



SAME Board of Direction Minutes

Wednesday, June 17, 2026

Virtual - Teams

BOD Position	First	Last
C3 Chair Membership	Lori	Revely
C3 Chair Project Lifecycle	Paul	Tschirky
C3 Chair Workforce Development	Chris	Poulos
Chair, Foundation*	Tim	Byers
Counsel*	Craig	Crotteau
Elected Director Yr 1	Susan	Thames
Elected Director Yr 2	Alyssa	Agustin
Elected Director Yr 3	Corey	Weaver
Executive Director/Secretary*	Dave	Hill
Past President* (AOF/R2C)	Mike	Huffstetler
President*	Ben	Matthews
President-Elect* (Workforce Development)	Patrice	Melancon
RVP East	Ed	Chamberlayne
RVP Mid	Scott	Nall
RVP West	Liz	Parent
Treasurer*	Jordan	Beard
Vice President* (Membership)	Scott	Grainger
Vice President* (Project Lifecycle)	Dean	VanderLey
Vice President* (RVPs)	Carrie Ann	Williams

did not attend

Call To Order

Ben Matthews, SAME President, called the meeting to order at approximately 10:00 a.m. EST. The Board recited the Pledge of Allegiance and a quorum was established. Ben opened the meeting by presenting his presidential theme, **“Connections as the Catalyst,”** connecting it to the three pillars of the SAME 2030 Strategic Plan. He emphasized strengthening connections across Posts, Regions, Communities of Interest (COIs), Councils, strategic partners, and future leaders to drive outcomes in partnership development, solution delivery, and workforce development.

Consent Agenda

- BOD Minutes – March 24, 2026
- Executive Committee Minutes* – June 3, 2026 (ratification)
- Foundation Board Minutes – January 7, 2026

*Executive Committee minutes will only be included for Board ratification when Executive Committee actions require Board approval.

The Board approved the Consent Agenda.

Executive Director Report

David Hill reported on his first several weeks as Executive Director and highlighted efforts to align National Office operations with Board priorities and the Strategic Plan.

Key updates:

- Continued assessment of National Office operations and staffing needs.

- Participation in regional and Post events, including the Missouri/Kansas City JETS event and STEM Camp activities in Vicksburg (three more to attend).
- Observation of successful implementation of SAME priorities at the Post level, particularly in mentoring, workforce development, and career transition efforts.
- Progress on several open staffing actions previously briefed to the Executive Committee.

SAME Finance & Administration Report

James Black and Jordan Beard provided a financial update through April 2026.

Financial Highlights

- Total assets exceed \$20 million, approximately \$1.7 million higher than the previous year.
- Cash balances increased to approximately \$6.2 million.
- Investments totaled approximately \$11.4 million.
- Cash and investments combined total approximately \$17.6 million.
- Investments continue to perform strongly despite market volatility.
- Revenue is approximately \$206,000 above budget year-to-date.
- Membership dues exceed budget by approximately \$68,000.
- Investment gains totaled approximately \$538,000, which are not budgeted.
- Salaries and wages remain below budget due to vacancies.
- Meeting expenses are currently above budget due primarily to timing of expense recognition.

James reported that the review and consolidation of investment advisors is expected to be completed by the end of June. Jordan Beard encouraged Board members to become more familiar with SAME financial reporting and to actively engage with questions throughout the budget development process. He noted that the organization continues to perform well despite economic uncertainty and budget pressures experienced across the industry.

Engagement Report

Ann McLeod provided updates on membership and meetings activities.

➤ Membership Consultant

- Interviews are underway with three prospective membership consultants.
- A selection is expected by the end of June.
- Work is expected to begin in July.
- The consultant will help determine whether current membership levels represent the organization's floor or ceiling and identify opportunities for growth and improved member value communication.

Ben Matthews requested continued involvement of Membership leadership, including Scott Grainger, throughout the consultant selection and implementation process.

➤ JETC Survey Results

Ann reviewed results from JETC 2026 and highlighted:

- Government attendance represented approximately 20% of attendees, among the highest levels seen at JETC.
- Session quality and educational content received positive feedback.
- Despite strong attendance numbers, perceptions remain that government participation is declining.
- Additional communication is needed to better highlight government involvement and the broader value proposition of conference participation.

Board discussion focused on improving messaging around government attendance and reinforcing the value of SAME events beyond government-industry networking opportunities.

