**Call to Order:** 1205 hrs
A quorum was established. Buddy Barnes, chair of the XC, called the meeting to order. Joe led the presentation to the XC (Encl 1).

**Budget Proposal**
The XC approved the 2020 Budget. The budget briefing followed the standard agenda. The first objective was to update the XC on the execution of the SAME National Office FY 2019 Budget. If there are material changes to the projections, an update on 2019 results will be provided. The second outcome was to obtain XC approval of the FY 2020 Balanced Budget including National Office Priorities that form the basis of the disciplined National Office Performance Management System. Joe Schroedel stressed that the purpose of the briefing to the XC is not only about their fiduciary responsibility to the Society, but also about the return on investment in the National Office. The following questions/discussion ensued:

- Every year we have grown what we put back into the Society.
- National Office Mission Essential Tasks include:
  - Implement Strategic Plan 2025...Streamers (metrics) (Timeline is Encl 2).
  - Execute Phases II and III of the Centennial Celebration (Phase 1 was heavy lifting)
  - Complete and Implement Comprehensive Member Review
- With elimination of Programs Director position, span of control for XD is a concern, however, he has a plan to mitigate that risk.
- Reclassification of revenue and expenditures affected the 2019 budget, however, finance will make the reclassifications more clear in the future.
- JETC 2020 has higher revenue, but also higher expenses.
- JETC Stipends have increased for 2020 because of the location of JETC. Washington D.C. is at least $400 higher per person to offer stipends.
- The Society does not need to diversify revenue streams, but instead, diversify national events such as the FM Workshop.
- The XD will not raise dues until people demand to be members.
- Advertising revenue is up due to higher quality, dedicated sales person, and the positive market.
- The Society is tracking admin labor for the Foundation. Once the total cost of admin expenses exceeds the threshold, the Foundation will cost share or hire an employee.
- The National Office hired a third party to do an audit of our pay structure in regard to demographics and pay; the results were positive.
• The XD provided an update on the office relocation project. The National Office will provide the XC a brief at the end of January when the details of the lease are worked out.
• If the Society sells the building, in conjunction with decisions on how to spend the proceeds, the XD will propose a Financial Reserve Management Plan.
• Rent for the new facility is not in the budget. One XC member proposed the consideration of an annuity to offset rental costs.

National Office Priorities
• The National Office Priorities are the basis for the National Office performance management system.
  o Implement Strategic Plan 2025.
  o Sustain the financial health of SAME.
  o Execute SAME’s Centennial.
  o Assist in growing the Foundation financially and its impact.
  o Expand the SAME brand (p
  o Promote SAME as the Society of choice for public sector engineering professionals).

Foundation Board
The XC approved the Foundation Board nominees for 2020.
• A nomination review committee was established and led by the President-Elect. They presented four names for approval to the XC. An on-boarding and initial meeting will take place at the Century House, January 30, 2020.
  o Suzanne DiGeronimo
  o Dave Nash
  o Bob Schlesinger
  o Susan Thames

Adjourn: 1300 hrs.

BG Joseph Schroedel, P.E., F.SAME, USA (Ret.)
Executive Director

Encl 1: Budget Brief
Encl 2: Streamer Timeline
Enclosure 1

SAME National Office
FY 2020 Budget Decision Brief
(Final, 6 Dec 2019)

Executive Committee Meeting
12 December 2019

Agenda

- Decision Briefing Outcomes
- National Office:
  - 2020 Mission Essential Tasks
  - 2018, 2019 and 2020 Priorities (period of Centennial Plan)
  - National Office Organization (Full Time Staff)
- FY 2019 Budget Execution
- FY 2020 Budget
  - 2020 Goals
  - 2020 Objectives
    - Revenue (Objective 1)
    - Expenses (Objective 2)
    - Investments (Objective 3)
    - Risk Management (Objective 4)
  - 2020 Overview and Details
- Centennial TF Budget Execution
- National Office Relocation Update
- Summary and Recommended KC Decisions
Briefing Outcomes

- **Update the Executive Committee (XC)** on the execution of the SAME National Office FY 2019 Budget (year end close: Jan 2020).

