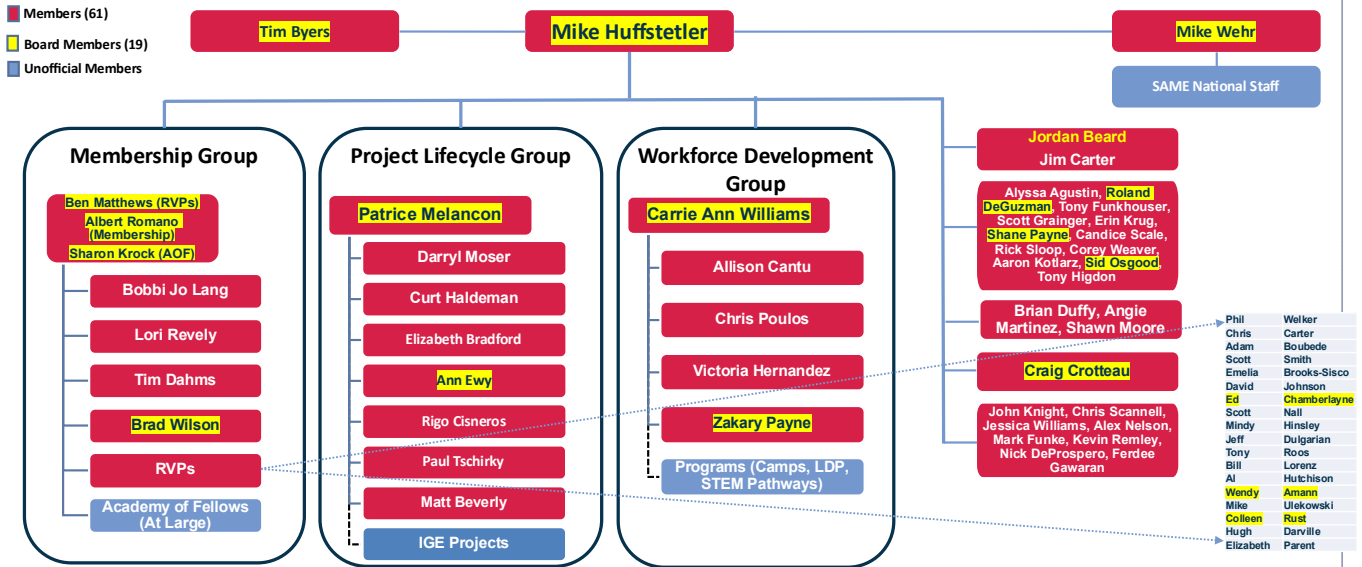
National Leadership Assembly



Members (61)

Board Members (19)

Unofficial Members



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Membership Group Lead Comments

Workforce Development Group

- Chair: National Officer
- Member Chairs
 - Camps COI
 - College Outreach COI
 - K-12 STEM COI
 - Leader Development COI
- Program Chairs
 - Leader Development Program
 - National Camps Program
 - STEM Pathways Program



Membership Group

- Chair: National Officer (x2)
- Membership Committee
- Councils (YP, SB, Uniformed)
- RVPs
- AOF

Project Life Cycle Group

- Chair: National Officer
- Member Chairs
 - Architectural Practice COI
 - Construction COI
 - Energy & Sustainability COI
 - Environmental COI
 - FAM COI
 - Resilience COI
 - Warfighter COI (formerly JECO)
- IGE Project Leads

3

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Membership Group Membership Committee

- ✓ Drive Partnerships
- ✓ Deliver Solutions
- ✓ Develop People

Overview (POC: Bobbie Jo Lang)

- **Mission:** Develop & communicate effective strategies, best practices, to help Posts grow and enhance Member experience
- **Key Objectives:**
 - Provide opportunities to foster connections between Posts
 - Engage with best practices employed at Posts
 - Share creative means to improve recruitment/retention

Past Accomplishments/Activities:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Future Plans:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs & Challenges/Risks:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Put "Vision" or "End State" Here

A Robust & Adaptable Small Business Sector is Essential to the Industrial Base, Technical Innovation, & National Readiness

Put "Vision" or "End State" Here



Membership Group
Uniformed Council

✓ Drive Partnerships
 Deliver Solutions
 ✓ Develop People

Overview (POC: SMSgt Brad Wilson, USAF – Board Rep)

- **Mission:** Promote professional development for the Total Force within SAME
- **Key Objectives:**
 - Oversee integration of Uniformed Members within SAME
 - Advocate/engage through outreach, training, networking
 - Mentor Uniformed Members & voice/address concerns

Past Accomplishments/Activities:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc


Future Plans:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs & Challenges/Risks:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Put “Vision” or “End State” Here



Membership Group
Regional Vice Presidents (BoD Reps)

✓ Drive Partnerships
 Deliver Solutions
 ✓ Develop People

Overview (POC: Ed Chamberlayne, Wendy Amann, Colleen Rust)

- **Mission:** Provide critical link in communications, mentorship, and operations between the SAME NLA, National Office Staff, and Post-level leaders
- **Key Objectives:**
 - Serve as leader/communicator for Posts & Members
 - Support Posts in achieving goals

Past Accomplishments/Best Practices:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Significant Challenges:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Put “Vision” or “End State” Here

Overview (POC: Sid Osgood, Shane Payne, Roland DeGuzman)

- **Mission:** Provide critical link in communications, mentorship, and operations between the SAME NLA, National Office Staff, and Post-level leaders
- **Key Objectives:**
 - Serve as leader/communicator for Posts & Members
 - Support Posts in achieving goals

Past Accomplishments/Best Practices:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Significant Challenges:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Put "Vision" or "End State" Here

Overview (POC: Sharon Krock)

- **Mission:** Serve as organizing body of Fellows within the Society
- **Key Objectives:**
 - Set strategic priorities & action plans
 - Inform/inspire Members to embrace Fellows' pledge and commitment to mentoring

Past Accomplishments/Best Practices:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Significant Challenges:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Put "Vision" or "End State" Here

Membership Group Wrap Up

- AAA
- BBB
- CCC



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Project Life Cycle Group Lead Comments

Workforce Development Group

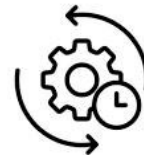
- Chair: National Officer
- Member Chairs
 - Camps COI
 - College Outreach COI
 - K-12 STEM COI
 - Leader Development COI
- Program Chairs
 - Leader Development Program
 - National Camps Program
 - STEM Pathways Program

Membership Group

- Chair: National Officer (x2)
- Membership Committee
- Councils (YP, SB, Uniformed)
- RVPs
- AOF

Project Life Cycle Group

- Chair: National Officer
- Member Chairs
 - Architectural Practice COI
 - Construction COI
 - Energy & Sustainability COI
 - Environmental COI
 - FAM COI
 - Resilience COI
 - Warfighter COI (formerly JECO)
- IGE Project Leads



