



U.S. MASTERS SWIMMING

BUDGET PROCESS

1 SUMMER BOARD MEETING

Executive Director presents our organizational goals and funding priorities that support the strategic plan. The Board of Directors provides feedback that is used to generate the annual budget.

2 AUGUST

The Executive Director distributes organizational goals, funding priorities and the annual budget to the Finance Committee. The Finance Committee reviews the annual budget to ensure allocation of resources is appropriate to achieving the organizational goals and funding priorities set forth by the Board.

3 SEPTEMBER ANNUAL MEETING:

Finance Committee approves the annual budget and submits to the Board. The Board approves the annual budget and submits to the House of Delegates for approval.

**The Board may approve a deficit budget and unless otherwise directed the Executive Director is required to submit a no deficit net ordinary income budget.*

***Board of Directors and Finance Committee meetings are open to members of USMS.*

U.S. Masters Swimming

Strategic Plan Update

Four decades ago, Dr. Ransom Arthur penned a document boldly stating a then radical belief that adults should swim for fitness. Much talent, time, and treasure has been invested since then to advance our belief. It hasn't been without challenges. Today, USMS stands as the only self-governed Masters Swimming organization in the world. We accept, with honor, the responsibilities that come with our position as a global leader in encouraging adults to swim.

At the 2011 USMS annual meeting, we adopted a strategic plan that supports a goal of growing to 100,000 members. The summary within these pages reminds us of our values and strategies, and shares progress of the plan while providing a look ahead.

SWIMMING FOR LIFE,



Nadine Day
President



Rob Butcher
Executive Director

Our Values

- ▶ We value **HEALTH AND FITNESS**, constantly challenging ourselves to achieve, in competition and in accomplishing our own goals.
- ▶ We value **RESPECT** for our teammates, competitors, coaches, employees, and volunteers.
- ▶ We value **FUN**, enjoying camaraderie with our fellow swimmers and embracing swimming as a joyful and satisfying avocation.
- ▶ We value **LEARNING** through coaching, programs, and communication.
- ▶ We value **EXCELLENCE** in safety, education, innovation, performance, leadership, and the provision of services and programs.

Our Strategies

- I. Enhance** the volunteer experience and improve volunteer performance through role clarity, training, recognition, and recruitment.
- II. Create and enhance** membership value through expanded and improved USMS products, services and delivery infrastructure.
- III. Increase awareness** of and strengthen the USMS brand and image in targeted markets.
- IV. Engage and activate** partnerships with organizations that align with the USMS mission, vision and values, for the purpose of increasing benefits to our members, enhancing and expanding the USMS brand, building USMS membership and improving access to swimming facilities.

Our Core Business Areas

- ☑ Membership sales and consistent membership service
- ☑ Education and certification for Masters Swimming coaches
- ☑ Education and support for existing USMS programs
- ☑ Incubation of new USMS programs
- ☑ Sanction and promotion of pool, open water, and virtual events
- ☑ Development and promotion of swimming-related content
- ☑ Sponsorship, advertising, and partnerships
- ☑ Swimming Saves Lives Foundation

USMS Milestones

- **1968** Dr. Ransom Arthur publishes Swimming and Cardiovascular Fitness in the Older Age Group
- **1970** The first Masters Nationals were held in Amarillo, Texas, with 47 swimmers
- **1973** After much lobbying, the Amateur Athletic Union sponsors a Masters Swimming Committee
- **1978** The Amateur Sports Act broke up the AAU and USMS became the only self-governed Masters Swimming national governing body in the world
- **1980** United States Aquatic Sports was formed and in 1988 USMS gained full and equal recognition, along with USA Swimming, USA Water Polo, USA Diving, and USA Synchro
- **1986** USMS registered its 20,000th member
- **1992** USMS hosted the FINA World Championships in Indianapolis
- **1996** The USMS website, usms.org, was created and has become the leading web resource for Masters Swimming
- **2001** USMS registered its 40,000th member
- **2006** USMS hosted the FINA World Championship at Stanford University
- **2008** In 2008 and 2009, USMS hired a full-time executive director, rebranded itself, introduced online registration, registered its 50,000th member, and established its National Office in Sarasota, Fla.
- **2012** USMS hosted the Marriott Summer Nationals following the USA Swimming Olympic Trials in Omaha, Neb., in the same venue.
- **2012** The Swimming Saves Lives Foundation is established functioning under the nonprofit umbrella of USMS
- **2013** USMS hosted the Pan-American Masters Championship, the first time the event has ever been hosted in the U.S.
- **2020** USMS will celebrate its 50th anniversary