- **Obtain XC approval** of the SAME National Office FY 2020 Balanced Budget prior to FY 2020 (1 Jan) including National Office Priorities that form the basis of the disciplined National Office Performance Management System.

- **Update XC** on execution of the Centennial budget.

- **Update XC** on decision milestones that require XC engagement for the potential Relocation of the National Office Staff.

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National Office Standing Priorities

1. Support our Regions, Posts and Members
2. Support our National Strategic Plan
3. Enhance our National Reputation
Strategic Plan 2025
2020 National Office Mission Essential Tasks

"Finish our Run to 2020 and Beyond ... carry momentum forward"

- Implement Strategic Plan 2025 ... Streamers (metrics)
- Execute Phases II and III of the Centennial Celebration.
- Complete and implement Comprehensive Member Review

"Leverage our Centennial ... Build on Participation ... Member Engagement"

2018 National Office Priorities to Support Strategic Plan 2020:

1. **Maximize the Run to 2020:** Enhance member participation; publish and implement centennial plan; operationalize the military society coalition to enhance (ETC) build the next strategic plan; celebrate Society accomplishments.
2. **Grow the Foundation:** (National Office support) Post event Tax Fundraising; Communication; leverage (AI); educate posts; succession planning; financial management; begin supporting Foundation; Purpose – national (LDP). ...
3. **Initiate the Industry Government Engagement Plan:** (Government) Expand (Post issues) workshops, educating stakeholders; expand impact of SAME Perspectives; look for connections to Capital Week.
4. **Support the Rack and Volunteer Leaders:** (Industrial Events: Post support training workshops, (PCW) model; member engagement; awards and recognition; post-organization operational efficiency; student chapter management, post-STEM camp, boot camp, mentors; SAT education and awareness; SWF in ETC; expand CDA/Draup-enterprise solutions; system support for posts and CACs (eg, email, etc).
5. **Expand the Retention Committee:** (involve post-event culture, sponsorship standards; Individual recruiting; recognition; improve specific benefits; track progress; military school integration; membership; member participation, (MY) virtual clinic, camp; mentoring; materials that are useful to post).
6. **Enhance communication and Marketing effectiveness:** Expand our brand (targeted messaging; leverage centennial; expand Podcasts; Post TAC; complete post-web social media expanded Society news in TAC; leverage social media).
7. **Depict Value of National Events:** Communicate value; grow; TAC – TIP; JSM; Engineering; Tech, Resilience, Skills (Workshop, AFA participation; SEC/Scalability; Navy/C financ; and USC participation in FAM; synchronize USACE Leader Emeritus with Capital Week; keynote speaker, impact).
8. **Normalize Income Growth:** (incorporate SM management; strengthen stakeholder management; expand advertising and marketing beyond traditional sources; implement effective membership materials; evaluate core jewels, dues, leverage content).
9. **Maximize National Influence:** Expand support for leader engagement with post-succession planning; CAC role and management; increase external partner engagement; improve metrics (cost to serve; etc); increase member voting in elections.

1. Strengthen National Office and Volunteer Leadership: Establish a volunteer leadership team to support strategic initiatives. Expand the volunteer base to include members from all areas of the organization.

2. Manage National Office Priorities: Establish clear priorities for the National Office, including development, member engagement, and membership growth.


4. Support the Development of Strategic Plan 2020: Implement the Strategic Plan to support the organization's mission and goals.

5. Enhance Communications and Marketing Efforts: Expand our current efforts to increase engagement and awareness.

6. Develop a Comprehensive Member Recruitment Plan: Implement strategies to attract new members and retain current members.

7. Strengthen the National Office Teams of Teams: Establish a dedicated team to support the organization's strategic initiatives.

Dedicated to National Security Since 1920

SAME Centennial Celebration Plan

PHASE 1: The Run to 2020 and Beyond (May 2018 - May 2020)

OUTCOME: Increase member participation by engaging members in important initiatives and activities that help SAME achieve its mission.

