



SAME Board of Direction Minutes

Sunday, August 2, 2026

Scottsdale, AZ (PLW)

Attendance

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

* Non-voting

Call to Order

Ben Matthews, SAME National President, called the meeting to order at 0900 local time. The Board recited the Pledge of Allegiance and a quorum was established. He thanked Board members for their participation in the August 1 facilitated membership workshop and emphasized the importance of carrying forward those discussions into the National Leadership Assembly and Post Leaders Workshop.

Consent Agenda

The Board approved the Consent Agenda.

The following items were included in the Consent Agenda:

- Board of Direction Minutes (June 18, 2026)
- Foundation Board Minutes (July 16, 2026)
- Foundation Bylaws Updates

Patrice Melancon, President-Elect, asked for clarification regarding Board approval of Foundation Board minutes by individuals who were not present at the Foundation meeting. Kathy Off, Director of Governance & Philanthropy, explained that approval affirms the minutes are appropriate for the official record and does not require attendance at the meeting itself. Board members were encouraged to engage with Foundation leadership whenever they have questions regarding Foundation actions or discussions.

Mike Huffstetler requested clarification regarding language in the Foundation Bylaws that references the Society Bylaws. Kathy Off advised that the Society Bylaws had previously been modified to address the Joint Audit Committee, eliminating the need for additional bylaw revisions.

Executive Director Report

Dave Hill, SAME Executive Director, provided a situational awareness update and reviewed key organizational priorities.

Membership

Dave reiterated that membership remains the Society's highest near-term priority. Building on the extensive discussion held the previous day, National staff is preparing to begin the next phase of work with the Society's membership consulting effort focused on growth, retention, engagement, and member value.

Camps

The Society successfully conducted six national STEM Camps during Summer 2026. A Camp Directors Summit will be held September 22 at the National Office to review lessons learned, discuss finance and operational sustainability, clarify roles and responsibilities, and identify opportunities for continuous improvement.

Strategic Partnerships

He reported that National leadership is conducting a comprehensive review of strategic partnerships and Memoranda of Understanding to determine which relationships continue to create mutual value and advance SAME's strategic objectives. Preliminary discussions are underway with several organizations, including ACEC, DBIA, and AIA.

Foundation and Workforce Development

Dave highlighted continued momentum in STEM outreach, camps, donor engagement, planned giving, and broader workforce development activities.

FY 2027 Budget Planning

Budget development for FY 2027 has begun and will focus on aligning resources with strategic priorities identified through membership and strategic planning initiatives.

Finance & Administration Report

James Black, Director of Finance & Administration, presented the Society's financial results through June 30, 2026.

Financial Position

SAME remains in a strong financial position:

- Total Assets: \$20.7 million
- Cash and Investments: \$18.1 million
- Revenue: \$8.69 million
- Revenue exceeding budget by approximately \$970,000
- Expenses approximately \$1 million below budget

While JETC and certain meeting activities are projected to finish below budget expectations, offsetting savings and revenue gains have reduced the projected variance substantially.

Small Business Conference

Current SBC trends remain positive:

- Sponsorship revenue exceeds budget by approximately \$100,000.
- Booth sales are at or above expectations.
- Registration performance is tracking ahead of previous-year levels.

Based on current projections, Black reported that SAME could finish FY 2026 with approximately \$1 million in net income if SBC and investment trends continue.

Investments

Investment performance remains favorable, with approximately \$891,000 in unrealized gains year-to-date. Consolidation of investment advisors is nearly complete.

Board Discussion

Board members discussed:

- Membership budget variances.
- Long-term financial planning.
- Investment management consolidation.
- Financial reporting enhancements.
- Revenue diversification opportunities.

The Board expressed appreciation for the continued improvement in financial reporting and transparency.

Engagement Report

Ann McLeod, Sr. Director of Engagement, provided an update on Meetings, Events, and Engagement activities.

Data-Driven Improvement

The Meetings team is focused on using data and member feedback to improve event experiences and identify future innovations.

Sponsorship Strategy

National staff is reviewing the sponsorship program structure for 2027 and beyond. Sponsor interviews and surveys are being conducted to better understand return-on-investment expectations and improve sponsor value. Board discussion included considerations related to balancing Society sponsorship opportunities with Foundation fundraising objectives.

Systems Integration

Staff continues work to integrate the membership database with event-registration systems, which will improve real-time reporting, engagement tracking, and member analytics.

Small Business Conference

Current SBC planning includes:

- Exhibit hall nearly sold out.
- Sponsorship revenue exceeding budget.
- Four educational tracks finalized.
- Ongoing engagement with Service leadership regarding participation.
- Continued development of Business Opportunity and Mega Sessions.

Future Events

Ann reviewed future conference locations and discussed venue selection criteria, including cost effectiveness, per diem requirements, geographic balance, tax considerations, and attendee accessibility.

Strategic Initiatives Report

Scott Linsky, Director of Strategic Initiatives, reported on staffing, integrated government-industry engagement, programs, partnerships, and government engagement.

Staffing and Operations

Kim Hotz joined SAME as Technical Community Program Manager supporting the Project Lifecycle Communities of Interest. Staff is also recruiting a Senior Program Manager focused on stakeholder initiatives and strategic engagement activities.

Integrated Industry-Government Engagement

Scott discussed efforts to improve planning and execution of IGE activities, including greater alignment with priorities identified through service chief engagements, Executive Advisory Group, and Executive Leader Panels. Potential SBC topics include industrialized construction, energy security, artificial intelligence, and project delivery.

Programs

All six camps concluded successfully in 2026. The upcoming Camp Directors Summit will focus on sustainability, fiscal management, responsibilities, and lessons learned. STEM Pathways received an \$84,000 NCEES grant supporting future programming.

Strategic Partnerships

A formal review of existing partnerships has begun to assess health, value, engagement levels, and future opportunities. Staff also is working to improve collaboration between communities of interest and strategic partners.

Government Engagement

Monthly Service Liaison Officer meetings continue, along with service chief office calls involving USACE, NAVFAC, Air Force, Coast Guard, and VA leadership. Discussion focused on strengthening communication channels between SAME and senior service leadership and ensuring connections occur at the right level in each service.