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Project Life Cycle Group Architectural Practice COI

- ✓ Drive Partnerships
- ✓ Deliver Solutions
- Develop People

Overview (POC: Darryl Moser)

- **Mission:** Promote architectural practice within SAME & broaden SAME's exposure within the architectural community
- **Key Objectives:**
 - Enhance role of Architecture in military/federal facility design
 - Facilitate networking events, mentorship programs, & others
 - Foster professional development within the SAME network

Past Accomplishments/Activities:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Future Plans:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs & Challenges/Risks:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Put "Vision" or "End State" Here



Project Life Cycle Group Construction COI

- ✓ Drive Partnerships
- ✓ Deliver Solutions
- Develop People

Overview (POC: Curt Haldeman)

- **Mission:** Enable SAME to improve construction delivery of federal projects
- **Key Objectives:**
 - Openly represent interests of government & contractor
 - Foster opportunities for reform & partnership
 - Keep projects on budget/schedule & reverse current trends

Past Accomplishments/Activities:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Future Plans:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs & Challenges/Risks:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Through a Collaborative Mindset, Ultimately Ensure Infrastructure Security for our Nation



Project Life Cycle Group Energy Security COI

- ✓ Drive Partnerships
- ✓ Deliver Solutions
- Develop People

Overview (POC: Elizabeth Bradford)

- **Mission:** Foster supportive environment to discuss ES activities and advancements & national energy/other critical infrastructure
- **Key Objectives:**
 - Support engagements between military/agency partners
 - Develop educational opportunities/engagements, & programs
 - Encourage trade-related careers & professional development

Past Accomplishments/Activities:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Future Plans:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs & Challenges/Risks:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Put "Vision" or "End State" Here



Project Life Cycle Group Environmental COI

- ✓ Drive Partnerships
- ✓ Deliver Solutions
- Develop People

Overview (POC: Ann Ewy – Board Rep)

- **Mission:** Highlight current/emerging topics on environmental technologies, management, & regulatory developments
- **Key Objectives:**
 - Educate & train SAME Membership
 - Facilitate relationships & industry-government engagement
 - Foster opportunities to highlight professional efforts

Past Accomplishments/Activities:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Future Plans:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs & Challenges/Risks:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Put "Vision" or "End State" Here



Project Life Cycle Group Facility Asset Management COI

- ✓ Drive Partnerships
- ✓ Deliver Solutions
- Develop People

Overview (POC: Rigo Cisneros)

- **Mission:** Enhance the efficient, effective, and sustainable stewardship of federal facilities
- **Key Objectives:**
 - Exchange AM knowledge/resources/best practices
 - Collaborate on key technologies (digital surveying/3D models)
 - Enhance AM practices & drive innovation across industries

Past Accomplishments/Activities:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Future Plans:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs & Challenges/Risks:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

We address current and future challenges in facility management to ensure long-term success



Project Life Cycle Group Resilience COI

- ✓ Drive Partnerships
- ✓ Deliver Solutions
- Develop People

Overview (POC: Paul Tschirky)

- **Mission:** Promote government/private sector collaboration to minimize effects/enhance response to man-made/natural disasters
- **Key Objectives:**
 - Train on infrastructure risks, mitigation, & response strategies
 - Collaborate on pursuit of mission assurance & readiness
 - Advocate for streamlined resilience solutions

Past Accomplishments/Activities:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Future Plans:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs & Challenges/Risks:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Put "Vision" or "End State" Here

<div>Overview (POC: Matt Beverly)</div> <ul style="list-style-type: none"> Mission: Facilitate discussion among the military services & industry on current joint engineer operations & issues Key Objectives: <ul style="list-style-type: none"> Include combatant commander engineers, field & training centers commanders, & supporting contractors Facilitate discussion among Engineer Officers on training & education of forces to support combatant commanders 	<div>Past Accomplishments/Activities:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc
<div>Future Plans:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc 	<div>Resource Needs & Challenges/Risks:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc

Increased Relevancy of SAME within the Joint Force & Component Engineer Communities

Project Life Cycle Group Wrap Up

- AAA
- BBB
- CCC

Workforce Development Group Lead Comments

Workforce Development Group

- Chair: National Officer
- Member Chairs
 - Camps COI
 - College Outreach COI
 - K-12 STEM COI
 - Leader Development COI
- Program Chairs
 - Leader Development Program
 - National Camps Program
 - STEM Pathways Program



Membership Group

- Chair: National Officer (x2)
- Membership Committee
- Councils (YP, SB, Uniformed)
- RVPs
- AOF

Project Life Cycle Group

- Chair: National Officer
- Member Chairs
 - Architectural Practice COI
 - Construction COI
 - Energy & Sustainability COI
 - Environmental COI
 - FAM COI
 - Resilience COI
 - Warfighter COI (formerly JECO)
- IGE Project Leads

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Workforce Development Group Camps

- ✓ Drive Partnerships
- ✓ Deliver Solutions
- ✓ Develop People

Overview (POC: Allison Cantu)

- **Mission:** Supports the development, maintenance, and growth of a variety of camps to provide in-person experiences to students interested in exploring STEM skills and careers
- **Key Objectives:**
 - Provide a world-class STEM engagement program
 - Recruit campers, staff, and mentors at national/local levels
 - Foster alumni network engaged in work of the Society

Past Accomplishments/Activities:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Future Plans:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

Resource Needs & Challenges/Risks:

- XXX
- YYY
- ZZZ
 - aaa
 - bbb
 - ccc

More STEM professionals available to meet the infrastructure and readiness needs of our nation

<div> <div>Overview (POC: Chris Poulos)</div> <ul style="list-style-type: none"> Mission: Identify and resolve national security infrastructure-related challenges and supports Post's efforts to mentor and develop future STEM professionals at the collegiate-level Key Objectives: <ul style="list-style-type: none"> Serve as bridge between academia, Posts, Gov't, & industry Provide guidance to Student Chapters, promote internship opportunities, & establish new engineering competition </div>	<div> <div>Past Accomplishments/Activities:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc </div>
<div> <div>Future Plans:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc </div>	<div> <div>Resource Needs & Challenges/Risks:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc </div>

Foster networking with the professional community, build leadership skills, and provide job opportunities to recent graduates

<div> <div>Overview (POC: Victoria Hernandez)</div> <ul style="list-style-type: none"> Mission: Promote and support pathways to STEM degrees and STEM careers for K-12 students as part of the national strategic effort to produce more STEM professionals for the nation Key Objectives: <ul style="list-style-type: none"> Promote K-12 STEM involvement at Post level Serve as a clearinghouse for STEM information Provide a calendar of STEM events & Points of Contact </div>	<div> <div>Past Accomplishments/Activities:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc </div>
<div> <div>Future Plans:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc </div>	<div> <div>Resource Needs & Challenges/Risks:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc </div>