1. Planning and Coordinating: Establish the national centennial planning team and finalize plans for all three phases. (DONE: May 2018)

2. Centennial Logo Design: Create a logo that reflects the organization's values and history. (DONE: May 2018)


4. Leadership Development: Develop leadership programs and events to engage members. (DONE: Oct 2018)

5. Establish National Leadership Teams: Establish leadership teams for key initiatives. (DONE: Nov 2018)

6. Develop and Implement the ADM Action Plan: Focus on driving growth and achieving the organization's strategic goals. (DONE: May 2019)


9. Develop and Implement the National Leader Development Program: Develop a program to support the development of future leaders. (DONE: June 2019)

10. Launch the Strategic Plan: Launch the Strategic Plan and celebrate the organization's achievements. (DONE: Jun 2019)

11. Conduct a Comprehensive Member Recruitment Plan: Implement a plan to increase membership and engagement. (DONE: Nov 2019)

12. Conduct a Comprehensive Member Recruitment Plan: Implement a plan to increase membership and engagement. (DONE: Nov 2019)

13. Conduct a Comprehensive Member Recruitment Plan: Implement a plan to increase membership and engagement. (DONE: Nov 2019)

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2020 National Office Priorities to Support Strategic Plan 2025:

FOCUS ... Strategic Plan 2025 implementation ... Centennial execution ... Member engagement.

1. Implementation of Strategic Plan 2025: (Complete and implement strategic plan tasks, streamline processes, metrics) and post-level planning: management of CDFs as extensions of the National Office; strengthen IGL impact, management and post- IGL engagement; implement Comprehensive Member Benefits; build and strategic partner relationships to support SAME as the leader of collaboration at national and post level.

2. Sustain the Financial Health of SAME: (Complete 6 year running, unqualified audit opinion; diversity, major donor revenue; leverage the investment in the Century House; manage unique budget risks in 2020; JETC expenses in DC; political impact on economy. PVM in summer; 10462 change of leadership; national office relocation; ensure SME management; strengthen stakeholder management; expand advertising and marketing beyond traditional sources; evaluate event pricing; sustain quality of and financial support for national office staff).

3. Execute SAME’s Centennial (Complete Phase II and III; complete Century Book publication and sales plan; lead strategic partners to participate and celebrate their achievements in change public image of our profession and celebrate strategic partner and SAME accomplishments; refine JETC, event in this unique opportunity).

4. Assist in growing the Foundation financially and its IMPACT: (Establish long-term association with board, launch corporate and other fundraising campaigns; Foundation/corporate requirements generation by SAME RIO; institutionalize National SOP for the long-term).

5. Expand the SAME Brand (Promote SAME to the Society of Choice for public sector engineering professionals) ( redefine web site; target messaging, leverage university; Podcasts; Final TIME; consider print and web sites; society news in TGIE, leverage social media, implement affinity partnerships, continental book and site).

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National Office Organization

Full Time Staff

STAKEHOLDER SUPPORT

Society of American Military Engineers | Dedicated to National Security Since 1920

12-16-19
## FY 2019 Budget Execution

**Society of American Military Engineers**

*Revenue:*

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<th>Net Income</th>
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<td>Expenses</td>
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<td>753,000</td>
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<tr>
<td>Net Income</td>
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<td>0</td>
<td>$1,000</td>
</tr>
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</table>

### Notes:

1. Supporting details up through the September close out were provided to the BOG at SAMCE.
2. "Net change in assets" includes market performance up until September 30, 2019.

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## 2019 Budget Execution

**"Behind the Numbers"**

- **JETC Net Revenue Increased** - Define Value (objective JETC) In 2020 at Centennial Kick Off
  - Table Top Exercise continues to grow as Services, FUMA and federal agencies gain interest. Best military participation in years (only Army was weak). Chief committed to start designating tactical commanders who should attend.
  - Unique combination of SAMCE Annual Meeting, joint military engineer forum and Industry-Government.
  - Partners welcome opportunity to exhibit and participate – contributes to vision and full military engagement.
  - JETC 2020 Concept early by MC – Aug. – integrates Foundation, DOD/VA/ (Investiture in 2020) and tactical engineer support (Expo and program) will round out objective JETC.