C3 Annual Workplan Review and Discussion

Ben Matthews emphasized that annual assessment of C3 effectiveness and viability is a Board responsibility under the Society Bylaws. Dave Hill and Kathy Off presented a conceptual framework for strengthening evaluation of C3s using four primary criteria:

1. Leadership and operational effectiveness
2. Strategic alignment
3. Member value
4. Strategic portfolio contribution

Board members discussed:

- Replacing the current quad chart reporting structure with the criteria presented.
- Alignment with Strategic Plan 2030.
- Member engagement and value creation.
- Volunteer leadership capacity.
- Strategic relevance versus activity reporting.
- Opportunities to reduce duplication across C3s.
- Improved integration between Communities of Interest and Posts.
- Data collection and reporting methods.

The Board supported continued refinement of the assessment framework and agreed additional work is required before implementation. *The intent is to better position the Board for strategic community evaluation during the 2027 review cycle.*

Foundation Update

Sal Nodjomian, Foundation President-Elect, provided a Foundation update.

Financial Status

The Foundation currently administers:

- \$2.77 million in Foundation cash and investments.
- More than \$4.1 million in Post investment funds.

Fundraising

The Foundation remains focused on diversifying support through:

- Annual giving
- Major gifts
- Planned giving
- Corporate support
- Grants
- Endowment development

Leadership reiterated the importance of obtaining support from organizations outside the traditional SAME corporate network. However, Kathy noted that less than 4% of corporate members donate to the Foundation.

Signature Events

Upcoming fundraising initiatives include:

- Soaring Eagle Awards Gala
- Silent Auction

- 5K Run/Walk programs
- Annual Appeal

These events are intended to diversify donor engagement and strengthen long-term financial sustainability.

Strategic Planning

The Foundation has launched development of its first formal strategic plan. The process includes discovery, mission and vision refinement, strategic priority development, goal setting, and implementation planning. The goal is adoption at SBC 2026.

Board Development

Foundation Board nominations remain open. The nomination period was extended by one week to encourage additional submissions.

R2C Update – 2027 Allocation Draft Consensus

Mike Huffstetler presented the Resource & Review Committee (R2C) draft recommendations for FY 2027 funding requests. The committee reviewed recurring requests, new requests, and funding priorities for both Foundation-supported and Society-supported activities.

Discussion included:

- National camp insurance and operations.
- Camp mentor travel support.
- Leader Development Program funding.
- Career Transition Workshop travel subsidies.
- College outreach and credentialing support.
- Financial literacy programming opportunities.
- Improved stewardship and accountability measures.

The committee recommended several process improvements, including enhanced expenditure tracking, streamlined approval procedures for recurring requests, and development of a standardized electronic submission process. The board recommended prioritizing requests further than what was presented to add more scrutinization in the funding process. The committee will gather more information on some requests and on camp requests following the Camp Summit.

National Leadership Assembly Agenda & Procedures

Kathy Off presented the proposed 2026 National Leadership Assembly agenda and procedures. **The Board approved the National Leadership Assembly agenda and procedures with one modification to the schedule (address Strategic Initiatives & Roadblocks first) and a change in quad chart composition.**

Discussion included:

- Future improvements to quad-chart reporting.
- Increased focus on strategic outcomes.
- Better alignment between community activities and Society priorities.
- Opportunities to elevate member concerns through the governance structure.

Post Leaders Workshop Plan

Ann McLeod and Jill Murphy, Associate Director of Membership & Post Operations, reviewed plans for the 2026 Post Leaders Workshop.

Highlights included:

- 161 attendees.
- 78 Posts represented.
- Largest participation level since the pandemic.
- Significant first-time leader attendance.
- SAME 101 orientation programming.
- Interactive networking and leadership engagement opportunities.

- Region-based discussions and breakout sessions.

Board members were encouraged to actively engage with attendees throughout the workshop and use observations from PLW to inform future governance and membership decisions.

Closing Remarks

Ben Matthews thanked the Board, National Office staff, Foundation leadership, volunteers, and facilitators for their continued service to SAME. He emphasized the importance of the membership discussions conducted during the weekend, the continued evaluation of C3s, and the need to strengthen the Society's member value proposition moving forward. Board members were encouraged to continue these discussions throughout PLW and the National Leadership Assembly.

The meeting adjourned at approximately **1200 local time**.



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

Enclosures

1. Board of Direction Agenda
2. Board of Direction Briefing Slides

ENCL 1: Agenda

SUNDAY		
TIME	AGENDA	RESPONSIBLE
0830 – 0900	Breakfast	
0900 - 0905	Call to Order, Opening Remarks	Ben Matthews
0905 – 0910	Consent Agenda - Decision - BOD Minutes 6-18-26 - Foundation Board Minutes 7-16-26 - Foundation Bylaws Updates	
0910 - 0935	XD Report	Dave Hill
	Finance & Administration - Q2 Report - Staffing Update - Budget Build '27 Strategy	James Black/Jordan Beard
	Engagement - SBC - Post Assessments	Ann McLeod Jill Murphy
	Strategic Initiatives - SBC Program - IGE Projects/ Initiatives / EAG - Programs - Strategic Partners	Scott Linsky
0935 - 1035	C3 Annual Workplan Approvals/Issues - Discussion	Ben Matthews & Group Leaders
1035 – 1045	Break	
1045 - 1055	Foundation Update	Kathy Off / Sal Nodjoman
1055 - 1125	R2C Update – 2027 Allocation DRAFT Consensus	Mike Huffstetler
1125 - 1145	NLA Agenda & Procedures – Decision	Kathy Off
1145 – 1150	PLW Plan	Jill Murphy
1150 – 1200	Closing Remarks	Ben Matthews

ENCL 2: Slides

Board of Direction Meeting

August 2, 2026

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Opening Remarks

Ben Matthews

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Time for a VOTE

Consent Agenda

- BOD Meeting Minutes – June
- Foundation BOD Minutes – July
- Foundation Bylaws Updates



Executive Director Report

Dave Hill

Executive Director Situational Awareness: Key Themes and Priorities

- Membership project remains my top near-term priority, focused on growth, retention, engagement, and member value.
- Preparation is underway for the Camp Summit and SBC, emphasizing strategic alignment and organizational effectiveness.
- Strategic partnerships are advancing, including expanded collaboration discussions with ACEC and other mission-aligned organizations.
- Foundation and workforce-development initiatives continue through STEM camps, donor engagement, planned giving, and camp sustainability efforts.
- FY27 budget development is beginning, linking resources and investments to emerging strategic priorities.