Provide for the security of the nation by ensuring a robust STEM workforce

<div> <div>Overview (POC: Zakary Payne) – Board Rep</div> <ul style="list-style-type: none"> Mission: Develop, execute, and track leader development activities across the SAME enterprise Key Objectives: <ul style="list-style-type: none"> Lead efforts to enhance leadership development and cultivate the talent necessary to address the nation's grand challenges Ensure the enduring stewardship of the A/E/C profession </div>	<div> <div>Past Accomplishments/Activities:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc </div>
<div> <div>Future Plans:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc </div>	<div> <div>Resource Needs & Challenges/Risks:</div> <ul style="list-style-type: none"> XXX YYY ZZZ <ul style="list-style-type: none"> aaa bbb ccc </div>

Provide for the security of the nation by ensuring a robust STEM workforce

Workforce Development Group Wrap Up

- AAA
- BBB
- CCC



Pressing Issues

- Should we have a “Pressing Issues” format for the NLA (like done w/ EAG)?
- BBB
- CCC

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Parking Lot Items

- AAA
- BBB
- CCC

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National Leadership Assembly

Discussion



Thank You!

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Governance Updates – Strategic Advisor Group (SAG)

- As part of our Governance evolution, we took time to engage members of the Strategic Advisor Group (i.e. former National Presidents, former National Officers, etc) that assisted with the Strategic Plan 2030 Development Team's efforts
- We asked their thoughts & feedback on our realignment efforts
- The following slides synopsizes their initial thoughts & align them to projected implementation timeline
- We'll review together to help further refine, assign responsible parties, & finalize proposed update/resolution timelines



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Governance Updates – Strategic Advisor Group (SAG)

• General Observations

- Expressed general consensus with our new realignment efforts (i.e. structure, smaller BOD, etc)
- Recommended robust dialog on establishing Key Objectives for Work Groups, C3s, etc to keep focus
- Encouraged careful attention at the Society's Strategic Level (i.e. BOD (former XC)) to weed out bias, personal agendas
- Improve C3-to-Post & Post-to-C3 Comms
 - C3s – What do Posts need?
 - Posts – What do C3s do and can we gain their support or benefit from their efforts?
- Recommend continuous communications plan outlining new Work Groups, etc
 - Focus areas, Goals, Results



Governance Updates – Strategic Advisor Group (SAG)

• Proposed Short Term Actions (1-3 months)

- Provide additional information on NLA's roles and responsibilities
- Codify when and how the NLA will meet (bylaws update, if still needed)
- Address how voice of Members is collected and presented for consideration/action at the NLA and proposed for vote at the BoD
 - Address manner in which needs make their way to the Board
- Include Action Items section at the end of the NLA mtg
 - Issue, owner, deadline
 - Sequence after Parking Lot review



Governance Updates – Strategic Advisor Group (SAG)

- **Proposed Mid Term Actions (3-6 months (i.e. by next JETC))**
- Create controls on reports from the three NLA groups so it doesn't just become a copy of the old BOD in a different form
 - Focus on priorities and needs; enhance membership engagement
 - Require Post input be championed through Assembly Members – we are a “Society of Posts” [perhaps through RVP -conducted “town halls” between now and NLA? Could be virtual or in-person at Post mtgs]
- Encourage veteran and transitioning military emphasis via programs and posts
 - Identify a national office staff “owner”
 - Identify “home” in new Work Group structure
 - Continue to encourage Post-level activities (still mentioned in streamer program
 - Encourage post level programs, including partnering w/ other NPs (Wounded W, etc)
 - Annual National CTW – on-going; should there be two?



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Governance Updates – Strategic Advisor Group (SAG)

- **Proposed Long Term Actions (6-12 months (i.e. by next SBC))**
- Future Plans - consider short term and long term goals (2026, 2027, etc.) to keep everyone focused and working towards the overall objectives



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Governance Update - SAG

Discussion



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Time for a VOTE

- NLA DRAFT Agenda
- NLA Format & Procedures



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R2C DRAFT Report

Sharon Krock

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2025/2026 R²C Committee Members

- Chairman: Sharon Krock (Immediate Past President)
 - Candice Scale (Elected Director)
 - Allison Cantu (COI Chair)
 - Mike Ulekowski (Regional Vice President)

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R²C Process

- **Primary Purpose:** Allocate Grant and other funds to various SAME COIs, Programs, Posts or Regions.
- COIs (w/workplans), Programs, Posts, Regions submit requests EOM JUN for subsequent year
- VPs review, endorse
- R²C TENTATIVELY prioritizes, allocates EOM JUL, informs XC of results
- Foundation determines funding for subsequent year, informs SAME NLT 15 OCT
- R²C determines final priority and allocations EOM OCT
- XC approves final R²C allocations as part of annual SAME budget NLT mid-DEC



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R²C *TENTATIVE* Rec.: Approved & Ranked

Entity	Request	FY26 Request	FY25 Allocation	R2C DRAFT Amount	R2C Rank	Funding Source	Notes
Leadership Development Program	Cohort Onboarding, Graduation Support	\$ 130,054	\$ 141,238	\$ 130,054	1	Foundation	
Camp Program	Camps - Insurance	\$ 50,000	\$ 15,000	\$ 50,000	2	Foundation	
Camp Program	Camps - Mentor travel (airfare, transportation)	\$ 10,000	\$ 10,000	\$ 10,000	2	Foundation	
Camp Program	Camps - OCONUS camper transportation	\$ 5,000	\$ 5,000	\$ 5,000	2	Foundation	
Camp Program	Camps - Marketing support	\$ 10,000	\$ 10,000	\$ 10,000	2	Foundation	
Camp Program	Camp Staff Background Investigations	\$ 5,000	\$ -	\$ 5,000	2	Foundation	
Camp Program	ACA Registration & Accreditation	\$ 3,000	\$ -	\$ 3,000	2	Foundation	
Young Professionals COI	Credentialing Assistance Program (CAP)	\$ 4,000	\$ 4,000	\$ 4,000	3	Foundation	Combine CAP requests to include testing fees and review courses.
Young Professionals COI	Credentialing Review Course Program	\$ 5,000	\$ 5,000	\$ 5,000	4	Foundation	Combine CAP requests to include testing fees and review courses.