- **SBC Exceeded High Revenue Target and Value Expectations...Again**
  - But...National Office revenue continues to be too dependent on events, especially SOCE later in the year.
  - 3 year journey with the VA approach in 2020 and beyond...fully integrate into SBC.
  - New CFM Executive Director, Dr. Mike Breiman, former District Past President (2011-2013) participated in SBC just 6 days after assuming duties. He agrees with full integration of VA and committed support at USAO. SAMCE role in SD/VOSB certification has welcomed by both VA and SSA.

- **Membership Revenue**
  - Individual membership projected to be flat, 2% decline in individual membership, but 2% increase in sustaining membership.
  - Sustaining membership represents 85% of overall membership revenue.

- **Advertising**
  - Print advertising decreased from prior year, met budget first time since 2015.
  - Online advertising continues to be an area of opportunity.
2019 Budget Execution
“Behind the Numbers”

**Expenses**

- **ContinuedControlling Expenses**
  - Disciplined approach continues - GMR (monthly statements, risk mgmt, reporting to leadership) - results oriented.
  - O&A controls to be closely monitored (efficiencies & reductions - IT, outside consulting and other discretionary costs).
  - National Office size, quality set to support strategic plan (members, SM Mgmt, Centennial TF Mgmt and Governance Review - COI extension of staff) while maintaining the ability to compensate staff well (benchmarks to DC market, annual salary/bonus potential).

- **Continued Support to Posts**
  - Sustained high participation in Post Leaders Workshop to include key individuals (850+ individuals representing 96 Posts). Topics more relevant and transferable (Action Plan 10-12) PM/PP (300+ participants) highly cited (belief for post boards).
  - Sustained “Green” program ($10K) for International Committee support.
  - Sustained $100K per month to support National President travel & opening presidency to small businesses.
  - Institutional/Instituted National leadership Calendar process - expanded support to regional, post events. Improved poor participation in integrated web calendar of events.

- **SAME Foundation - Fully Operational**
  - National Office staff support continues to be a value (plan to cost share accountant when corporate funding increases post funds pare down).
  - Post Funds Policy continues to be a value - 6 posts released, adds to corpus to recover administrative fees for all.
  - SAME National Office invested $100,000 “gift” to hire professional fundraiser to kick off major annual fundraising campaign and set stage for $2016 Campaign. Produced $120,000 so far for time 2016. Learned scope of staff support in anticipation of major corporate campaign.
  - Major Board succession underway (Jun 2016); successful Nominating Committee.

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**Investment**

- **Joint Investment Committee Fully Operational**
  - Transitioned leadership new members.
  - Quarterly reviews are conducted with the investment advisors (DMoA and RBC). Performance compared to approved benchmarks.
  - Successful replacement of Baled (to RBC) after failure to achieve benchmarks.

- **Investing in People - Quality National Staff produces value**
  - We continue to offer excellent benefits package and working environment.
  - Fifth straight year of awarding bonus for performance above and beyond.
  - Fifth straight year of disciplined performance system pay raises.
  - On going Staff Position Analysis Survey to support internal assessment (2 Jan).

- **Continued Investing in Major Events - Increased financial return = increased value**
  - Sales staff is mature and productive.
  - Continued to invest in high quality key note speakers.
  - Continued increasing program quality and education (Call for Presentation process keen).
  - Services dedicated support for JETC and SBC (location of CE Board, Executive Governance Meeting, working Navy switch from Navy Blue/Gold Coast Small Business events to SAME SBC); Tri Service Work Group still working.
  - Army integrating Worldwide DPW conference into FMW in 2020.
  - Increasing investment to develop webinars and COI as extension of National Office (ICW COI Work Group).
2019 Budget Execution
"Behind the Numbers"

**Risk**

- Managed Risk Well
  - Set aggressive budget — continued year on year revenue increase while leveraging resources fully and keeping expenses within available resources.
  - Continued long term perspective — no quick win mentality — marathon, not sprint.
  - New VA CFM Executive committed to VA participation (ala USACE) in SBC ... long term now set.
  - Reserves untouched and reserve still exceeds industry metric for a healthy association.
  - Time to invest in National Office to fully support role of CFM to increase national support to posts and the Strategic Plan (COI Review; COI "extension of national office" IAW Gov and Hrg review) and revenue generating arm of the staff.
  - Took advantage of unsolicited offer to consider selling Century House; Relocation Planning under way to leverage 40 year investment and improve quality of work environment for the staff.