➤ Small Business Conference

Early indicators for SBC remain positive:

- More than 100 technical abstracts submitted.

- Over 380 companies participating in booth lottery selections.
- Several exhibitors increasing booth footprints.
- Strong early engagement with USACE and other government partners.

Foundation Update

Tim Byers and Kathy Off reported on Foundation activities.

Highlights included:

- Tim attended the Honolulu STEM Camp and praised camp leadership, volunteers, and student engagement.
- Three Foundation Board positions will become vacant at the end of the year; nominations are being solicited.
- Strategic planning efforts are underway to better align Foundation priorities with Society priorities.
- The Foundation continues to pursue endowment development and planned giving opportunities.
- Two endowments have already been established with additional opportunities in development.
- Future fundraising efforts will increasingly focus on organizational leaders, CEOs, and company owners as potential major donors.
- The Foundation is developing an Advisory Council to strengthen access to senior-level corporate relationships.
- The next formal Foundation Board meeting is scheduled for July 16 (virtual).

Discussion also included continued efforts to better synchronize Foundation funding timelines with annual camp planning and resource request processes.

Director Assignments & Integration

Ben Matthews reviewed the updated elected director assignment matrix.

The Board discussed ongoing efforts to:

- Better align elected directors with Communities of Interest, Councils, and strategic initiatives.
- Leverage elected directors as connectors between the National Leadership Assembly, Board of Direction, and constituent groups.
- Provide increased structure while still allowing elected directors flexibility to pursue areas of passion and impact.

Susan Thames reported that the Year One elected directors have begun meeting regularly to coordinate efforts and share information. Board members expressed support for continuing the assignment model and expanding opportunities for elected director collaboration.

Mentoring Ownership and Coordination

The Board discussed mentoring activities currently occurring across multiple groups, including:

- Academy of Fellows
- Leadership Development COI
- Mentoring Advisory Group (MAG)
- Workforce Development initiatives
- Elected Director initiatives
- Veteran Transition

Mike Huffstetler summarized discussions from the National Leadership Assembly and subsequent conversations regarding better coordination of mentoring activities.

The Board agreed that:

- Mentoring efforts should remain distributed among existing organizations.
- Coordination is needed to avoid duplication of effort.
- Rick Wice (Academy of Fellows) is willing to serve in a coordinating and connector role rather than a supervisory role.

Action

Patrice Melancon will convene key mentoring stakeholders, including Rick Wice, Leadership Development COI leaders, MAG representatives, and Workforce Development leadership, to clarify roles, identify overlap, and develop a coordinated approach.

National Leadership Assembly After Action Review and Governance Rhythm

The Board reviewed feedback from the National Leadership Assembly.

Key Observations

- The quad chart format continues to be viewed positively.
- Participants appreciated only highlighting changes or progress since the prior meeting.
- Additional effort is required to ensure discussions remain member-driven and bottom-up.
- Several members noted the importance of tracking and closing out all issues raised during NLA discussions rather than focusing only on selected topics.

Actions

- Continue using quad charts at SBC.
- Continue using abbreviated updates at JETC.
- Explore improved tracking mechanisms for strategic initiatives, issues, and recommendations generated through NLA discussions.
- Consider a post-meeting survey to gather feedback from NLA participants

The Board also discussed opportunities to gather better feedback directly from NLA participants regarding meeting format and effectiveness.

Governance Cycle Discussion

Kathy Off presented the updated governance cycle for comment and input.

Discussion focused on:

- Alignment of governance activities across Society functions.
- Synchronization of Society, Foundation, and R2C timelines.
- Challenges associated with camp resource request timing.
- Opportunities to make Board meetings more strategic and less administrative.

August Board Meeting

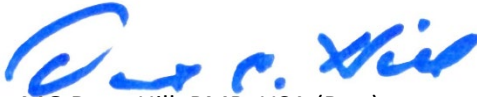
The Board discussed using the August meeting to conduct:

- An in-depth membership discussion.
- R2C reviews.
- Governance reviews.
- C3 annual work plan approvals.
- Evaluation of whether existing C3 structures remain aligned with Society needs.

Board members agreed that periodic review of C3s should become a more deliberate governance activity.