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R²C *TENTATIVE* Rec.: Approved & Ranked (Cont)

Uniformed Council	UC Members to PLW	\$ 2,500	\$ -	\$ 2,500	5	Society	
Veteran Transition Workshop	VTW Junior Officer / Enlisted Travel Stipends (airfare, hotel)	\$ 10,000	\$ 5,000	\$ 10,000	6	Foundation	
Leader Development Program	UPIC Financial Support	\$ 10,000	\$ 10,000	\$ 10,000	7	Foundation	
STEM Outreach COI	STEM Pathways for Indigenous Youth	\$ -	\$ 30,000	\$ -	8	Foundation	
Leadership Development COI	National Webinar Speaker Support	\$ 9,000	\$ 6,000	\$ 9,000	9	Foundation	
Europe Region	Travel Stipend (international travel vs Europe only)	\$ 20,500	\$ -	\$ 20,500	10	Society	Request to change this to "International Travel Subsidy" vs restricted to the European Region.
College Outreach COI	Student Chapter Workshop held during SBC in 2025	\$ 42,400	\$ 42,400	\$ 42,400	11	Foundation	Focus on Student Chapter Advisors vs students.
Project Lifecycle	Travel Stipend (clarification needed - ownership by PL NO)	\$ 7,000	\$ -	\$ 7,000	12	Society	
Leadership Development COI	Mentoring Program	\$ 8,000	\$ -	\$ 8,000	13	Foundation	

Dedicated to National Security Since 1920

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R²C *TENTATIVE* Recommendation: Disapproved

College Outreach COI	Innovation Challenge Competition	\$ 7,495	\$ 7,495	\$ -	N	Foundation	Not enough ROI. Could be Post sponsored participation.
Membership Committee	AMS programing - revised reports	UNDEFINED	\$ -	\$ -	N	Foundation	Undefined, not necessarily a resource issue.
LD COI / Texas Region	2025 Texas Region Leader Development Program	\$ 19,170	\$ 10,000	\$ -	N	Foundation	Should be Post/Region level support for Regional program.

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Totals

2026 R ² C Recommended Foundation Grant	\$328,454	(not inclusive of STEM Pathways, or labor support)
2026 R ² C Recommended Society Budget Add	\$30,000	



Time for a VOTE

- R2C DRAFT Ranking & Review



C3 Annual Workplan Approvals/Issues Report

Albert Romano
Patrice Melancon
Carrie Ann Williams

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Membership Committee

Chair: Bobbi Jo Lang

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2025-2026 Work Plan Priorities

- Support Post Membership POCs, by sharing best practices & sharing membership information throughout the Society.
- Work with the COIs/Councils to increase collaboration, share best practices, and continue to strengthen members engagement at the National and Post levels.
- Provide tools, materials, reports, and training materials to Post to support their efforts in growing their memberships. Examples Include:
 - Guidance on SAME's membership benefits and value proposition
 - Understanding of Dues & Membership Financials
 - Best practices for conducting membership drives, and leveraging various tools
- Provide guidance & support to Post for developing leaders and succession planning.



Small Business Council

Chair: Lori Revely

2025-2026 Work Plan Priorities

- **Awards & Recognition Committee:**
 - Help recognize those individuals and firms making a difference in our industry and community.
- **Communications Committee:**
 - Communicate important news & information impacting the small business community.
- **Education Committee:**
 - Provide professional development opportunities for small business professionals.
- **Liaison Committee:**
 - Identify & share information on upcoming SAME & Strategic Partner events and conferences that are focused on SB. Help identify relevant topics and speakers to participate at these events and provide added visibility for SAME's small business members.
- **Outreach Committee:**
 - Provide opportunities to recruit, engage and support the small business community within the Posts & the Society.
 - Develop tools and resources for small businesses to help them grow and enhance their visibility & increase provide opportunities for collaboration.
- **Programs & Events Committee:**
 - Support SAME's National staff in the planning and execution of the Annual National Small Business Conference.
- **Digital Strategy and Innovation Committee:**
 - Promote practical digital innovation to enable small businesses to multiply the value they deliver in support of SAME's national security mission.

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Uniformed Services Council

Chair: Brad Wilson

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2025-2026 Work Plan Priorities

- Transition from the “Enlisted Members COI,” to the “Uniformed Services Council.”
- Develop a more effective and optimal organizational structure, charter, mission, and vision, etc. for full implementation of the transition.
- Host Two or more Membership Focused Webinars.
- Establish Uniformed Service Member Representation at SAME Posts where applicable.
- Create Senior Enlisted Engineer Leader Advisory Group.
- Develop SAME Honorary Commander Program for Engineer Units.

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Young Professional Council

Chair: Tim Dahms

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2025-2026 Work Plan Priorities

- **Communications Committee:**

- Develop networking events for the SBC and JETC Conferences both virtually & in-person to maximize YP engagement. Provide support to YPs for submitting abstracts and promoting their speaking/moderating roles at events.
- Promote the JETC Stipends Program that is made available to active YPs and Uniformed Services members who have demonstrated support of the Society at the Post or National level, and who might otherwise not be able to attend the JETC conference.
 - Stipends cover complimentary registration, travel (up to \$500 CONUS and up to \$1500 OCONUS) and a hotel stay of up to four nights. Recipients will be accepted based on SAME participation, professional development, and accomplishments and/or recognition.
- Implement Communications Plan to keep YP members & the Society informed of opportunities and programs for professional development, available stipends, national events, Post-Level YP events, etc.

- **Credentialing Committee:**

- Implement Communications Plan to keep YP members and the Society informed of opportunities in support of all programs for professional development, available stipends, national events, Post-Level YP events, etc.

- **Programs Committee:**

- Provide opportunities for YPs to engage in discussion with leaders in the A/E/C industry via scheduled webinars.
- Provide opportunities and venues that help YP members develop their skills that support their career growth.

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PLW Plan

Ann McLeod

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Closing Remarks

Mike Huffstetler

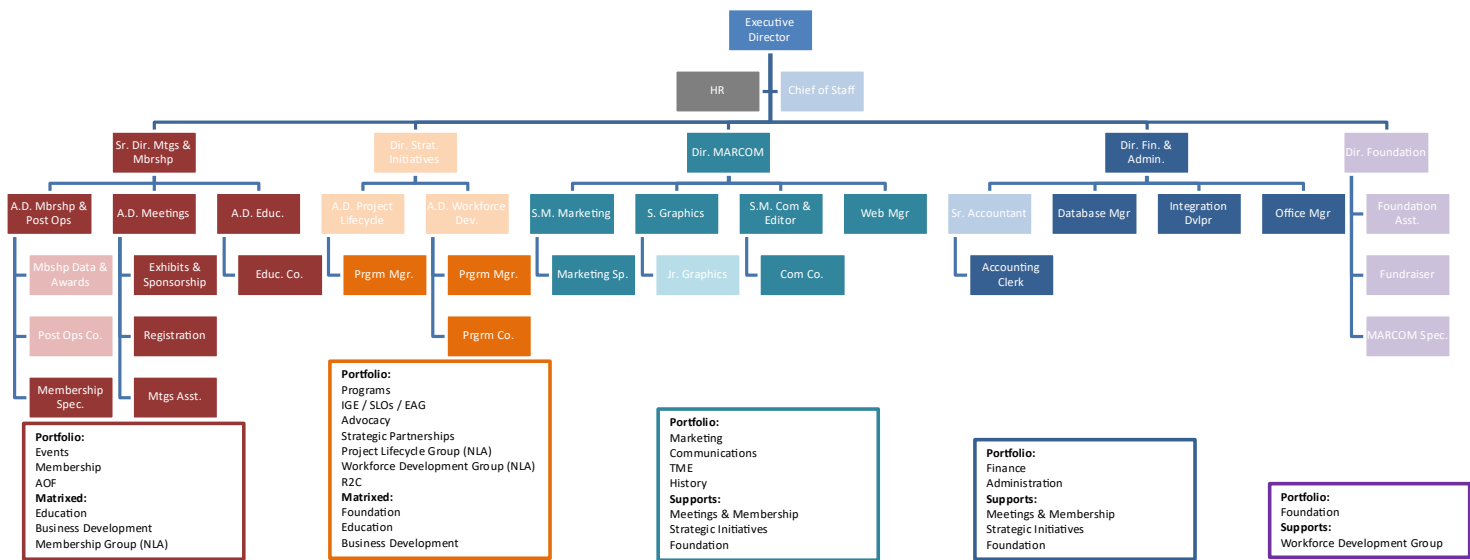
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ENCLOSURE 3: Long Range Org Chart