Another aggressive but disciplined TEAM effort!

Deeds Not Words!

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**FY 2020 Budget Goals**

The SAME National Office FY 2020 Budget will contribute to Strategic Plan 2025 by accomplishing three overall goals:

- **Deliver Results** that add measurable impact to the society’s vision and mission; minimize any financial risks associated with 2020.

- **Invest** in SAME to set the stage for the future without incurring undue short term risk (financial investments, direct support financial contributions, Foundation impact and fundraising). Achieve decision on National Office Relocation to fully leverage Century House Investment.

- **Sustain Revenue Growth Trends** while reviewing of business model and rules (event reliance), then establish viable revenue diversification plan; complete Comprehensive Member Review Plan to increase demand for membership; establish Financial Reserve Management Plan (excess reserves; sale of Century House).
FY 2020 Budget Objectives

- **Revenue:** Sustain growth trend of JETC and SBC; Continue to expand FMW; Review National Office business model and rules.

- **Expenses:** Align expenses to Strategic Plan 2025; continue to invest in the society [stipend management, Member Experience, etc.]. Execute Centennial Budget and plan for the recovery of production costs for the Century Book.

- **Society Investments:** Sustain Joint Investment Committee results and succession; Fully support Foundation Board succession planning and Fundraising campaigns (Second Annual Campaign; Giving Campaign Kick Off; Corporate Campaign Kick Off); Establish Financial Reserve Management Plan.

- **Risk Management:** Manage unique risks in 2020; high costs associated with JETC in DC, political impacts on economy, GED in JETC, FMW shift to August to accommodate Army DPMW integration.

### FY 2020 Balanced Budget Overview

*Operational budget only – no market predictions.*

<table>
<thead>
<tr>
<th></th>
<th>Actual 2017</th>
<th>Actual 2018</th>
<th>Projected 2019</th>
<th>Proposed 2020 Budget</th>
<th>Variance</th>
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<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td>$120,000</td>
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<tr>
<td>Membership</td>
<td>1,164,000</td>
<td>1,307,000</td>
<td>1,273,000</td>
<td>$120,000</td>
<td>-3%</td>
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<tr>
<td>Communications</td>
<td>395,000</td>
<td>599,000</td>
<td>711,000</td>
<td>734,000</td>
<td>40,000</td>
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<td>Meetings and Events</td>
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<td>4,519,000</td>
<td>4,985,000</td>
<td>5,200,000</td>
<td>10,000</td>
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<td>Fees and Donations</td>
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<td>137,000</td>
<td>132,000</td>
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<td>-1%</td>
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<td>Continuing Edu/Programs</td>
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<td>9,000</td>
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<td>Education and Marketing Fund</td>
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<td>0</td>
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<td>Other Income</td>
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<td>194,000</td>
<td>194,000</td>
<td>194,000</td>
<td>0%</td>
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<tr>
<td>Total Revenue</td>
<td>1,737,000</td>
<td>2,704,000</td>
<td>2,790,000</td>
<td>2,800,000</td>
<td>10%</td>
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</table>

| **Expenses**          |             |             |                 |                       |         |
| Membership            | 1,164,000   | 1,307,000   | 1,273,000       |                       | -3%     |
| Communications        | 395,000     | 599,000     | 711,000         | 734,000              | 40,000   |
| Meetings and Events   | 2,750,000   | 4,519,000   | 4,985,000       | 5,200,000            | 10,000   |
| Fees and Donations    | 138,000     | 137,000     | 132,000         | 11,000               | -1%     |
| Continuing Edu/Programs | 3,000     | 9,000      | 9,000           | 8,000                | 200%     |
| Education and Marketing Fund | 0 | 0 | 0 | 0 |        |
| General and Admin     | 1,200,000   | 1,488,000   | 1,517,000       | 1,517,000            | 10%     |
| Total Expenses        | 7,400,000   | 7,417,000   | 7,483,000       | 7,483,000            | 10%     |
| Change in Net Association Operations | $100,000 | $100,000 | $100,000 | $100,000 | -10% |
Revenue By Source