Adjournment & Next Meeting

Ben concluded the meeting with a short “round robin” which included announcements about PLW and reinforcement of discussions and actions. The meeting adjourned at approximately 11:50 a.m. EST. The next meeting will be in person at PLW in a two-part series: **Saturday, August 1, 2:00 – 6:00 p.m. PST and Sunday, August 2, 8:00 a.m. – 12:00 p.m. PST.** In-person attendance is encouraged with registration required here: <https://www.same.org/event/plw/>. SAME will cover two hotel nights, but board members are invited to stay for PLW, which will add another night covered by SAME.



MG Dave Hill, PMP, USA (Ret.)
Executive Director & Secretary

- Encl 1: Agenda
- Encl 2: Financial Update Slides
- Encl 3: Foundation Update Slides
- Encl 4: Governance Cycle

ENCL 1: Agenda

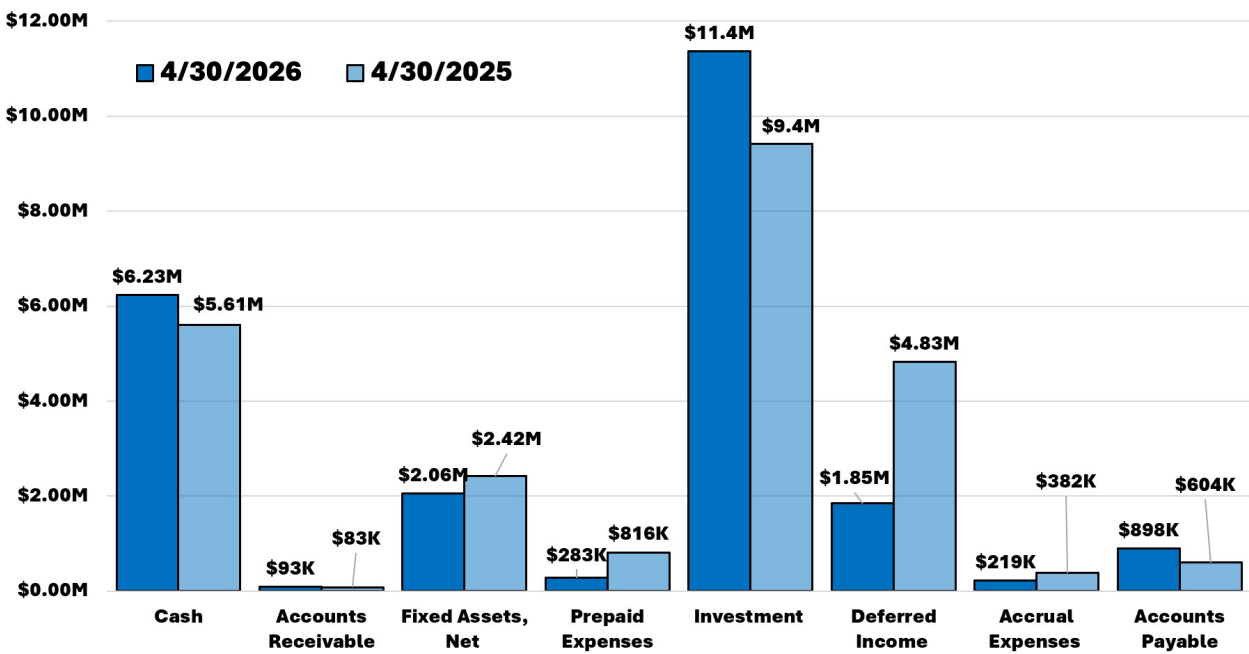
TIME	AGENDA	RESPONSIBLE
1000 – 1010	Call to Order, Pledge, Welcome, introductions	Ben Matthews
1010 – 1015	Consent Agenda <ul style="list-style-type: none"> • BOD Minutes 3-24-26 • XC Minutes 6-3-26 (ratify decision) • FDN Minutes 1-7-26 	Ben Matthews
1015 - 1040	Executive Director Report	Dave Hill
	<ul style="list-style-type: none"> • Finance Update (by exception) 	James Black/Jordan Beard
	<ul style="list-style-type: none"> • Membership – consultant update • JETC Survey Results & AAR 	Ann McLeod/Jill Murphy Ann McLeod
	<ul style="list-style-type: none"> • EAG & IGE Project update (read-ahead only) 	Scott Linsky
	<ul style="list-style-type: none"> • Foundation update 	Kathy Off/Tim Byers
1040 – 1100	Director Assignments/interaction Mentoring Ownership	Ben Matthews Ben Matthews/Mike Huffstetler
1100 – 1115	NLA AAR & Rhythm Discussion	Ben Matthews/Dave Hill
1115 – 1145	Governance Cycle Discussion <ul style="list-style-type: none"> • R2C Cycle • Jul & Aug BOD Agenda 	Ben Matthews/Dave Hill
1145 – 1200	Round Robin/Summary/Q&A	Ben Matthews

