



# SAME Executive Committee Meeting Minutes

1200, Wednesday, Dec. 13, 2023

Attended			
Craig Bryant	Mario Burgos	Roland DeGuzman	Summer Gladden
Scott Grainger	Suzanne Grix	Mike Huffstetler	Sharon Krock
Cindy Lincicome	Ben Matthews	Dave Nash*	Charlie Perham
Mike Wehr*	Rick Sloop		
Did Not Attend			
Sally Clark	Craig Crotteau*	Mike Darrow	Ryan Elliott

\*Non-voting

## Call to Order: 1200 hrs

A quorum was established. Charlie Perham, President, called the meeting to order and encouraged everybody to be involved. Mike Wehr, Executive Director, led the budget presentation to the XC (Encl 1).

The purpose of the meeting was to gain approval of the 2024 National Office Priorities and of the 2024 Budget. In terms of alignment and progress, the national priorities help to inform the budget.

## National Office Priorities

Mike explained our National Office Priorities in detail (Encl 2 is the final updated priorities):

Name changed to National Priorities *Supporting the Strategic Plan*

- Improve Connectivity Across Departments
- Evolve Support to Posts, COIs, Other Groups/Programs
- Reinforce a Culture of IGE and Leader Development changed to *Support the Strategic Plan*
- Leverage Engagement of Events to Promote Value Year-Round
- Embrace and Enable the SAME Foundation to Thrive

Progress described includes the recent standard of proposed zero-based budget, new investments to support society growth, and utilizing Martus, our new budgeting software.

## The XC approved the 2024 National Office Priorities with the changes noted above.

### Discussion

- Martus is a best-in-class budgeting software that allows us to save time, be more efficient, scenario plan for impact, and be more accurate in our budget roll-up. We use the version that is best for non-profits and our size. It costs about \$4500.
- How do the priorities fit with the strategic plan? The priorities are a tool to help the staff see their place in support of the Society. They are used to set staff goals and objectives (SMART). Some are internal and staff-related, but all are in support of the strategic plan.
- Change the third bullet to say “Support the Strategic Plan” and reinforce a culture of IGE and leader development.
- Change the title to say “National Office Priorities supporting the Strategic Plan.”
- Appreciate the collaborative process. The XD owns the priorities, but good to get XC input.
- The five National Office Priorities are interdependent, all being essential to each other, none being more important than the other. The goal is to ensure we have an efficient and effective National Office that externally supports Posts & COIs, who enable the Strategic Plan throughout the Society’s year-round

schedule, which gains the confidence of our members and our Foundation donors, all of which enable the National Office to exist in the first place.

## **2024 Budget Proposal – the XC approved the 2024 Budget.**

### Assumptions

There are some assumptions that have led to the 2024 budget. Highlights include the Europe Tri-Services IGE Workshop. We are working 2025 for INDO PACOM – so every other year for each theater. There will be no Scott AFB Camp, but there will be a camp in Jacksonville. Each revenue in the budget has an associated expense with the exception of salary and benefits.

### Discussion

- Where do royalties come from? We get royalties from advertising within our COI newsletters. Our job board is royalty-based.
- What is the non-staff travel? Travel subsidies (formerly called stipends) are for awardees, camp mentors, RVPs, public sector BOD, NLT, vendors, etc.

### Investing in People & Culture

We are looking for a project manager for camps. We are also looking for somebody to backfill a meetings position. We would like to increase our training budget to \$100K to invest in our people. It may not be all at once, but we will use it as a goal.

### Discussion

- \$100K seems aggressive. We would need to understand the value back to the Society in order to make an investment of that level.

### Operating Budget – Revenue

- Membership – increase of 18% from 2023. This will be an aggressive recruitment of new members. This will also be reflected in expenses. This will also be the first full year where every member type is under the dues increase from 2021. We will need this information to do our assessment on dues.
- Communication – slight increase in revenue. It will be the second full year with our advertising partner.
- Meetings & Events – we have increased registration and booth fees to increase total revenue by about 12%. Expenses have gone up (food and labor) so we adjusted our prices accordingly. JETC booth prices remained the same because booth lottery was already underway.
- Programs – there is a 108% increase because of Foundation grant money.
- Admin/Overhead – we expect a 25% decrease based on lower anticipated interest rates, dividends, and the economy.

### Operating Budget – Expenses

Compared to 2023, there is a 9% increase in salary and wages because of the two positions we are filling and a 3% increase through our performance management system. We will be monitoring the budget and will let the XC know if there are any major deviations.

### Discussion

- How are restricted donations captured? The Foundation will be the recipient of all grants and donations. Companies may still restrict a donation to a specific program and we have a tracking system to ensure that money is spent accordingly. This will all be reported back to the Foundation.
- Bank & credit card fees seem high. It is the cost of doing business. It is about 2.5% per transaction. We should add a check box for people to cover their own credit card fees. **National is exploring this.**
- The budget is important as a start, but we can always adjust. We don't need to be too critical about any specific numbers on the chart.
- Does the investment in training include travel? Yes.

- Federal govt. is increasing salaries by 4.7%, if we are only raising staff salaries by 3%, are we going to retain our talent? We are still competitive in the non-profit space. We all want to maintain our highly professional staff.
- Is there a way to show expenses by program so that members can see where they fit? We can calibrate this down to the program level (COIs and other entities).
- \$100K for keynote speakers covers one for JETC and one for SBC. \$50K for a keynote speaker is standard. Charlie is changing his career path.
- Would like to see a breakout for travel expenses that accounts for XD remote work and NLT travel that allows the NLT to understand these expenses.
- What is depreciation and amortization? It is assets that depreciate such as EMS investments, our lease. It doesn't have to be a physical asset.

### Budget Analysis

Actual means the year is closed (2022). Projected is where we project 2023 will end. 2024 is proposed. The increase in total revenue and expenses has increased steadily from year to year. Charlie stated that to him this shows an increase in value. Based on SBC performance, we project a \$184K net surplus in 2023. We had record attendance at SBC, we got rebates from hotels, and some incentives from the city of San Antonio. We have the opportunity to pay Higher Logic (\$100,083.34) now vs January (which benefits the Society) and we will be holding a camp director summit in January, estimated at \$8k. We can also invest any money left (approximately \$176k) in the unrestricted reserve balance and/or the Money Market, pending a decision brief estimated for January or February.

### Discussion

- What happens if we don't meet our revenue goals for 2024? The revenue increase is attributed to an increase in registration and booth fees. Registration/booth price increases are based on the assumption that there won't be a negative impact. The majority of our revenue comes from events, so that is the easiest place to directly affect the budget.
- There is a standard for non-profit revenue distribution (1/3 membership, events, non-dues revenue each). We are out of balance if you look at revenue, but not necessarily if you look at net profits. While it is a goal in the non-profit world, it is not realistic for all non-profits depending on how they are structured.
- The Camp COI should be making a request for funds that includes their director summit in the future.

### Summary

There was lots of positive feedback from the XC on the process and collaborative presentation of the budget. Mike intends to conduct monthly budget checks with each Director and give a short monthly update on where we are with the budget.



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

Encl 1: Presentation

Encl 2: Updated National Priorities