TO: HOUSE OF DELEGATES
FROM: ROB BUTCHER, SUSAN KUHLMAN
DATE: SEPTEMBER 17, 2015
SUBJECT: 2016 BUSINESS PLAN IN SUPPORT OF 2016 BUDGET

The 2016 proposed budget is balanced and supports the [USMS Strategic Plan](#) as adopted by the House of Delegates. This document provides priority and goals for 2016.

MEMBERSHIP SERVICES

- The budget reflects a 3.5% increase in overall 2016 membership, based on historical and forecasted trends. USMS will end 2015 with approximately 64,140 members. The membership registration fee, as approved by the [House of Delegates](#), will increase by \$2 for 2016 to \$39.
- The 16-month membership product was introduced September 1, 2014. For this budget cycle it consists of a four-month membership (September-December) for the year 2015, plus prepayment of a full-year (12-month) membership for 2016. This program has been successful when introduced in 2014 and we anticipate it will continue to be an attractive membership option for new and returning members.
- Significant membership services, IT, and accounting time will always be allocated to programming, accounting, service, communication, maintenance, and safeguarding of our in-house registration system and the membership database.
- A complete rewrite and IT programming overhaul is being planned to redesign the “Places to Swim” service so it can be fed from the club and workout group registration database and thus be a better information resource for those seeking a USMS program. This will be an ongoing project in 2016 and 2017.
- Convention administration responsibility and publishing and printing of the Rule Book are on-going Membership Services activities.
- Anna Lea Matysek and Tracy Grilli have the added responsibility of providing volunteer training of LMSC registrars, sanctions chairs, Top 10 recorders, treasurers, etc., for LMSC leadership, including the creation of tutorials and workshops and phone and email support. This is in addition to primary responsibility of servicing our 64,000+ members and risk management.

COMMUNICATIONS AND PUBLICATIONS

- The new-member survey supports USMS print and digital publications are highly valued. The adult swimming related content we are producing supports our vision of being the premier resource for adult aquatic fitness.
- Our Communications and Publications business unit produces six issues of *SWIMMER* magazine, 30 issues of *STREAMLINES*, video content, regular features to usms.org, and social media programs. In addition, event communications surrounding our national events, including 10 pre-event email updates and the meet programs are managed and produced in-house. Our communications staff is an integral part of our public relations outreach as we expand our reach beyond the swimming space.

EDUCATION SERVICES

- The adult learn-to-swim (ALTS) instructor certification program was introduced in 2015. Holly Neumann was hired as Education Manager to support the large demand for this professional education program. In 2015 we are teaching 12 ALTS instructor classes (as of this memo, 237 instructors have paid to attend the ALTS instructor certification). We budgeted for 25 ALTS instructor classes in 2016 and we project 625 instructors will attend the classes.
- The budget reflects continued strong demand for our Masters Coach Certification Program with an expected 29 teachings in 2016. We project 653 coaches will attend Levels 1-3.
- Recognized Coach and Instructor designation will undergo some changes for 2016. Previously, any registered member could self-recognize as a coach. Beginning with the 2016 registration year, a coach or instructor is eligible for the designation if they have completed a coach certification or ALTS instructor class. Due to this change, 2016 participation levels are anticipated to be lower than 2015.
- Education Services will continue its outreach initiative by; making more than 100 club visits in 2016, make a presentation at five or more conventions of our strategic partners and host 20 USMS orientation clinics for our new and existing clubs to drive membership and establish Masters Swimming programs.
- A \$10,000 placeholder is included for a Masters Coaches Education Conference to enhance educational opportunities for coaches. The current plan is to schedule the conference every other year, which will rotate with the LMSC Leadership Summit. The next LMSC Leadership Summit is planned for 2017.