ENCL 2: Finance Slides

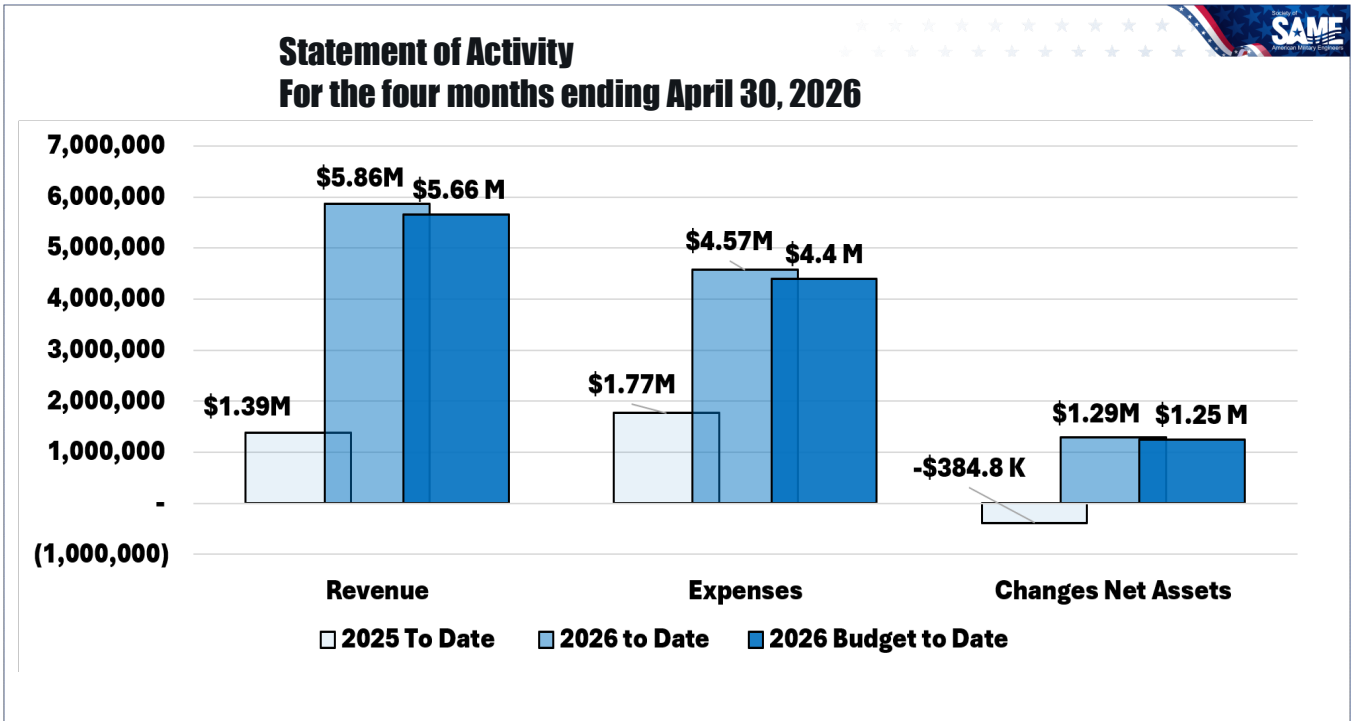
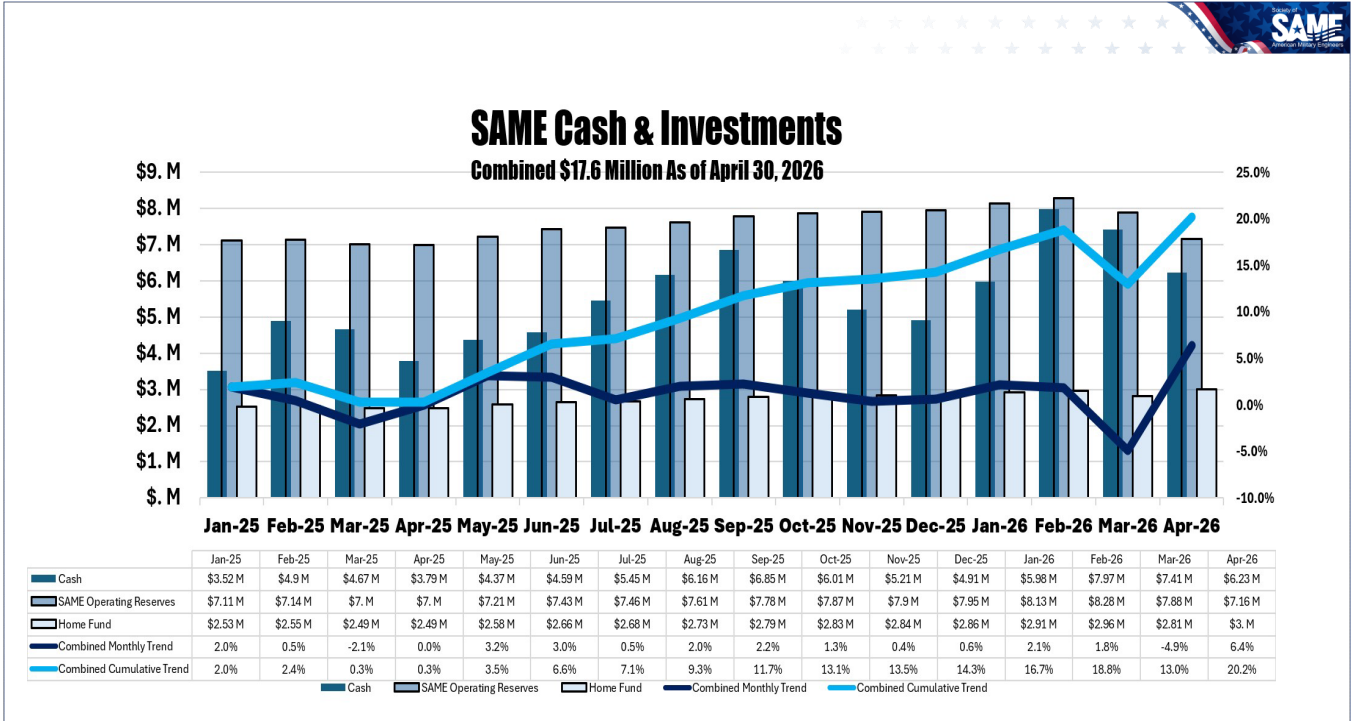
Finance & Administration Update