Society of
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American Military Engineers

National Office Organization



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ENCLOSURE 4: VA TECH CAMP PROPOSAL



SAME Central Virginia Post
Post Letter of Commitment
SAME STEMCamp
Virginia Tech, 2026-2027

1. Camp Outline:

This Letter of Commitment is meant to inform the National Leadership Team and Executive Committee of SAME of our interest in creating and executing a STEM Camp on-campus at Virginia Tech in Blacksburg, Virginia.

There has been a great deal of interest in creating and executing a SAME STEM Camp on-campus at Virginia Tech. Virginia Tech's main campus is located in Blacksburg, Virginia, a town situated in Montgomery County in the southwestern part of the state. It is nestled on a plateau between the Blue Ridge and Alleghany mountains. The campus itself spans approximately 2,600 acres and includes 213 buildings. Blacksburg is about 40 miles southwest of Roanoke.

Specifically, the main campus is roughly bordered by Prices Fork Road to the northwest, Plantation Road to the west, Main Street to the east, and US Route 460 bypass to the south. The campus also includes an airport and an adjacent research park.

The Campus offers an ideal location and numerous opportunities for support from the local A/E/C businesses and SAME Corporate Sponsors.

Additionally, the creation of the camp will be assisted by the Virginia Tech College of Engineering and facilities science office. They have relationships with key personnel and facilities that will be essential as we establish a camp and they have already provided verbal commitment and support SAME. The University also has relationships with local schools and communities that we can leverage.

In addition to the University, the camp would also like to leverage the Virginia Tech Corps of Cadets to bring in the military aspect. The camp understands the value of maintaining military involvement and if the Corps of Cadets are not able to

participate then the camp would leverage relationships within the surrounding military community to have that component.

We plan to host STEM related activities in 2026 at Virginia Tech that will consist of a week of activities and will be open to students that apply to attend SAME Camps. (See 2026 Curriculum below for currently considered activities). It is anticipated that the 2026 activities will need assistance from National resources (staff or funds), to include the necessary insurance coverage.

We anticipate we will want to have SAME (Central Virginia Post or National) insurance coverage, for both on and off-campus 2026 activities.

Virginia Tech is clear that this is a SAME camp, to be run and organized by SAME. Decisions on who will attend the camp will also be at SAME's discretion. We plan to have accommodations for all kids, mentors, squad leaders and volunteers in the Virginia Tech dormitories shored up by February 2026.

Request for National Resources:

- 2026 and beyond—2026—in line with all the SAME camps.

Purpose, Leadership, etc.:

1.1. Camp purpose:

- 1.1.1. To establish a long-term Camp on-campus at Virginia Tech and follow the National Objectives (below).
- 1.1.2. Provide opportunities for campers nationwide as well as supporting over 1,000's of family service members living within the state of Virginia.
- 1.1.3. Leverage and magnify the Virginia Tech College of Engineering Department on-campus presence, on-campus relationships and facilities, and local community access.
- 1.1.4. Alignment with National Objectives: *By inspiring STEM leadership for the nation through intentional engagement, SAME STEM Camps (Camp) add value to the Society through outreach, educational exposure, and mentorship for high school students. This aligns with the SAME Strategic 2030 Plan, inspiring and informing students about the roles AEC professionals play in society and encourage more students to consider service or education in a STEM related field.*

1.2. Anticipated number of campers:

- 1.2.1. To be finalized, but anticipate ~40-60 campers

1.3. Mentors required (numbers required):

- 1.3.1. Proportional as per other camps, 2 per 10 campers.

1.4. Outside support required from SAME National Office:

- 1.4.1. This would follow the standard practices, as detailed in the SAME STEM Camp Operations Manual (Draft V1.0 CAO 3 March 2024)
- 1.5. Special needs or considerations.
 - 1.5.1. None anticipated at this time.
2. Key Camp Leadership, Staff: Identify a sustainable, core leadership staff (Director, Treasurer, Logistics, Curriculum, Operations, etc.):
 - 2.1. Camp Director, Anna Turlik, Salas O'Brien
 - 2.2. Camp Co-Director/Deputy: Emily Stewart, ASUS and Allison Hines, USACE Baltimore
 - 2.3. Treasurer: Central Virginia Post Treasurer or Anant Patel, JAX Post Treasurer
 - 2.4. Logistics: Jeff Killian, NAVFAC SE, Retired and member of the Board, Virginia Tech Engineering Staff as needed. In addition, we will identify one on-base POC, ideally a representative of the Corps of Cadets or a cadet.
 - 2.5. Curriculum: Christie Rother, Salas O'Brien
 - 2.6. Operations: Melanie Delano, Wiley Wilson
3. Sponsor Service, Installation: Identify a sponsor organization, location, and commitment for facilities, preferably captured in a support memorandum - ideally, multi-year memorandum of agreement or understanding.
 - 3.1. To be developed, by February 2026 for STEM activities, and on-campus camp.
4. Post affiliation: Commitment from a Post to provide financial oversight - treasurer oversight and bank account for the camp IAW *Camp Accounting Guidelines*.
 - 4.1. Central Virginia Post
5. Financial Plan: Prepare and submit a proposed initial budget identifying as a minimum:
 - 5.1. The Central Virginia Post will be responsible for the financial oversight.
 - 5.2. We plan to follow the Jacksonville camp budget (and updated 2025 Budget), with minor modifications as needed.
 - 5.3. The Central Virginia Post will be responsible for the financial oversight.
 - 5.4. Sponsorship from the Posts in Virginia, North Carolina and Tennessee (Central Virginia, Blue Ridge, Northern Virginia, Virginia Peninsula, Washington, Fort Bragg, Nashville and the Tennessee Valley Posts) will all be asked to donate funds directly and also be requested to help find Sponsors and staff volunteers, when possible.