SWIMMING SAVES LIVES FOUNDATION

- Our Foundation has a cause that addresses a societal issue and is in direct support of our vision to be the premier resource for adult aquatic fitness, and will make fitness through swimming available for more adults.
- In 2012, SSLF funded five local partners who provided opportunities for adults to learn to swim with a hope that those adults would have the confidence and desire to continue swimming with a Masters Swimming program. In 2013, SSLF received 31 grant applications and provided funding to 11. For 2014, SSLF provided \$60,000 in grants. In 2015, we have received more than 100 grant applications and we expect to receive more prior to the application-closing deadline.
- The volume of donor gifts to SSLF has been increasing. From 2011 to 2014 the individual member donations increased by 60%.
- To bring visibility and awareness, as well as create a volunteer give-back opportunity for SSLF, the month of April was designated as Adult Learn-to-Swim Month. A PR firm was hired to help us promote the message in 2014-2015. With experience gained from the past two years, we are purchasing PR software in 2016 so that we can migrate PR efforts in-house.

- Holly Neumann’s new Education Manager position will share responsibilities between Education Services and SSLF. Holly will assist with SSLF administration, operations, grant gathering, SSLF partner management, tracking, promotion, fundraising, and donor recognition.

MARKETING SERVICES

- The 2016 budget reflects 19 sponsors and 16 magazine advertisers with revenue of \$451,750. In addition, we budgeted \$37K of value-in-kind (products) for use to support ongoing programs. In August of 2015, Jay Eckert was hired as Business Development Manager. Jay will be responsible for selling to (this includes contract negotiation and account billing) and servicing USMS sponsors, including the marketing support provided to all our national championships. 2016 will be an acclimation and learning period for Jay so he may become immersed in the USMS culture and cultivate new sponsorship opportunities.
- A comprehensive membership survey is scheduled for 2016. The goal is to obtain up to date information for targeted membership enhancements and marketing.
- The past several years, USMS has been a supporter of the college club championships. College club swimming is growing and we plan to host and sponsor a summit so we may learn and understand how USMS can build “bridges” and programs to serve this demographic.
- In 2016 we ran an online marketing campaign designed to sell triathletes on the benefits of membership. The program produced approximately 300 new membership sales. On top of this campaign, we also started a remarketing campaign, which produced approximately 150 memberships, and utilized our Google Grant money to drive in an additional 32,000 people to our website, which lead to approximately 50 memberships. Our plan for 2016 is to optimize these campaigns with new messaging, images and cleaner landing pages while beginning a lead generation program to start collecting email addresses of non-members coming to our site so we can market, via email, the benefits of USMS to them.

RISK MANAGEMENT AND INSURANCE

- We will continue our partnership with Entertainment Sports and Insurance eXperts for risk management and insurance services. ESIX charges USMS a flat, non-commissionable annual management fee to provide risk management and insurance brokerage services. Risk management programs include expanded insurance coverage, an online sanction database, a national-level event compliance review and a waiver.
- The event insurance surcharge and rebate programs are replaced with the new sanction event fees as recommended by the USMS Board of Directors. Open water events will pay a flat fee of \$300 plus \$5 per participant (with a \$3,000 total cap). Pool events will be charged a \$70 sanction fee. A new sanction fee rebate program (similar to the existing insurance surcharge rebates) is also budgeted to assist developing open water events with the sanction fees. The budget reflects 54 sanctioned open water events excluding the exempt six open water national events and 397 pool events. Note:

the 2015 insurance surcharge and rebate are listed under event revenues for year to year comparison purposes.

ADMINISTRATION & VOLUNTEER

- The inaugural LMSC Leadership Summit was held in 2015. This successful face-to-face leadership summit is planned every other year and next scheduled for 2017.
- Outside legal counsel is requesting \$15,000 in funding for legal services. We are using a local firm that was selected through the USMS RFP process.
- A \$10,000 allocation is included in the Open Water Committee to support safety education for OW event hosts and LMSC administrators.
- During January, all staff will be relocated to a new office in Sarasota, as approved by the USMS Board of Directors. The budget reflects six months overlap in expenses with the current Pagoda office.

CAPITAL REQUESTS

- Per the Financial Operating Guidelines, the threshold for capitalizing equipment is \$5,000. In 2016 \$16K in computer purchases are included in the budget as expenses under the minor software/equipment expense account. The following capital expenditure is budgeted for 2016: backstroke flags - \$5k and \$10K in other capital.