James Black / Jordan Beard

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Society of American Military Engineers

Statement of Activities - Operations

For the Four Months Ending April 30, 2026

	A: Actual to Date	B: Budget to Date	C: Variance (A vs B) \$	D: FY 2025 to Date	E: Variance (A vs D)	F: Annual Budget	G: Remaining Budget \$	H: Remaining Budget %
Revenues								
Membership Dues	1,054,272	986,000	68,272	633,982	420,291	3,060,500	2,006,228	66%
Registrations	1,568,265	1,792,000	(223,735)	701	1,567,564	4,655,500	3,087,235	66%
Exhibitor Revenues	715,988	847,500	(131,513)	62,300	653,688	2,774,500	2,058,513	74%
Sponsorship	218,100	225,000	(6,900)	-	218,100	789,000	570,900	72%
Advertising	147,986	128,000	19,986	112,922	35,064	480,000	332,014	69%
Partner Revenue	1,425,048	1,366,500	58,548	253,842	1,171,206	1,366,500	(58,548)	-
Donations & Contributions	-	23,000	(23,000)	180	(180)	93,000	93,000	100%
Grant Revenue	135,163	168,500	(33,337)	316,000	(180,837)	310,000	174,837	56%
Other Income	22,850	16,000	6,850	32,603	(9,753)	75,000	52,150	70%
Interest & Dividends, Net Fees	36,680	105,000	(68,320)	56,810	(20,130)	308,000	271,320	88%
Investment Gains/Losses	538,766	-	538,766	(81,085)	619,851	-	(538,766)	-
Total Revenue	5,863,119	5,657,500	205,619	1,388,255	4,474,864	13,912,000	8,048,881	58%