5.5. Additionally, we will look for opportunities with post events for sponsorships.

6. Curriculum: Initial but not limited to, core curriculum developed to include focus areas, initial thoughts on activities, etc.

2026 potential activities

- i. Virginia Museum of Transportation—Educational program tours on the history of transportation (off- campus).
- ii. Casemate Museum at Fort Monroe—A museum located in Hampton offers chronicles on the military history of Fort Monroe (off-campus).

- iii. Virginia Tech Engineering Laboratories —tours of the engineering and science laboratories with demonstrations.
- iv. Natural Resources considerations at Virginia Tech - classroom study of NEPA/CEQA regulations and how they protect wildlife & the impacts on the base (on or off-campus, TBD).
- v. Facilities Overview – tour of some of the facilities at Virginia Tech including but not limited to flight- line, wastewater treatment plant, football field, electrical distribution, etc. and including an issue that students can work to solve, such as need for recycled water, waste diversion, or increase in electric vehicle (EV) use.
- vi. Local parks and recreations sites – Final day exploring nature and decisions of nature-based solutions followed by graduation at Claytor Lake State Park.

Additional options for curriculum for 2026 and 2027, above plus:

There may be limited engineering expertise on-campus, so we will leverage what there is and augment with off-campus lessons. Potential activities include 2026 activities, and others such as:

- vii. Tour of firm that has a project in the local area
- viii. Demo of drones/ possible drone racing
- ix. Pop sicle bridge
- x. Canoe building
- xi. Concrete beam
- xii. Dog Houses
- xiii. Water ballon launchers

Thank you for your time and consideration for this camp. Mr. Joe Angell has spent numerous hours gaining support at the college as well as the support of the local community for the camp and I know it would mean the world to him to get the camp up and going. I, Anna Turlik, too as the camp director have the drive and passion to support the camp.

Here is a little background on me. I spent many years as a mentor at the Air Force Academy Camp working alongside Mr. Scott Prosuch, earning a regional award from

Ms. Cindy Lincicome for my dedication to the camp. I have recently worked alongside Mr. Brian Files at the JAX camp. Seeing the kids grow and learn from the experience of the camp is amazing. To this day I keep up with campers from my mentoring days.

In closing, the joy and honor of establishing this camp will continue the values and traditions of the SAME Stem Camps. Thank you again and I look forward to moving towards the establishment of this camp.

V/R

Anna Turlik

Future VT Camp Director

Anna.turlik@salasobrien.com

704.699.0091

Please see attachments:

VT Campus Map

Proposed Budget

VT Camp Pricing

CAMPUS MAP
BLACKSBURG

2025

ACADEMICS

G-5	109	Agnew Hall
B-7	554	Alphin-Stuart Arena
B-8	550	Animal Husbandry Barn
J-2	240	APEX Center for Entrepreneurs
J-4	368	Architecture Annex
G-3	269	Armory
G-3	173	Bishop-Favaro Hall
B-8	171	Burchard Hall
G-3	553	Campbell Arena (Equipment Shed)
H-6	112	Chatham Hall
F-3	159	Classroom Building
H-3	175	College of Liberal Arts and Human Sciences Building
G-3	172	Cowgill Hall
G-4	0056	Creativity and Innovation District (CID)/Living Learning Community
F-2	137	Data and Decisions Sciences Building
G-4	156	Davidson Hall
G-3	155	Derring Hall
G-2	126	Durham Hall
G-6	110	Engel Hall
I-3	184C	Field House
G-7	123	Food Science and Technology Laboratory
G-6	111	Frain Life Science Institute
G-2	126	Goodwin Hall
G-7	134	Greenhouse
G-4	158	Hahn Hall - North Wing
G-4	157	Hahn Hall - South Wing
G-3	179	Henderson Hall
G-3	168	Hitt Hall
H-3	130	Holden Hall
F-7	381	Human and Agricultural Biosciences Bldg 1
H-5	103	Hutcherson Hall
G-6	116	ICATAS II
G-3	133C	Harrocks Hall
H-3	129	Kelly Hall
G-7	113	Latham Hall
G-6	139	Lavery Hall
G-7	121	Life Sciences Facility
G-7	118	Litton-Reaves Hall
H-3	7	Major Williams Hall
D-2	2190	Math Emporium
H-3	151	McBryde Hall
J-4	389	Media Annex
J-4	370	Media Building
B-6	139	Mining And Minerals Laboratory
H-3	133	Mitchell Hall (2020)
I-4	177	Newman Library
H-3	132	Norris Hall
H-3	201	Old Security Building
G-4	153	Pamplin Hall
H-3	127	Patton Hall
A-6	553	Pole Barn
G-5	101	Proctor Hall
G-4	154	Robeson Hall
G-5	101	Sandy Hall
G-5	106	Saunders Hall
G-5	108	Seitz Hall
F-2	6	Shanks Hall
A-6	581	Sheep Barn
H-5	105	Smyth Hall
H-5	119-120	Stager Hall
H-2	170	Surge Space Building
J-3	169	Theatre 101
F-3	174	Torgerson Hall
F-3	138	Undergraduate Science Laboratory Building
D-2	427	Urban Pest Control Facility
F-8	149	Virginia-Maryland College of Veterinary Medicine
G-6	301	Wallace Hall Annex
G-6	115	Wallace Hall
G-3	134	Whittemore Hall
G-4	152	Williams Hall
G-4	276	Wright House

SERVICE FACILITIES

K-8	240	Fleet Services Building
K-7	241	Grounds Building
H-2	204	North Chiller Plant
I-9	455	Parking Services
H-2	202	Power House
J-8	190A	Public Safety Building
H-7	194	Smith Career Center
E-7	380	Southwest Chiller Plant
J-8	190	Southgate Center
K-7	242	Stewart Center
H-6	192	Student Services Building
G-2	1500	Transit Center

DINING

H-6	D1	West End Market
H-5	D2	Dietrich Hall
I-4	D3	Owens Hall
G-3	D4	Perry Place (Inside Hitt)
I-3	D5	Squires Food Court
H-3		Turner Place

FREQUENTLY VISITED

J-6	272	417 Clay Street (Cranwell House)
G-4	176	Burrows Hall
I-2	185	Center for the Arts
F-5	380	Duck Pond Casino
F-4	295	Golf Course Club House
I-4	251	Graduate Life Center at Donaldson Brown
F-3	250A	Holtzman Alumni Center
G-3	193	G. Burke Johnston Student Center
H-1	237	Gilbert Place
H-2	618A	North End Center
F-3	250B	Skelton Conference Center
F-8	400	Smithfield Manor House
F-5	275	Souleide
I-3	180	Squires Student Center
F-3	250C	The Inn at Virginia Tech
F-6	270K	UAV / Hyperloop Classroom-Office
I-4	178	University Bookstore
D-2	619	University Gateway Center
J-4	302	Virginia Tech Women's Center
D-3	249	Visitor & Undergraduate Admissions Center
		Volume Two Bookstore
D-2	2191	War Memorial Chapel
H-4	181	War Memorial Chapel