COMPENSATION

- 2016 compensation is projected to increase 9.4%. The major variances are due to the two new full time and one part time positions that were filled third quarter of 2015 (Education Manager and Business Development Manager). In 2016 they will receive compensation and benefits for a full year. Also budgeted are additional part-time hours for a Communications Coordinator and one internship position.
- No new full time positions are being added for 2016.

ASSUMPTIONS

List the personnel Full Time Equivalent (FTEs) by function required to carry out the organizational goals and programs outlined above.

Department	2016
Administration	3.4
Communications/Publications	2.6
Membership/LMSC support	2
Marketing/Sponsor support	2
IT support	4
Education/C&CS/ALTS/SSLF	3
Total FTEs	17

Total 2016 compensation costs are estimated at \$1,614,700, which includes a 7% increase in health insurance, a 401K plan, and a 3% salary increase, as recommended by Compensation and Benefits, and approved by the Board of Directors.

MAJOR, NON-COMPENSATION, ASSUMPTIONS FOR THE UPCOMING BUDGET YEAR

- Membership: 3.5% increase over 2015 membership forecast. Budget is for 66,400 members. Membership fee increase of \$2 to \$39 for 2016.
- Education: 1,000 clubs, 425 workout groups at \$25 each, 1,050 recognized coaches and instructors, 653 coach certification participants, 625 ALTS instructor participants.
- Adv/sponsorship: 19 sponsors, 16 magazine advertisers for \$452K.
- Magazine costs: \$357K versus \$379K in 2015. Note: 2015 budget was for 56 pages, 2016 budget is for 52 pages per issue. Assume 3.5% volume increase, archived digital library completed in 2014. Reduced multi-media technique video budget.
- Insurance costs: \$406K in 2016 versus \$392K in 2015. 2016 includes \$54K for risk management fees. New Sanction fee plan replaces OW insurance surcharge. For comparison purposes, the insurance surcharge history was moved to events revenue. OW sanction fees equal 54 events at \$300 each plus \$5 per participant fee with a cap of \$3K per event. Pool sanction fees are new this year. A \$70 charge will be assessed for an estimated 397 pool events.
- Education costs: \$377K versus \$250K in 2015. The budget reflects hosting 29 Masters Coach Certification classes with 653 attendees and 625 ALTS Instructor program attendees. Education Services will continue their outreach initiative by making more than 100 onsite visits to existing clubs, workout groups, and new facilities.
- IT: Significant membership and IT time will be allocated to continued programming, service and maintenance of our new in-house registration system. New enhancements to be added to the registration cycle include the ability for club and workout registration information to populate in Places to Swim and adding the 16-month membership reporting enhancements.

Marketing: USMS logo accessories and banners: \$17.5K, membership survey and college club relationship enhancement:\$32K, internet ads: \$20K, discontinue “Swim Today” initiative; add Olympic Trials Aqua Zone.

Admin-Volunteers: Assume increases in travel and hospitality due to Convention and Board budgets. The next LMSC Leadership Summit will be held in 2017, not 2016.

Admin-Staff: Move into new headquarters building January 1 for a full year of expenses. Six month overlap rent with current location.

Bridge to 2016 Budget

2015 Forecast Net Operating Loss			\$ (152,844)
2016 Changes vs. 2015 Forecast			
Revenue Changes			
Membership Fees		206,758	
Education Services		118,765	
Events		48,918	
Advertising and Sponsorship		41,350	
Administration		(1,900)	
Investment Transfer		89,000	
Total Change in Revenues			\$ 502,891
Expense Changes			
Membership			
Payroll	138,468		
Communications & publications	(3,098)		
Insurance-liability	14,002		
All other	(7,605)		
Subtotal membership change		141,767	
Education Services		96,186	
Events		22,766	
Marketing		33,334	
Administration			
Office expansion	75,530		
Payroll	15,941		
Convention	7,564		
VP local operations	(25,805)		
All other	(18,078)		
Subtotal administration change		55,152	
Total Change in Expenses			\$ 349,205
Change in Net Operating Income/(Loss)			\$ 842

Compensation and Benefits Committee Metrics

Changes in Payroll Budget from 2015 Budget to 2016 Proposed Budget:

No new full time positions are planned for 2016. In 2015 two budgeted positions were filled mid-year. The 2016 budget assumes all non-intern positions are filled for the full year.