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Finance & Administration

James Black

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

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SAME on Track for a Strong 2026 Finish

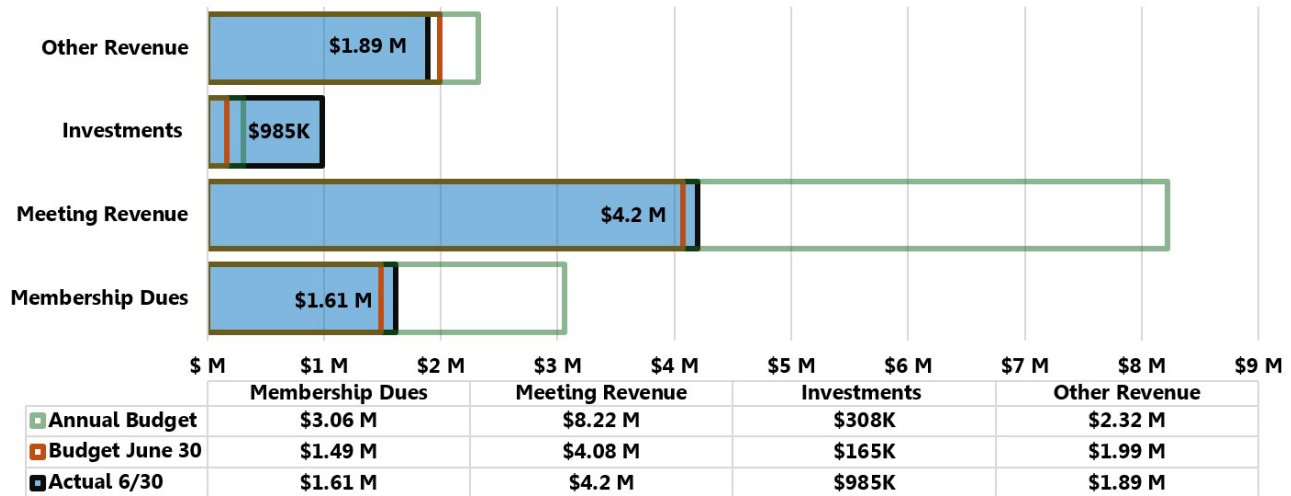
- **Strong financial position:** Assets **\$20.7M** (+\$3.0M YoY); Cash & Investments **\$18.1M** (+\$3.5M).
- **Ahead of budget:** Revenue **\$8.7M** (+\$970K); Expenses **\$6.6M** (-\$1.0M).
- **Primary headwind:** JETC and meeting performance projected **\$303K below budget**.
- **Mitigating actions:** Additional revenue and savings reduce projected variance to **-\$68K**.
- **SBC trending favorably:** Booth sales at budget with 9% inventory remaining; sponsorships **+\$100K** above budget.
- **Investment gains:** **+\$891K** year-to-date and unbudgeted.
- **Outlook:** If SBC and investment trends continue, SAME is positioned to finish 2026 with approximately **\$1M in net income**.
- **Recommendation:** No corrective action required at this time; continue monitoring SBC performance and cost controls while incorporating lessons learned into 2027 planning.

Society Statement of Position – June 30, 2026

	6/30/2026		Δ 12 M
Cash	\$6.35M	▲	\$1.76 M
Investments	\$11.77M	▲	\$1.69 M
Other Assets	\$2.56M	▼	-\$456K
Liabilities	\$4.47M	▼	-\$1.41 M

Society Revenues – June 30, 2026

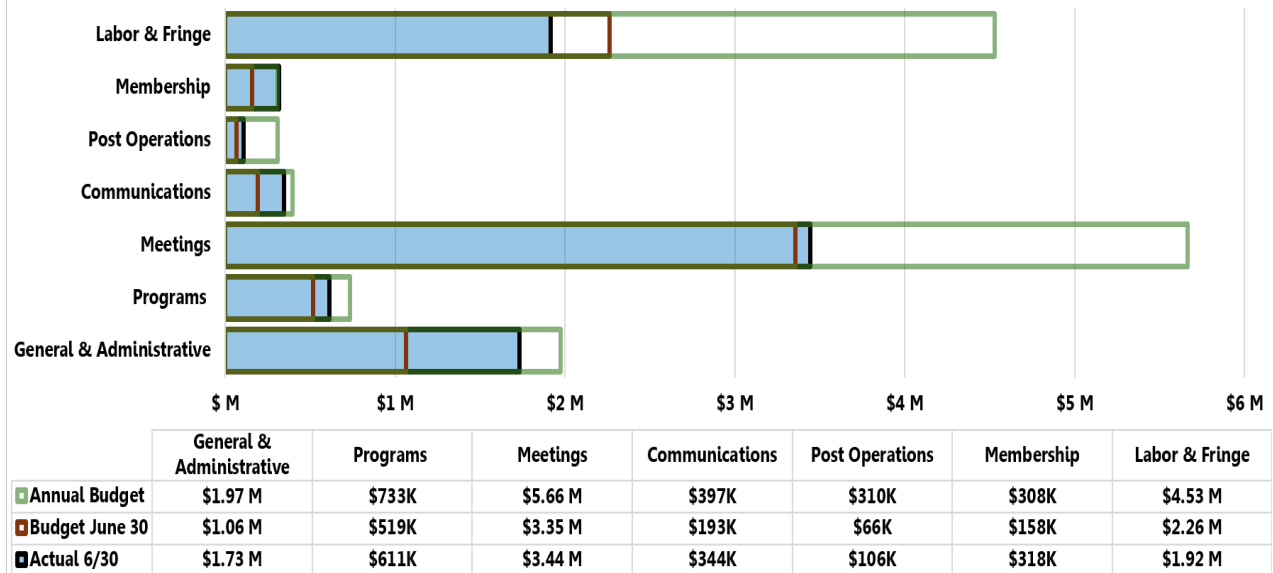
Actual Total Revenues of \$8.69M Vs Budget of \$7.72M



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Society Expenses – June 30, 2026