- 2019 Budget: $7,264,000
- 2019 Projected: $7,858,000
- 2020 Budget: $8,895,000

Expenses by Functional Area

- 2019 Budget: $7,264,000
- 2020 Projected: $7,253,000
- 2020 Budget: $8,895,000
Stipend Management

Stipends have been separately budgeted for 2020 for better visibility on our trend of increasing investment in SAME members to foster their participation.

<table>
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<tr>
<th>Stipend Type</th>
<th># of Stipends</th>
<th>Amount</th>
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<tbody>
<tr>
<td>JETC Attendance</td>
<td>68</td>
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<tr>
<td>SBC Attendance</td>
<td>8</td>
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<tr>
<td>Transition Workshop</td>
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<tr>
<td>Post Leaders</td>
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<td>International Committee</td>
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<tr>
<td>RVP</td>
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<td>15,000</td>
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<tr>
<td>President</td>
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<td>22,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>$127,000</strong></td>
</tr>
</tbody>
</table>

These stipends are designed to encourage young members, enlisted personnel, members of governance, award winners, and international members to attend SAME events or activities.

* JETC stipends may have to be increased from this number as much as 25%, due to the fact DC is a more expensive than typical JETC locations.
Risk Management

Objective 4: Manage unique risks in 2020: high costs associated with JETC in DC (increase in stipends), political impacts on economy, GED in JETC, FMW shift to July to accommodate Army DPW integration.

National Office Staff Management:
- Flatten hierarchy (eliminate COO role); invest in senior managers
- Keep staff “right sized” to sustain ability to pay bonuses and annual raises in order to retain talent and stay competitive in DC market.
- Teamwork: sustain positive service attitude.
- Performance Management System is a strength; continuously improving efficiency and value.
- Marketing and Sales staffs continue to grow revenue capability of National Office.
- Maintain ability to reshape staff to meet new priorities as opportunities emerge.

2025 SAME Strategic Plan Implementation:
- Make the streamer development process a contributor to post level culture shift (relevant locally; IGW workshop ... beyond BD ...)
- Continue to use the Strategic Plan as the primary tool for strengthening the unity of effort of the National level and Posts.
- Continue to produce the SAME Written Annual Report. Expand use of Annual Reports for marketing, recruiting, and partnering.
- Continue to evolve as a thought leader and lead collaborator on issues of importance to the government and industry (national and post IGW Plan implementation; SAME Perspectives; active partnerships solving real world issues).

Risk Management (continued)

Membership:
- Develop and Implement the Comprehensive Member Review.
- Develop action Plan based on PVP Post Assessment (Nov 2019 BOD).
- Reset the Membership DD based on the member Review.
- Mature the Sustaining Member Matrix Team; Respond to the migration of small business SMS to individual memberships for cost reasons (85% of SMS are small businesses). Want value of being an SMS to outweigh any cost loophole.

Event Planning:
- Sustain trend toward early national calendar coordination (internal and external).
- Manage vendor risk and obtain sales tax exemption in meeting locations, as possible.
- Continue improving event quality (program, speakers).
- Further develop Facilities Management Workshop as a major national event by fully integrating the Army/IMCOM Worldwide, Public Works Leaders Workshop Conference into the FMW.
- Set long term standard for JETC at JETC 2020 by completing the integration of tactical engineer program and EXPO Hall offerings.
- Grow long term relationship with VA for SBC and local engagements based on new CFM Chief commitment.
- Further discuss greater NAVFAC involvement in SBC to maintain momentum of continuing to add agencies to SBC and grow value for all (government/industry); each year SBC has grown since 2013, need to sustain that trend to be sustainable.
Risk Management (continued)

**Advertising:**
- Advertising revenue budgeted based on 2019 experience, with additional emphasis placed on digital advertising.