I. Merit Increases:

Merit increases are awarded by the Executive Director based on employee performance according to the policy adopted by the BOD. The merit pool in the 2016 proposed budget is 3% of all salaries. The merit pool reflects the Compensation and Benefits committee recommendation based on market data reviewed by the committee. The rate is the same rate as in the 2015 budget. Individual merit increase percentages will vary based on individual performance.

II. Bonus pool:

The proposed 2016 budget includes a bonus pool of 7% of eligible salaries, the same as in the 2015 budget. Bonus awards are awarded at the discretion of the Executive Director, are *one time only* and based on corporate goals and employee goals. Bonuses do not add to base salary. Part time and hourly employees are not eligible for bonuses. Administration of the Employee bonus plan is governed under the Staff Bonus plan document approved by the BOD.

III. Health Benefits Costs:

USMS received estimates for 2016 benefits changes from SOI, our benefits provider. SOI has estimated rate changes will add 7% to health care and other benefits costs. As with salaries mentioned above, we have budgeted benefits for all eligible positions for the full 2016 plan year.

IV. Position Reviews/Promotional Budget:

Compensation and Benefits committee has drafted pay administration guidelines and pay structures that, when used in conjunction with the budget, will allow the ED to effectively manage the overall compensation budget without Compensation and Benefits needing to review every change in pay. As part of this process, Compensation and Benefits is recommending a discretionary budget of approximately 1.5% of compensation that the ED can use to address compensation issues as they arise throughout the year. One possible use of these discretionary funds is to ensure salaries are competitive and can attract qualified candidates in the event a vacancy occurs during the year. The Compensation and Benefits committee has discussed the use of this discretionary fund with the ED and that it is not required to be spent, and it should be used to address market based compensation adjustments.

V Overall Compensation and Benefits Budget:

The overall compensation and benefits budget for 2016 is \$1,614,654 including wages, benefits and related payroll taxes. This represents a 7% increase over the 2015 budget and is the result of the merit pool, projected increase in benefits costs and budgeting all positions for the full year. Note: in 2015 two full time and one part time positions were filled in the third quarter.

U.S. Masters Swimming, Inc.