Actual Total Expense \$8.47M, Budget Expense of \$7.62M



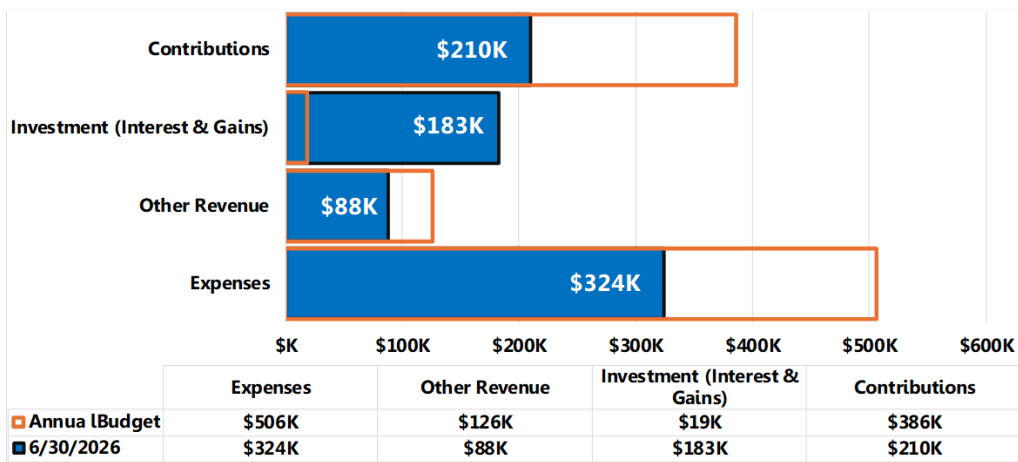
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Budget-to-Forecast Variance 2026 Year End	
Meeting Performance (Capweek, JETC etc)	▼ -\$303K
Dues Projection	▲ \$110K
Labor and Fringe	▲ \$34K
Partner Revenue	▲ \$53K
Travel	▲ \$22K
IT & Professional Fees	▲ \$67K
Administrative (Insurance, Fees)	▼ -\$50K
SBC 2026	
1. Exhibit Booth is above budget +9% Space Left	
2. Sponsorship Revenue \$100K above Budget	
2. Registrations at ~1K, matching last year	
Total Net Budget-to-Forecast	▼ -\$68K

Investments Currently + 891K

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Foundation Snapshot – June 30, 2026



		6/30/2026	Δ 12 Months		
Assets	Cash	864,950	▲ \$400K	Funds with Donor Restrictions (Temporary)	1,759,316
	Foundation Investments	1,909,042	▲ \$1.91M	Funds with Donor Restrictions (Permanent)	325,226
	Pledges	106,314	▲ \$K	Funds without Donor Restrictions	540,354
Liabilities	Net Due to SAME (R2C)	120,176	▲ \$94K	Board Restricted Fund (R2C)	135,235
	Post Funds Held	4,164,388	▲ \$1.18M	R2C Spent	174,819

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Engagement

Ann McLeod

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Meetings & Events: Key Updates

- Focus for team going forward is data-informed improvement and innovation
- Looking at revamping sponsorship program for 2027 and beyond
- Working with IT/Admin team to do a full integration of Nimble database & eShow meeting software
- SBC
 - Booth Sales: budgeted revenue already exceeded; hall 90% sold
 - Sponsorship Sales: budgeted revenue already exceeded; still selling
 - Education Sessions: 4 tracks; sessions confirmed and placed in time
 - General Sessions: Formal invites soon to go out
 - Business Opportunities & Mega Sessions: Working with services to finalize

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Year	Career Transition Workshop	Europe Tri-Services Regional Summit	Capital Week	JETC	Post Leaders Workshop	Indo-Pacific Regional Summit	SBC
2026	Feb.11-13 Embassy Suites at BWI Linthicum, MD	March 3-5 Frankfurt Marriott Frankfurt, Germany	March 24-26 Bethesda North Marriott Rockville, MD	May 19-21 Oregon Conv Center Portland, OR	August 2-4 Scottsdale Resort Spa Scottsdale, AZ	N/A	Nov. 4-6 Charlotte ConvCtr Charlotte, NC
2027	Feb.10-12 (W-F) Embassy Suites at BWI Linthicum, MD	N/A	March 16-18 Bethesda North Marriott Rockville, MD	May 18-20 Wisconsin Center Milwaukee, WI	August 1-3 Omni Barton Creek Resort Austin, TX	August 30-Sept 2 Hawaii Conv Ctr Honolulu HI	Nov. 17-19 America's Center St. Louis, MO
2028	TBD	TBD	March 20-22 Bethesda North Marriott Rockville, MD	May 9-11 David Lawrence Conv Ctr Pittsburgh, PA	TBD	N/A	Nov. 15-17 Music City Center Nashville, TN
2029	TBD	N/A	TBD	OPEN	TBD	TBD	Nov. 7-9 Pennsylvania ConvCtr Philadelphia, PA
2030	TBD	TBD	TBD	OPEN	TBD	N/A	Nov. 20-22 Georgia World CongCtr Atlanta, GA
2031	TBD	N/A	TBD	OPEN	TBD	TBD	Nov. 19-21 Music City Center Nashville, TN
2032	TBD	TBD	TBD	OPEN	TBD	N/A	Nov. 3-5 Morial ConvCtr New Orleans, LA
2033	TBD	N/A	TBD	OPEN	TBD	TBD	Nov. 13-18 Pennsylvania ConvCtr Philadelphia, PA

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Growing Our Team / Refining our Processes

People

- **New Technical COI Program Manager is onboard**
 - Kim Hotz is replacing Ree Miskimon
- **Hiring Action for Stakeholder Initiatives PM is underway**

Processes

- **Alignment with National Leadership on C3s**
- **Focus on awareness and information sharing**

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IGE and Programs

IGE

- **Industrialized Construction Whitepaper**
 - Published by ACM Workgroup
- **7 potential IGE Sessions for SBC**
 - 4 from Construction COI
 - Energy Security
 - AI
 - Project Delivery
- **EAG, ELP and Listening Sessions**

Programs

- **Camps**
 - All 6 camps were a success in 2026
 - Camp Director Summit
 - Finances
 - Roles and Responsibilities
 - How can we be better next year?
- **STEM Pathways**
 - NCEES Grant
 - Building Bridges Program at SBC

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Partnership

Strategic Partners

- **Full review is underway**
 - President and XD focus
 - Health of partnership
 - Level of C3/National Staff engagement
- **XD Engagement**
 - Meetings with Partner leadership
 - Starting with ACEC and AIA

Government Engagement

- **Service Liaison Officers**
 - Monthly Meetings
 - Hosted USACE
 - Integrating New SLOs
- **Service Chief Engagement**
 - Office calls with USACE, NAVFAC, Air Force, Coast Guard, VA

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C3 Annual Workplan Approvals/ Issues

National Leaders

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Rethinking Our C3 Annual Review

Our Bylaws require an annual assessment of C3 viability — with recommendations to continue, modify, or eliminate. Today's assessments measure how well each C3 operates, not whether SAME still needs it. These four dimensions close that gap.