ATHLETICS

G-8	185V	(Baseball Stadium) English Field at Union Park
I-9	183	Burrows-Burton Tennis Center
I-6	187	Cassell Coliseum
I-8	187B	Football Locker Room
I-8	187	Hahn-Hurst Basketball Practice Facility
I-6	186A	Indoor Practice Facility
I-6	187C	Jamerson Athletic Center
I-7	185	Lane Stadium
H-7	181	McCormack Hall
I-7	187A	Merryman Athletic Facility
H-8	186	Rector Field House
I-7	PE303	Soccer Field Enclosure
I-9	184	Venture Out
H-5	182	War Memorial Hall
H-6	185M	Weaver Baseball Center
H-8	185E	Women's Softball Field & Dugouts

CORPS OF CADETS

I-3	1	Lane Hall
H-2	198	Corps Leadership and Military Science Building
H-2	203	Military Building
I-3	2	Pearson Hall East
I-3	14	Pearson Hall West
H-2	14	Upper Quad Hall North

RESIDENTIAL

H-6	33	Ambler Johnston Hall - East Wing
H-6	32	Ambler Johnston Hall - West Wing
H-5	37	Campbell Hall - East Wing
H-5	36	Campbell Hall - Main Wing
C-4	72	Central Services
H-6	38	Cochrane Hall
I-4	23	Eggleston Hall - East Wing
I-4	21	Eggleston Hall - Main Wing
I-4	22	Eggleston Hall - West Wing
H-6	42	Harper Hall
G-6	54	Hillcrest Hall
I-5	30	Hoge Hall
J-5	28	Johnson Hall
H-6	27	Miles Hall
H-6	55	New Hall West
I-5	40	New Residence Hall East
I-5	24	Newman Hall
I-5	29	O'Shaughnessy Hall
I-5	39	Payne Hall
I-5	41	Pedrowsky-Yates Hall
I-5	31	Pritchard Hall
D-5	78	Sigma Phi Epsilon House (Transfer House)
H-5	35	Slusher Hall
C-4	61	Special Purpose Housing - Building A
C-4	62	Special Purpose Housing - Building B
C-4	63	Special Purpose Housing - Building C
C-5	64	Special Purpose Housing - Building D
C-5	65	Special Purpose Housing - Building E
C-5	66	Special Purpose Housing - Building F
C-5	67	Special Purpose Housing - Building G
C-5	68	Special Purpose Housing - Building H
C-5	69	Special Purpose Housing - Building I
C-5	70	Special Purpose Housing - Building J
C-5	71	Special Purpose Housing - Building K
C-5	74	Special Purpose Housing - Building L
C-5	75	Special Purpose Housing - Building M
C-5	76	Special Purpose Housing - Building N
C-5	77	Special Purpose Housing - Building O
C-5	78	Special Purpose Housing - Building P
C-5	79	Special Purpose Housing - Building Q
F-5	274	The Grove (President's House)
J-5	52	Vauter Hall
J-5	50	Whitehurst Hall

SAME CAMP OPERATIONAL BUDGET (Virginia Tech) - 2026				
Assumptions: All pricing is based on 2025 cost. Prices are subject to change.				
	Planned	Actual		
Number of anticipated campers:	40			
Fee per camper:	\$800.00			
Description	Planned Budget	Actual Budget (Final)	Difference	Notes
INCOME				
National Registered Campers (= number of campers * camper fee)	\$ 32,000.00		\$ (32,000.00)	
SAME National Grant	\$ 9,500.00		\$ (9,500.00)	
SAME Central Virginia Post Sponsorship	\$ 5,000.00		\$ (5,000.00)	Hope have more sponsorships from surrounding post. Once camp is approve I will approach other posts.
Sponsorships (Events, Meals, Etc.)	\$ 25,000.00		\$ (25,000.00)	Will start to work on sponsorships from companies to help suppliment budget.
Total Income	\$ 71,500.00	\$ -	\$ (71,500.00)	
EXPENSES (Sample line items. Please customize to your camp.)				
Camper and Staff Meals & Drinks				
Food (Campers & Staff, Including Prep Mtgs)	\$ 24,311.00		\$ (24,311.00)	These are the prices if we aquire the meal plan from VT. Once camp is approve will go back to catering at VT to see if we can workout to only have certain meals. Please see break to the side.
Total Meals	\$ 24,311.00		\$ (24,311.00)	
Lodging & Transportation				
Lodging for staff and campers during camp	\$ 21,000.00		\$ (21,000.00)	dorm
Staff Team-Building, Dinner, Lodging, etc	\$ 5,000.00		\$ (5,000.00)	
Camp Vehicle Rental (Enterprise/Other)	\$ 10,000.00		\$ (10,000.00)	
Gasoline for Camp Vehicles	\$ 750.00		\$ (750.00)	
Parking Fees at Airport	\$ 100.00	\$ -	\$ (100.00)	
Total Lodging & Transportation	\$ 36,850.00	\$ -	\$ (36,850.00)	
General & Administrative				
Real Estate License Fee			\$ -	Navy specific
Insurance	\$ 2,500.00		\$ (2,500.00)	Picked up by National
Shelving Material for Connex Box	\$ -		\$ -	
Background Checks - Mentors and Supervisory Staff	\$ 500.00		\$ (500.00)	Picked up by National
T-Shirts	\$ 7,500.00		\$ (7,500.00)	
Mentor Backpacks	\$ 1,000.00		\$ (1,000.00)	
Awards, Gifts, Decorations	\$ 2,000.00		\$ (2,000.00)	
Cleaning Supplies, Toilet Paper & Trash Bags	\$ 1,000.00		\$ (1,000.00)	
Consumable medical supplies (e.g., new first aid kits)	\$ 500.00		\$ (500.00)	Used CERT Med kits
Misc Sundries (Laundry Bags, Ext Cords, etc.)	\$ 200.00		\$ (200.00)	
Misc Admin and Consumables Checks, Stamps, Envelopes	\$ 250.00		\$ (250.00)	
SAME Coins				
Total General & Administration	\$ 15,450.00	\$ -	\$ (15,450.00)	
Events & Activities				
Camper & Mentor Safety Gear - Hard Hats, Hearing Protection, Sunglasses	\$ 2,500.00		\$ (2,500.00)	
Flag Design	\$ 1,000.00			
Squad Tool Buckets	\$ 1,100.00		\$ (1,100.00)	
Non-Consumable Equipment, Tools, Sports/Games and Materials	\$ 5,000.00		\$ (5,000.00)	
Concrete Beam Event	\$ 3,000.00		\$ (3,000.00)	
Drone Event	\$ 500.00		\$ (500.00)	
Dog House Event	\$ 2,500.00		\$ (2,500.00)	
Engineer Reaction Course Event	\$ 1,500.00		\$ (1,500.00)	
Cardboard Boat Event	\$ 1,100.00		\$ (1,100.00)	
Nail Relay and Three-Legged Chair Events	\$ 250.00		\$ (250.00)	
Career Day Event	\$ 500.00		\$ (500.00)	
Bowling Night Activity/Pizza	\$ 1,500.00		\$ (1,500.00)	
BBQ/Beach Party Activity	\$ 1,500.00		\$ (1,500.00)	
Storage	\$ 3,177.00		\$ (3,177.00)	See breakout to the side. Hopefull that VT will be able to store for us without cost.
Total Events & Activities	\$ 25,127.00	\$ -	\$ 25,127.00	
Total OPERATIONS Expenses	\$ 101,738.00	\$ -	\$ (101,738.00)	