**Contingency:**
- Stipends ($127k): Labor (8% of labor; bonus, raise) are primary sources of discretionary funding.

**National Office Relocation:**
- Develop plan to relocate that avoids expenditure of cash (507 Prince, repairs, build out of new location, move, etc.).
- Develop Century House sale proceeds investment plan (options) for NC consideration
- Plan physical relocation of staff during period of no impact to normal operations or major events.

**Centennial Plan Execution:**
- Establish Century Book Advance Sales beginning NLT JETC 2020 (recover production costs).
- Continue Centennial Commission due diligence.

**Financial Reserves:**
- Maintain strategic reserve above industry standard (greater than 6 months).
- Develop and implement a long term Reserve Management Plan.

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### Centennial Budget Status

**Society of American Military Engineers**

**as of 5/15/2019**

<table>
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<th>SOE 30</th>
<th>SAMI Centennial Administration</th>
<th>TTD 2019</th>
<th>Budget</th>
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<td><strong>Expenses:</strong></td>
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<td></td>
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<tr>
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<td></td>
<td>Marketing &amp; Delivery</td>
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<td>1,900</td>
<td>**</td>
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<td>40,000</td>
<td>4,300****</td>
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<tr>
<td></td>
<td>SAMI Store Operations</td>
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</tr>
<tr>
<td></td>
<td>Other 1st Year Expense</td>
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<td></td>
<td>86,646</td>
<td>170,000</td>
<td>83,354</td>
</tr>
<tr>
<td><strong>Unallocated:</strong></td>
<td></td>
<td></td>
<td>30,000</td>
<td>30,000</td>
</tr>
<tr>
<td><strong>Total Expenses:</strong></td>
<td></td>
<td>86,646</td>
<td>200,000</td>
<td>83,354</td>
</tr>
<tr>
<td><strong>Net Income:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>86,646</td>
<td>(200,000)</td>
<td>(133,354)</td>
</tr>
</tbody>
</table>

* Centennial Bonus
** Century Bonus
**** Starter Kit Package
**** Centennial Store and Barnett for starter kits
National Office Relocation Milestones

- Met with McBride Real Estate to discuss Letter of Intent on December 10th
- Corresponded with YPTC about performing 25 year asset analysis of Century house on December 4th
  (Nice pro bono work from sustaining member)

Summary

- The SAME National Office FY 2020 budget is a **balanced budget** that will:
  - **DE liver RESULTS**
  - **INVEST in SAME**
  - **SUSTAIN REVENUE GROWTH TREND**
  - **POSITION SAME TO INCREASE IMPACT** ... to kick off our Second Century
  - **Strongly Recommend XC Approval of the SAME National Office FY 2020 Budget**
  - Confirm after Year End Close Out in January
  - Adjust if necessary and report to XC
  - 2020 salary adjustments – 1 April (allow close of FY, audit, performance system close out and panel)
Enclosure 2

STREAMER MILESTONES

* Dec 16, 2019 - Send draft tasks to select reviewers (subject matter experts) to seek their input and help put tasks in impact order - due Jan 16, 2020.

* Jan 17, 2020 - Send final draft of tasks to RVPs, COI's and Posts for review and to determine what tasks may be missing - due Feb 5, 2020.

* Feb 5, 2020 - Read Ahead to BOD

* Feb 14, 2020 - BOD decision/approval of tasks in impact order.

* Feb 14, 2020 - Distribute approved tasks with new Streamer system to RVPs, COIs, Posts for review - due Feb 28, 2020.

* Feb 28, 2020 - Read Ahead to XC

* March 16, 2020 - XC update of Streamers development progress.

* May 26, 2020 - BOD decision of Streamer system.

* August 2020 - Primary focus at PLW - assist Posts with developing their 2021 plans to support the implementation of the 2025 Strategic Plan.

* SBC 2020 - RVP reporting on Post plans and impacts based on new tasks

* Jan 2021 - New online submission site open

* Jan - Dec 2021 - Continued input of Streamers by Posts

* Early 2022 - All input for integrated Annual Report due.