1 Leadership & Operational Effectiveness

Is leadership functioning? Succession, volunteer engagement, communication, and work-plan execution. This is essentially our current assessment — **keep it, but cap it at no more than 25% of the score.**

2 Strategic Alignment

Which Strategic Plan objective does this C3 directly advance — not merely support? Require objective, activity, and outcome. Gap test: what challenge to DoD, agencies, or the profession would be worse if this C3 did not exist?

3 Member Value

Move from “our webinars are successful” to **evidence**: membership growth and participation, program attendance, satisfaction, and outcomes, and Post impact — products used, speakers requested, participation.

4 Strategic Portfolio

Evaluate the whole portfolio, not just individual C3s: quantify **overlap and duplication**, and surface missing strategic areas — AI, technology, workforce, acquisition reform, and data & analytics.

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The 2027 Board Deliverable: C3 Portfolio Matrix

Rate every C3 across four dimensions to drive a continue / restructure / merge / create / sunset decision.

C3	Operational Health	Strategic Relevance	Member Value	Resource Efficiency	Recommendation
Energy Security	High	High	High	Medium	Continue
Resilience	High	High	High	High	Continue
COI “X”	Low	High	Medium	Low	Restructure
COI “Y”	High	Low	Low	Low	Merge
New Technology	Not Existing	Very High	N/A	N/A	Create

The shift: from activity reporting to strategic portfolio management — the defensible evidence our Bylaws envision to continue, merge, create, or sunset each C3. (Ratings illustrative; assigned during the 2027 review.)

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C3 Portfolio — Scored SWOT Summary

All 16 communities rated on operational health, strategic relevance, member value, and stewardship risk. Draft 0-3 scale to refine with National Officers.

Community	Group	Op. Health	Strategic	Member Value	Stew. Risk	Status
Small Business Council	MG	3.0	3.0	3.0	2.0	Submitted
Architectural Practice	PLG	2.5	2.5	2.5	1.5	Submitted
Construction	PLG	2.5	3.0	3.0	3.0	Submitted
Environmental	PLG	3.0	2.5	2.5	1.5	Submitted
Energy Security	PLG	3.0	3.0	3.0	1.5	Submitted
Infrastructure Readiness	PLG	2.0	3.0	2.5	2.5	Submitted
Resilience	PLG	2.5	3.0	3.0	2.5	Submitted
Warfighter Engineering	PLG	2.0	3.0	2.5	2.5	Submitted
Camps	WDG	2.0	3.0	2.5	3.0	Submitted
STEM Outreach	WDG	1.5	3.0	2.0	2.0	Submitted
Leader Development	WDG	1.5	3.0	2.5	2.5	Submitted
Membership Committee	MG	—	3.0	2.5	—	Data Gap
Young Professionals Council	MG	—	3.0	2.5	—	Data Gap
Uniformed Council	MG	—	3.0	2.5	—	Data Gap
College Outreach	WDG	—	2.5	2.5	—	Data Gap

Reading the scores: 3.0 strong · 2.5 solid · 2.0 developing · 1.5 needs work · — data gap. Stewardship Risk is inverted — higher means greater resource strain. MG = Membership · PLG = Project Lifecycle · WDG = Workforce Development.

Cross-C3 Portfolio Themes

SWOT patterns that cut across the whole community portfolio.

Strengths

- Real strategic relevance in Construction, Energy Security, Resilience, Warfighter, Infrastructure Readiness, and Small Business.
- Genuine member value via webinars, IGEs, conference programming, strategic partners, and Post support.
- Many C3s already answering strategic-initiative themes — acquisition reform, AI, project delivery, government engagement, workforce.

Opportunities

- Activate the “large passive middle” with clearer pathways into communities, mentoring, speaking, and leadership.
- Align emerging needs — AI, acquisition reform, data/analytics — with the right C3 homes or cross-C3 task forces.
- Build a C3-to-membership feedback loop linking member demand and engagement data.

Weaknesses

- Workplans inconsistent in specificity, metrics, and outcome orientation.
- Participation metrics uneven — sometimes resisted or read differently across C3s.
- Post-level impact and resource stewardship (staff, volunteer, funding) under-reported.

Threats

- Overlap dilutes value when members can’t tell where to go for emerging topics.
- Government participation restrictions weaken the industry-government value proposition members join for.
- Operational-only reporting leaves the Board without evidence to continue, combine, create, or sunset.

Membership Group — SWOT Snapshot

The group closest to the member-growth question — yet three of four lack submitted workplans.

Community	Strengths	Weaknesses	Opportunities	Threats
Small Business Council	Strong program volume — frequent webinars, robust communications, growing C3 liaison function.	Website upkeep and proactive Post/speaker support lag; needs outcome data, not just activity.	Small-business education, procurement/AI, coaching and certificate concepts, cross-C3 liaison.	Heavy volunteer load and fast-moving federal acquisition change without added support.
Membership Committee <i>Data Gap</i>	Central to member growth, retention, engagement, and value.	No complete workplan in the packet reviewed.	Should shape and be shaped by the membership deep dive and retention strategy.	Membership strategy drifts apart from the communities that deliver value.
Young Professionals Council <i>Data Gap</i>	Directly relevant to younger-member engagement and future leadership.	No complete workplan in the packet reviewed.	Address the under-40 gap via leadership, mentoring, events, and cross-C3 pathways.	Early-career interest fails to convert into long-term membership.
Uniformed Council <i>Data Gap</i>	Tied to government/uniformed participation and the industry-government value proposition.	No complete workplan in the packet reviewed.	Tackle participation restrictions, service engagement, and transition pathways.	Government constraints and low uniformed membership weaken value.

High-leverage group for retention, corporate engagement, youth renewal, and government participation. Request the three missing workplans and fold this group directly into the membership strategy.

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Project Lifecycle Group — SWOT (1 of 2)

SAME's technical core: strong relevance and member value, with room to sharpen metrics and Post reach.