2016 Draft Budget 9/17/2015

				PRE-CONVENTION		APPROVED		
INCOME STATEMENT				BUDGET	FORECAST	BUDGET	ACTUAL	
		Members	Fee	2016	2015	2015	2014*	
<u>REVENUE</u>								
MEMBERSHIP SERVICES:								
4010	Fees - Individuals @ \$39	AL MATYSEK	62,972	\$ 39	2,455,891	2,251,158	2,245,271	2,067,450
4011	Fees - @ \$25 partial year	AL MATYSEK	1,048	\$ 25	26,198	25,312	61,150	24,575
4012	Fees - @ \$15-year plus	AL MATYSEK	2,362	\$ 15	35,436	34,237	7,500	33,240
4013	Vanity ID	AL MATYSEK			10,000	10,000	7,500	8,583
4050	Transfers	AL MATYSEK			-	-	-	882
4070	Rule Book Sales	DEERY			1,500	1,560	2,300	1,978
4074	Magazine Subscriptions	GRILLI			3,540	3,540	4,090	3,731
4215	Promotional Sales	DEERY			3,700	3,700	3,500	4,148
	Membership Services Revenue				2,536,265	2,329,507	2,331,311	2,144,587
EDUCATION SERVICES								
4020	Fees - Clubs @ \$25	BRENNER	1,000	\$ 25	25,000	25,000	23,750	24,755
4025	Fees - Work out groups @ \$25	BRENNER	450	\$ 25	11,250	10,625	10,625	10,150
4030	Coach Certifications	BRENNER			124,425	115,050	104,000	118,621
4035	Fees - Coach/Instructor Recognition	BRENNER	1,050	\$ 30	31,500	36,300	31,500	32,940
4036	Fees - ALTS Instruction	BRENNER	625	\$ 300	187,500	70,500	36,000	-
4037	Fees - Club collections	AL MATYSEK			9,250	9,250	12,000	7,394
	National Coaches Conference					3,435		
	Education Services Revenue				388,925	270,160	217,875	193,859
EVENTS:								
					-	-	-	-
4060	Fees - One-Event @ \$15.00	GRILLI	2,100	\$ 15	31,500	31,500	31,500	36,576
4150	Championship Meet Surcharges	RODDIN			44,200	42,232	41,800	53,518
4151	LD Championship Surcharges	LIVONI			4,800	4,800	5,700	4,852
4152	GTD Revenue	DEERY			-	-	-	-
4155	Championship Patches	RODDIN			900	900	900	917
4157	LD Championship Medals	LIVONI			3,200	3,200	3,000	3,535
4210	Top Ten Subscriptions	GRILLI			500	500	500	633
4250	All American Patches/Cert.	GRILLI			1,050	1,050	1,025	1,103
4251	LD All American	GRILLI			325	325	300	376
4252	Relay All American Awards	GRILLI			800	800	700	997
4300	OW Sanction flat fee @ \$300 each				16,200	-	-	-
4310	OW Event participant fees net of cap				53,750	-	-	-
4320	Pool Sanction flat fee @ \$70 each				27,790	-	-	-
4330	Sanction Fee Rebates				(3,000)	-	-	-
	Insurance Surcharge					50,000	56,000	53,000
	Insurance Surcharge Rebates					(3,000)	(10,000)	(4,450)
4450	Merchant Account Fee Income	KUHLMAN			11,363	12,153	11,868	15,430
	Events Revenue				193,378	144,460	143,293	166,486
ADVERTISING AND SPONSORSHIP								
4075	SWIMMER Magazine Advertising	DEERY			39,250	39,500	39,993	38,247
4161	Sponsor Royalty Income	DEERY			4,500	4,400	4,500	3,200
4171	Sponsorship	DEERY			408,000	366,500	458,000	436,500
	In-Kind product contributions							
	Advertising and Sponsorship Revenue				451,750	410,400	502,493	477,947
CONTRIBUTION REVENUE								
4705	Contributions	N/A			-	1,500	-	1,500
	In-Kind (legal)							
4800	Contributions- Releases from Restrictions				11,000	11,200	11,000	11,200
	Contribution Revenue				11,000	12,700	11,000	12,700

U.S. Masters Swimming, Inc.