Net OPERATIONS Budget Surplus/(Shortfall)	\$ (30,238.00)	\$ -	\$ 30,238.00
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	Meal and lodging					
	Dorms (per person/ night	SubTotal	\$6 De &	Total for all campers	Total for staff	Total staff and
	49	294	300	15000	6000	21000
	Meals	Tax 5.3%	SubTotal	Total for all Campers	Total for staff	Total staff and
	Bfast	12.05	0.64	12.69	634.5	253.8
						888.3
	Lunch	15.85	0.84	16.69	834.5	333.8
	Dinner	17	0.91	17.91	895.5	358.2
						1253.7
		Total		17364.5	6945.8	24310.3

Storage	Reservation	Insurance	Admin Fee	First Month	Thereafter each month	Total for first
	250	25	11	20	306	261
						3177



2025 Summer Conference Rates

Lodging rates below are listed *per person, per night*.

Summer Conference Lodging Rates	2025 Nightly Rate
Category A: Non-A/C Buildings	
Double Occupancy	\$32.00
Single Occupancy	\$48.00
Category B: CID, Harper, New Hall West, New Residence Hall East, Peddrew-Yates, Payne Suites, Upper Quad	
Double Occupancy	\$49.00
Single Occupancy	\$73.00
Category B1: East Ambler-Johnson, West Ambler-Johnston, O'Shaughnessy	
Double Occupancy	\$46.00
Single Occupancy	\$69.00
Category B2: Payne 4 th Floor, East Eggleston	
Double Occupancy	\$43.00
Single Occupancy	\$64.00

Meal rates below are listed *per person, per meal*:

Dining Rates:	Breakfast	Lunch	Dinner
Conference Meal Rate	\$12.05	\$15.85	\$17.00

All rates are subject to a 5.3% sales tax. Non-profit organizations, Virginia Tech departments, and government agencies in Virginia, including schools, are exempt from the 5.3% sales tax on meals. Housing rates are not tax-exempt.

There will be a charge of \$6.00 per bed for de-bunking or re-bunking of beds.

***Please keep in mind that you will be billed for the total number of guests present, or the final guarantee that is received by our office, at the above rates. Your final housing and dining guarantee numbers are due ten (10) days prior to your check-in date.**



2025 Long-Term Academic Rates

(REU's and Virginia Tech Academically Sponsored Long-Term Camps)

Lodging and dining rates below are listed **per person**.

Category A: Non-A/C Buildings											
	10 Weeks	9 Weeks	8 Weeks	7 Weeks	6 Weeks	5 Weeks	4 Weeks	3 Weeks	2 Weeks	1 Week	Daily
Double Occupancy	\$1,942.00	\$1,748.00	\$1,553.00	\$1,359.00	\$1,165.00	\$971.00	\$777.00	\$583.00	\$388.00	\$194.00	\$28.00
Single Occupancy	\$2,913.00	\$2,622.00	\$2,330.00	\$2,039.00	\$1,748.00	\$1,457.00	\$1,166.00	\$875.00	\$582.00	\$291.00	\$42.00
Category B: CID Traditional, Harper, New Hall West, New Residence Hall East, Peddrew-Yates, Payne Suites, Upper Quad											
	10 Weeks	9 Weeks	8 Weeks	7 Weeks	6 Weeks	5 Weeks	4 Weeks	3 Weeks	2 Weeks	1 Week	Daily
Double Occupancy	\$3,327.00	\$2,994.00	\$2,661.00	\$2,329.00	\$1,996.00	\$1,663.00	\$1,331.00	\$998.00	\$665.00	\$333.00	\$49.00
Single Occupancy	\$4,991.00	\$4,491.00	\$3,992.00	\$3,494.00	\$2,994.00	\$2,495.00	\$1,997.00	\$1,497.00	\$998.00	\$500.00	\$74.00
Category B1: East Ambler-Johnson, West Ambler-Johnston, O'Shaughnessy											
	10 Weeks	9 Weeks	8 Weeks	7 Weeks	6 Weeks	5 Weeks	4 Weeks	3 Weeks	2 Weeks	1 Week	Daily
Double Occupancy	\$3,150.00	\$2,835.00	\$2,520.00	\$2,205.00	\$1,890.00	\$1,575.00	\$1,260.00	\$945.00	\$630.00	\$315.00	\$46.00
Single Occupancy	\$4,725.00	\$4,253.00	\$3,780.00	\$3,308.00	\$2,835.00	\$2,363.00	\$1,890.00	\$1,418.00	\$945.00	\$473.00	\$69.00
Category B2: Payne 4th Floor, East Eggleston											
	10 Weeks	9 Weeks	8 Weeks	7 Weeks	6 Weeks	5 Weeks	4 Weeks	3 Weeks	2 Weeks	1 Week	Daily
Double Occupancy	\$2,943.00	\$2,649.00	\$2,355.00	\$2,060.00	\$1,766.00	\$1,472.00	\$1,177.00	\$883.00	\$589.00	\$294.00	\$43.00
Single Occupancy	\$4,415.00	\$3,974.00	\$3,533.00	\$3,090.00	\$2,649.00	\$2,208.00	\$1,766.00	\$1,325.00	\$884.00	\$441.00	\$65.00
Dining Rates											
	10 Weeks	9 Weeks	8 Weeks	7 Weeks	6 Weeks	5 Weeks	4 Weeks	3 Weeks	2 Weeks	1 Week	Daily
19-meal plan (on-campus)	\$1,973.00	\$1,780.00	\$1,587.00	\$1,394.00	\$1,153.00	\$1,013.00	\$820.00	\$627.00	\$434.00	\$241.00	\$35.00