Community	Strengths	Weaknesses	Opportunities	Threats
Architectural Practice	Strong AIA tie, continuing education, conference meet-and-greets, APA/planning credentials.	Communications and website maturing; Post speaker support still developing.	Link architects to AIA/APA, federal planning, CE, and Post technical programming.	Seen as a narrow discipline group without broader project-delivery value.
Construction	High relevance — acquisition, collaborative delivery, industrialized construction, IGEs.	Span-of-control concern; evolving roles, succession, and Post liaison.	Anchor acquisition reform, project delivery, and federal construction modernization.	Overextension and overlap with IR, Warfighter, Resilience, Energy Security.
Environmental	Strong governance, charter, succession, newsletter, and clear technical value.	Participation metrics contested; quality-over-quantity limits portfolio comparison.	Deepen strategic partners (SEBAC), partner spotlights, and joint PLG events.	Compliance-framed metrics breed resistance to the data needed to prove impact.
Energy Security	Top-scoring assessment; strong energy supply-chain and microgrid themes.	Evidence depth — outcomes should back the high self-ratings.	Supply-chain security, microgrid training, DoD panels, and Post speaker support.	Leadership transitions and under-used speaker/funding resources slow momentum.

Strong relevance and member value across the technical core. Sharpen scope, outcome metrics, and Post-facing programming so members see clear value.

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Project Lifecycle Group — SWOT (2 of 2)

High strategic relevance across these three — and the clearest overlap risk in the portfolio.

Community	Strengths	Weaknesses	Opportunities	Threats
Infrastructure Readiness	Sharp repositioning from FAM — asset management, geospatial, analytics, knowledge networks.	Working groups and metrics still forming; several goals carry TBDs.	Become SAME's readiness knowledge hub (Engage, Service profiles, IFMA/NIBS/SMRP).	Heavy overlap with Construction, Resilience, Energy Security, Warfighter, Geospatial.
Resilience	Broad scope — physical/cyber resilience, emergency mgmt, nature-based, AI working group.	Charter/personnel, succession, partner evaluation, and website need attention.	Lead cross-disciplinary resilience, AI/technology, Cyber OT, and disaster mitigation.	Scope creep as the default home for every emerging risk or technology.
Warfighter Engineering	Strong relevance — JEOC, JOEB, JETC/IPRS, seminars, TTX, joint operations.	Weak comms, website, and webinar cadence; low monthly attendance.	Bridge to uniformed participation — doctrine, INDOPACOM, Ukraine, ISOA, IGES.	Government speaker-approval barriers and participation limits.

High strategic relevance, but real overlap risk. Clarify scope boundaries and cross-C3 governance so members know where to go for each topic.

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Workforce Development Group — SWOT

High mission value and pipeline potential — the payoff depends on governance and Post-facing delivery.

Community	Strengths	Weaknesses	Opportunities	Threats
Camps	Strong national delivery — six camps, handbook, directors, mentor travel, marketing.	Operates more as a program than a COI; steering and Post-POC roles need development.	Engage mentors, YPs, active-duty volunteers, sponsorships, ACA credentialing, grants.	Rising costs, insurance, staffing, and unclear program-vs-COI ownership.
STEM Outreach	Strong mission fit — STEM Pathways, Post POCs, alliances, Indigenous Youth programming.	Charter, website, webinars, participation, and role fill are weak or inconsistent.	Give Posts shared STEM resources, Engage content, and measurable student outcomes.	Activity stays fragmented across Posts, Camps, and the Foundation.
Leader Development	Aligned with mentoring, LDP, Post leadership, and member leadership pathways.	Charter, ops manual, workplan, and mentoring governance still being reset.	Activate the passive middle via mentoring, leadership talks, Post tools, and LDP.	Becomes too diffuse without a clear mandate and priorities.
College Outreach <i>Data Gap</i>	Naturally adjacent to STEM, Camps, scholarships, YPs, and the career pipeline.	No complete workplan in the packet reviewed.	Bridge youth outreach to student chapters, internships, and YP conversion.	Youth-to-membership pathway stays fragmented without a visible plan.

Strong mission value and pipeline potential. Strengthen governance, communications, and Post resources — Leader Development may be a top retention lever.

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Framing the Board Discussion

THE REFRAME

If SAME's membership challenge is really a value-delivery challenge, the C3 portfolio is one of our most important levers.

Not "which C3s are good or bad" — but whether we are organized around what members value today and tomorrow.

QUESTIONS FOR THE BOARD / NLA

- Which C3s are demonstrably driving member engagement?
- Which are strategically important but operationally weak?
- Which are operationally strong but must prove strategic relevance?
- Which member needs are not clearly owned by any C3?
- Which C3s help Posts deliver a better member experience?
- Which are most relevant to younger professionals, government participants, and passive members?

Immediate step: request workplans for Membership Committee, Young Professionals Council, Uniformed Council, and College Outreach — so the next review covers the full portfolio.

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Foundation Report

Kathy Off, Sal Nodjomian

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Foundation Fundraising Update

Performance through the first half of 2026

\$2.77M

Foundation cash & investments

\$4.16M

Post funds administered by the Foundation

\$84K

NCEES grant to STEM Pathways

Momentum

- Contribution revenue remains on track through the first half of 2026
- Charleston and Lake Michigan Posts joined the investment program; Los Angeles expected to follow
- Fundraising and donor tools now centralized for the Board via Engage
- Audit complete, with enhanced tracking of restricted and endowment funds

Focus Areas

- Diversify giving: annual, major gifts, planned giving, endowment, corporate support, and grants
- Additional development effort required to meet annual contribution targets
- Grow the Foundation corpus to expand long-term investment income
- Advance signature fundraising events to broaden donor engagement

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Upcoming Signature Events

A diversified calendar to grow philanthropic support

Soaring Eagle Awards Gala

Signature gala with strong first-year revenue and room to grow; features a live "paddle raise" donation appeal. March 17 (St. Patrick's Day) at Capital Week. Awardee is France Hoang, CEO of BoodleBox.

Silent Auction

Paired with Foundation events to drive incremental giving; volunteer-led item procurement underway. Auction occurs at JETC.

5K Run / Walk

Community event that broadens visibility and engages members, families, and local sponsors. Will happen at SBC and JETC annually.