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Society of American Military Engineers

Statement of Activities - Operations

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	A: Actual to Date	B: Budget to Date	C: Variance (A vs B) \$	D: FY 2025 to Date	E: Variance (A vs D)	F: Annual Budget	G: Remaining Budget \$	H: Remaining Budget %
Expenses								
Salaries & Wages	957,162	1,163,000	(205,838)	718,817	238,345	3,497,000	2,539,838	73%
Employee Fringe	222,832	343,500	(120,668)	214,749	8,083	1,031,000	808,168	78%
Travel Expenses	168,267	210,000	(41,733)	79,802	88,464	646,000	477,733	74%
Meeting Expenses	2,221,535	1,573,500	648,035	289,666	1,931,869	5,298,000	3,076,465	58%
Printing, Postage & Advertising	154,611	156,500	(1,889)	89,227	65,384	487,000	332,389	68%
Contractual	56,634	116,000	(59,366)	70,585	(13,951)	522,000	465,366	89%
IT and Software	299,896	225,000	74,896	110,446	189,450	666,500	366,604	55%
Other Direct Costs	20,599	217,500	(196,901)	15,819	4,780	463,000	442,401	96%
Rent & Leases Expense	64,267	70,000	(5,733)	47,298	16,969	210,000	145,733	69%
Bank Fees	113,553	107,000	6,553	67,296	46,257	324,000	210,447	65%
Depreciation	82,261	91,000	(8,739)	39,460	42,801	275,000	192,739	70%
Admin & Office	212,941	130,500	82,441	29,860	183,081	492,500	279,559	57%
Total Expenses	4,574,557	4,403,500	171,057	1,773,024	2,801,533	13,912,000	9,337,443	67%
Changes in Net Asset	1,288,562	1,254,000	34,562	(384,770)	1,673,331	-	(1,288,562)	

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ENCL 3: Foundation Slides



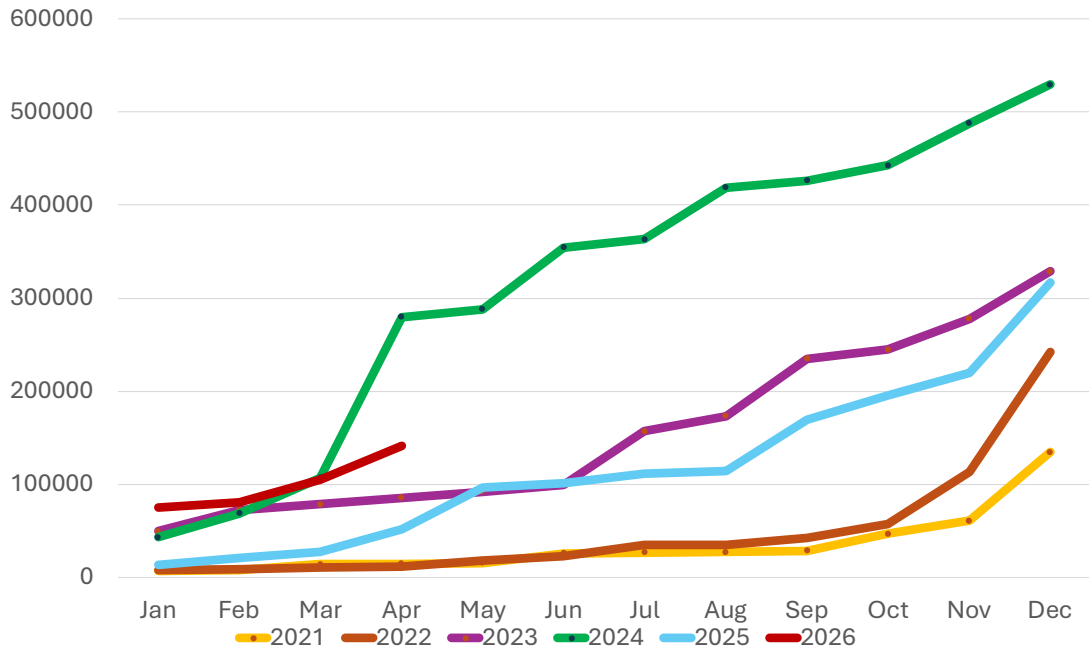
Foundation – upcoming activities



- Now – soliciting for board nominations – deadline is Aug 1, 2026.
- Working on Strategic Plan
- Actively targeting for Endowment campaign
- SBC
 - 5K Run
 - Potential invite only breakfast
 - Save the date for Soaring Eagle (March 17, 2027)
 - Soliciting for Silent Auction donations
- Planned Giving Appeal
- Annual Appeal
- Board Meeting: July 16, 2026