Annual Appeal

Year-end campaign for unrestricted support that anchors annual giving across the SAME donor base. Occurs towards the end of the year.

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Foundation Strategic Plan: Proposed Timeline

A five-phase path to approve the Foundation's first strategic plan



Facilitated by Victoria Mechtly | Owned by the Foundation Board | Target: approval at the 2026 Small Business Conference

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R2C DRAFT Report

Mike Huffstetler

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2026/2027 R²C Committee Members

CHAIRMAN **Mike Huffstetler** — Immediate Past President

Summer Gladden
Elected Director

Julie Eiter
C3 Chair

Emelia Brooks-Sisco
Regional Vice President

Kathy Off
Governance / Foundation

James Black
Finance / Admin

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R²C Process

Primary Purpose Allocate grant and other funds to various SAME C3s, Programs, Posts, or Regions.

- 1 Submit funding requests for the subsequent year
- 2 Vice Presidents review and endorse requests
- 3 R²C tentatively prioritizes and informs the BOD
- 4 Foundation determines funding and informs SAME
- 5 R²C sets final priorities and allocations
- 6 XC approves allocations within the annual SAME budget

EOM JUN

EOM JUL

NLT 15 OCT

EOM OCT

NLT mid-DEC



Annual funding flow

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R²C TENTATIVE Rec.: Approved & Ranked

Entity	Request	FY26 Allocation	FY26 Expenditure (as of Jun 30)	FY27 Request	R2C Rank	Funding Source	Notes
Camp COI / Camp Program	Camps - Insurance	\$50,000.00	\$69,063.00	\$80,000.00	1 (pre-approved)	Foundation	Adding VA Tech.
Camp COI / Camp Program	Camps - Mentor travel (airfare, transportation)	\$10,000.00	\$1,443.00	\$15,000.00	1 (pre-approved)	Foundation	
Camp COI / Camp Program	Camps - OCONUS camper transportation	\$5,000.00	\$846.00	\$5,000.00	1 (pre-approved)	Foundation	
Camp COI / Camp Program	Camps - Marketing support	\$10,000.00	\$9,708.00	\$10,000.00	1 (pre-approved)	Foundation	
Camp COI / Camp Program	Camp Staff Background Investigations	\$5,000.00	\$6,745.00	\$7,000.00	1 (pre-approved)	Foundation	
Camp COI / Camp Program	Camp Summit (travel, lodging, F&B)	\$0.00	\$10,000.00	\$5,000.00	1 (pre-approved)	Foundation	Was previously covered by Society. Cost should be less because it will be at the national office.
Camp COI / Camp Program	ACA Registration & Accreditation	\$3,000.00	\$2,957.00	\$3,000.00	1 (pre-approved)	Foundation	
Camp COI / Camp Program	Camp Alumni Scholarships	\$25,000.00	\$0.00	\$25,000.00	1 (pre-approved)	Foundation	
LD COI / LDP	Cohort Onboarding, Graduation Support	\$130,054.00	\$92,625.00	\$115,000.00	1 (pre-approved)	Foundation	\$130,000 requested, suggest \$115,000 based on past year expenditures.
Veteran Transition Workshop	VTW Junior Officer / Enlisted Travel Stipends (airfare, hotel)	\$10,000.00	\$11,319.00	\$15,000.00	1 (pre-approved)	Foundation	flight cost went up and increased number of personnel receiving stipends

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R²C TENTATIVE Rec.: Approved & Ranked (Cont)

Entity	Request	FY26 Allocation	FY26 Expenditure (as of Jun 30)	FY27 Request	R2C Rank	Funding Source	Notes
Camp COI / Camp Program	USAFA Camp (CO Sprgs)	NA	NA	\$15,000.00	2	Foundation	
Camp COI / Camp Program	Army Camp (Vicksburg)	NA	NA	\$15,000.00	2	Foundation	
Camp COI / Camp Program	USMC Camp (Lejeune)	NA	NA	\$15,000.00	2	Foundation	
Camp COI / Camp Program	Navy Camp (Port Hueneme)	NA	NA	\$15,000.00	2	Foundation	
Camp COI / Camp Program	Navy Camp (Jax, FL)	NA	NA	\$15,000.00	2	Foundation	
Camp COI / Camp Program	Hawaii Camp	NA	NA	\$15,000.00	2	Foundation	
Camp COI / Camp Program	VA Tech Camp	NA	NA	\$10,000.00	2	Foundation	Requested \$15K - recommend \$10K since it is not yet a National Camp (i.e. should be abbreviated, not as many expenses, not expected to be on same level as national camp this year)
Camp COI / Camp Program	Contingency	NA	NA	\$10,000.00	2	Foundation	Not requested from COI, but staff thinks it's prudent.
LD COI / LDP	Speakers for LDP	\$9,000.00	\$5,000.00	\$5,000.00	2	Foundation	2026 was requested by LD COI, this year by LDP.
STEM COI / STEM Pathways Program	STEM Pathways for Indigenous Youth	\$32,000.00	\$655.00	\$32,000.00	2	Foundation	Received \$84K grant from NCEES - this is supplemental per the grant proposal. Need a LOT more detail on how the money will be spent.
LD COI / LDP	UPIC Financial Support	\$10,000.00	\$0.00	\$5,000.00	3	Foundation	Requested \$15K - recommend \$5K - more discussion required
YP Council	Credentialing Assistance Program (CAP) & Review Program	\$9,000.00	\$2,133.00	\$9,000.00	3	Foundation	Need to see some metrics over time - have we been stagnant for CAP?
Europe Region/ Uniformed Council	Financial Planning for Transition	NA	NA	\$9,500.00	TBD	Foundation	Recommend this be done at the Regional level. Cannot be part of the National Career Transition Workshop - doesn't fit in the existing & successful format, schedule, and space.

R²C TENTATIVE Rec.: Approved & Ranked (Cont)

Entity	Request	FY26 Allocation	FY26 Expenditure (as of Jun 30)	FY27 Request	R2C Rank	Funding Source	Notes
Archetctural Practice COI	Two joint events per year	NA	NA	\$2,500.00	S1	Society	Just matching what AIA is doing.
OCONUS Region	Travel Stipend (international travel vs Europe only)	\$20,500.00	\$20,500.00	\$35,000.00	S1	Society	requested \$58,350 - recommend \$35K (roughly 50% increase)
Small Business Council	LinkedIn Premium	NA	NA	\$839.99	S2	Society	Question who exactly is managing the page (it is an individual), this can be a pilot year. Future years and expansion will depend on impact - more followers isn't necessarily "impact."
Small Business Council	Certificate Program	NA	NA	\$30,000.00	TBD	Society	Need more detailed plan, consider risk of bad performers, what exactly is the certificate for?