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Fundraising History



ENCL 4: Governance Cycle

Month	Society	Foundation	AOF	National Office
JAN	<ul style="list-style-type: none"> ● National Leadership Nominating Committees convene (one for President Elect & VPs, one for Elected Director); non-selects contacted for follow-up ● RVPs: Post streamer submissions; ● National Nomination notifications made (on ballot or not) ● All: Award Nominations due ● RVPs: Confirm succession or extension of position 	<ul style="list-style-type: none"> ● FDN BOD Meeting - Install new board members and board positions ● CFC Deadline – Jan. 15 	<ul style="list-style-type: none"> ● Succession Planning for AOF XC ● New RFPs installed ● Nomination review 	Nominating Committees adjourn
FEB	<ul style="list-style-type: none"> ● All: Award Nominations due ● RVPs: Confirm succession or extension of position 		<ul style="list-style-type: none"> ● Award nominations due ● New Fellows notified 	National Office Audit and Tax preparation; appoint Audit committee, hire independent auditor
MAR	<ul style="list-style-type: none"> ● National Officers issue guidance for Annual Work Plans ● BOD Meeting (CapWeek) – C3 review ● All: Develop Annual Report for last fiscal year; report success of previous FY Foundation/Society-funded programs to National Office. ● RVPs: Post Annual Reports 	Soaring Eagle Gala		<ul style="list-style-type: none"> ● National Audit and taxes due ● National Election commences
APR	<ul style="list-style-type: none"> ● President-Elect (w/XD/Dir. Gov.): begin determining BOD members and Appointed Directors ● National Election results presented, notifications made ● President/XD: Assign National Officers ● C3s: Prepare and submit Annual Work Plan and Resource Request drafts to C3 Manager (capture any departing C3 Chair guidance) 		<ul style="list-style-type: none"> ● Refine Action Statements ● Prepare for Investiture 	National Election voting closes
MAY	<ul style="list-style-type: none"> ● National Officers: Conduct exit briefs for old BOD/NLA ● EAG Meeting ● C3s: Annual Work Plan Approval (resource requirements) ● NLA Orientation & Meeting – approve BOD Slate 	<ul style="list-style-type: none"> ● FDN BOD informal meeting @ JETC ● Silent Auction ● SK On-Your-Own 		<ul style="list-style-type: none"> ● Governance meetings scheduled for following year ● Update website & database with new NLA members ● Update communication tools (slides)
JUN	<ul style="list-style-type: none"> ● XC: Assign Elected Directors <ul style="list-style-type: none"> ● XC: Solidit R2C members ● C3s: Develop program for the calendar year; finalize Annual Work Plans. ● BOD Meeting – virtual ● All: FINAL Resource Requests due to National Officers. 	<ul style="list-style-type: none"> ● FDN BOD determines if additional Board members are to be selected ● FDN Gov. Com. provides criteria to Foundation Board for selection 	<ul style="list-style-type: none"> ● New AOF Chair reviews/refines AOF Goals & Objectives. ● Nomination Webinar (June or July) 	<ul style="list-style-type: none"> ● Annual Governance Cycle Review ● Membership Review Prep
JUL	<ul style="list-style-type: none"> ● C3s: Annual Work Plans for following year are due 1 July to C3 Manager. ● National Officers submit Requests for Resource Support to the National Office. ● R2C Convenes. ● RVPs: Begin Post Annual Assessments 	FDN BOD solicit for nominations		<ul style="list-style-type: none"> ● Mid-year Financial Forecast ● Annual Report to Membership
AUG	<ul style="list-style-type: none"> ● President's Guidance for National Election established ● BOD Meeting (PLW) – Governance Review, draft R2C recommendation ● C3 Annual Work Plan Approval (resource requirements) 	<ul style="list-style-type: none"> ● R2C: Request/Review of Foundation Support requirements is provided to the Foundation. ● FDN BOD votes on nomination recommendations from Nominating Committee 		Begin budget development for following fiscal year