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Totals

2027

2027 R ² C Recommended Foundation Grant	\$441,000	(not inclusive of Veteran finance workshop request)
2027 R ² C Recommended Society Budget	\$38,340	(not inclusive of SB cert. program request)

2026

2026 R ² C Recommended Foundation Grant	\$310,000	
2026 R ² C Recommended Society Budget	\$30,000	

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R²C Additional Recommendations

- Follow-up with SB Council to get more clarity on certificate program
- Use RVPs to identify potential Posts or Regions that may want to add the finance workshop to local veteran transition initiatives
- Better tracking of expenditures
- Allow for “pre-approved” expenses to not require a request (still require impact report)
- Give Executive Director authority up to \$25K to re-allocate unspent funds (within Foundation)
- ✓ Provide uniformed on-line submission form



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NLA Agenda

Kathy Off



Time for a VOTE

NLA DRAFT Agenda



TIME	AGENDA	RESPONSIBLE
0830 - 0900	Continental Breakfast	
0900 - 0910	Call to Order, Pledge	Ben Matthews
0910 - 1000	National Office Report - Finance & Administration - Engagement - Strategic Initiatives Report - Marketing & Communications	Dave Hill James Black/ Jordan Beard Ann McLeod Scott Linsky Stephen Karl
1000 - 1010	Foundation Update	Kathy Off/ Tim Byers
1010 - 1020	R2C Report	Mike Huffstetter
1020 - 1130	Quad Chart Reports & Discussion (Membership)	Scott Grainger/ Carrie Ann Williams/ Membership
1130 - 1230	Lunch & Networking	
1230 - 1330	Quad Chart Reports & Discussion (Project Lifecycle)	Dean Vander Ley /Project Lifecycle
1330 - 1430	Quad Chart Reports & Discussion (Workforce Development)	Patrice Melancon /Workforce Development
1430 - 1440	Break	
1440 - 1530	Pressing Issues Update	Dave Hill
1530 - 1600	Membership Update	Dave Hill/Ann McLeod/Jill Murphy
1600 - 1610	President's Closing (Review Actions and Direction)	Ben Matthews
1730 - 1900	President's Reception	Ben Matthews

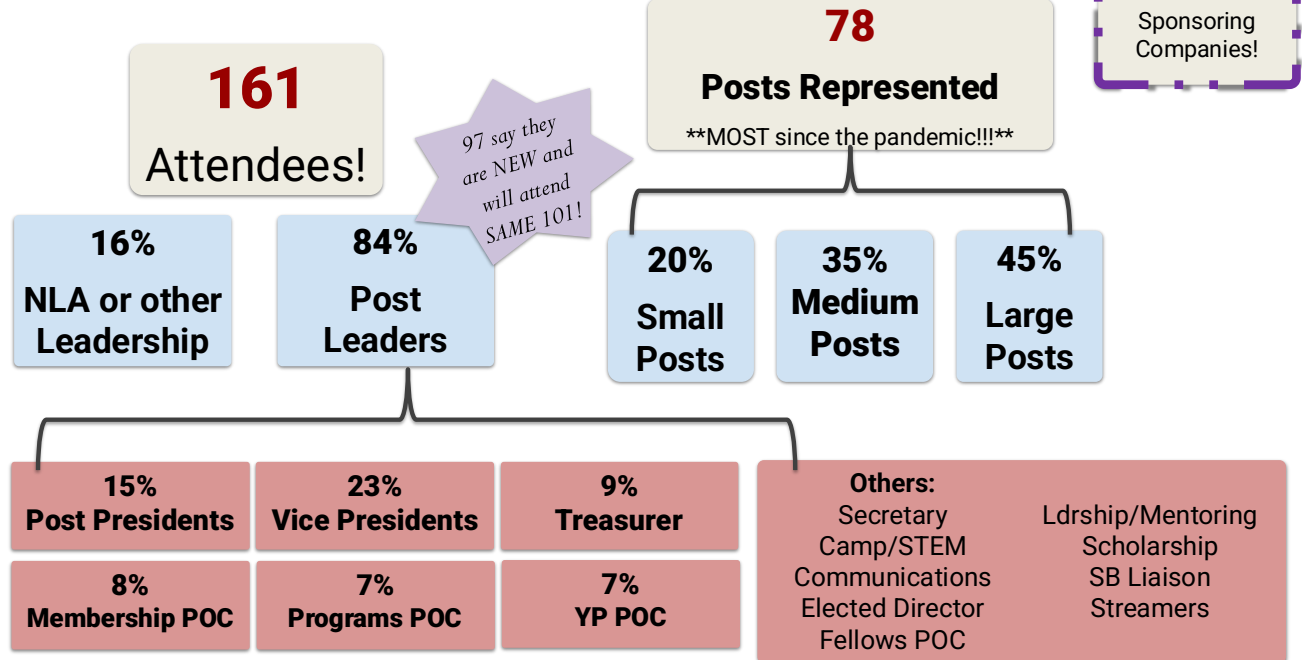
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PLW Plan

Ann McLeod/ Jill Murphy

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WHO's COMING to PLW?!



PLW Noteworthy

Sunday (today!)

- Starts with lunch, immediately followed by SAME 101 for new leaders
- Opening General Session starts at 4:30pm – stand and be recognized during XC intros
- Ice Breaker Reception & SAME Bingo – Encourage people to play. Be prepared to sign cards and help attendees find others to sign blocks (preview on next slide so you can be ready!)

Monday

- IGE Session and Tabletop Game - feel free to play with a table or mingle and assist or answer questions as needed
- Lunch – seating is by region. Fill in if there isn't an RVP/DRVP to help facilitate regional conversation
- Regions without a leader: Gulf Coast, Lakes, Northeast, Pacific, Southeast, Southwest

Tuesday

- Two breakouts by Post size. Listen during breakout sessions, take notes on anything that stands out to you or that may need follow up.
- Closing General Session – Be prepared to answer any questions around your areas of leadership (C3s, RVPs, AOF, Foundation etc.)