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				PRE-CONVENTION		APPROVED	
INCOME STATEMENT				BUDGET	FORECAST	BUDGET	ACTUAL
		Members	Fee	2016	2015	2015	2014*
ADMINISTRATION:							
	Other Income			-	200	-	
4500	Investment Spending Transfer	DAVIS		89,000	-	81,700	
	Administration Revenue			89,000	200	81,700	-
	Total Revenue			3,670,318	3,167,427	3,287,672	2,995,578
EXPENSE							
MEMBERSHIP SERVICES							
5010	Liability Insurance	KUHLMAN/ESIX		366,085	352,000	349,900	343,134
5010	Liability Insurance Surcharge	MOVED		-			
5010	Liability Insurance Surcharge Rebate	MOVED		-			
5012	Accident Insurance	KUHLMAN/ESIX		21,731	21,000	25,004	22,854
5102	Membership Administration	GRILLI/AL MATYSEK		13,670	11,960	12,160	15,455
5103	Registration Expenses	AL MATYSEK		89,790	85,400	83,958	82,660
5320	Fitness Committee	JUREY		200	200	200	68
5420	Registration Committee	LETENDRE		-	100	100	-
5430	Rule Book Coordinator	GRILLI		-	20	20	-
5470	Zone Activity costs	STEVENSON		3,000	3,000	3,000	1,164
5540	History & Archives Committee	WILSON		1,250	1,250	1,250	99
5550	Recognition & Awards Committee	NOVITSKE		3,460	960	960	1,296
5560	LMSC Development	BUEHLER		1,110	880	4,850	897
5685	Web Operations	J MATYSEK		26,750	28,650	31,650	26,702
5701	USMS SWIMMER Magazine Production Co	HAMEL		354,672	355,670	378,544	357,261
5703	STREAMLINES/Web Content	HAMEL		10,000	21,200	23,700	11,638
5704	Multi-media Production	HAMEL		19,500	10,400	14,400	11,482
5840	ISHOF Contributions			21,500	21,414	21,414	21,414
5860	Rule Book Costs	GRILLI		8,600	7,974	10,400	9,778
5900	Membership Services Payroll	BUTCHER/KUHLMAN		1,226,014	1,103,487	1,141,077	868,804
	Membership Expense			2,167,332	2,025,565	2,102,587	1,774,705
EDUCATION SERVICES							
5280	Coaches Committee	BAY		16,350	28,450	28,450	20,042
5290	Coaches Certification	BRENNER		123,428	101,271	101,280	113,304
5600	Adult Learn to Swim	BRENNER		116,578	57,753	32,140	9,533
5610	Education Conference	BUTCHER/GUADAGNI		14,400	-	-	-
5770	Coach/Club Development Admin	BRENNER		86,944	74,040	87,921	84,118
	Education Services Expense			357,700	261,514	249,791	226,998
EVENTS:							
5205	Spring Nationals	BUTCHER		14,610	9,615	14,100	14,244
5200	Summer Nationals	BUTCHER		15,810	14,855	14,355	11,533
5121	All American Patches/Cert.	GRILLI		2,250	2,100	2,500	1,880
5270	Championship Committee	RODDIN		8,968	6,405	7,668	4,041
5285	LC/SC Merchant Account Fees	KUHLMAN		9,269	8,741	8,669	9,155
5370	LD Committee	LIVONI		10,750	10,065	9,665	8,531
5380	Open Water Committee	HAZLEWOOD		10,380	5,380	5,380	216
5390	Officials Committee	SALTZMAN		11,400	8,660	10,100	5,822
5410	Records & Tabulation Committee	SEIDLER		1,225	1,225	1,225	610
5440	Rules Committee	CASEY		1,350	1,350	1,350	1,421
5460	Sports Medicine and Science Committee	FEDAKO		5,800	2,650	3,250	2,807
5240	Coordinator Contractors	BUTCHER/KUHLMAN		15,600	13,600	13,600	12,250
	Events Expense			107,412	84,646	91,862	72,508
MARKETING/SPONSORSHIP							
5710	Sponsor costs	DEERY		40,950	34,350	39,550	22,276
5720	USA Swimming Collaboration	DEERY		12,250	15,000	25,000	25,000
5730	Marketing Services	DEERY		100,340	70,856	100,525	83,136
5890	In-Kind Products					-	
	Advertising and Sponsorship Expense			153,540	120,206	165,075	130,412

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INCOME STATEMENT				BUDGET	FORECAST	BUDGET	ACTUAL
		Members	Fee	2016	2015	2015	2014*
ADMINISTRATION:							
5013	Directors & Officers Insurance	KUHLMAN/ESIX		7,498	7,190	9,330	7,678
5014	Bonding	KUHLMAN/ESIX		6,872	6,480	7,065	6,421
5015	Flood Insurance	KUHLMAN/ESIX		170	2,045	1,925	1,576
5016	Media Professional Liability Insurance	KUHLMAN/ESIX		3,500	3,139	2,750	2,505
5050	President	DAY		12,500	14,800	14,800	8,295
5061	VP - Programs	DIEHL		-	-	-	-
5062	VP - Community Services	SMITH		-	60	60	-
5063	VP - Administration	TSUZUKI		-	-	-	-
5064	VP - Local Operations	STEVENSON		100	25,905	25,100	-
5070	Secretary	COLBURN		-	100	100	-
5080	Treasurer	DODSON		1,600	600	600	-
5090	Past President	MOXIE		2,200	-	-	-
5095	Legal Counsel	MILLER, P.		1,250	1,250	1,250	986
5099	Board/Executive Committee	DAY		54,100	50,080	49,150	41,365
5130	USMS Headquarters Admin.	KUHLMAN		201,552	126,022	164,993	111,162
5135	USMS Headquarters Payroll	BUTCHER/KUHLMAN		388,640	372,699	369,553	345,418
5300	Convention	GRILLI		99,860	92,296	93,650	80,120
5310	Finance Committee	ENSIGN		150	1,000	150	-
5315	Investment Committee	DAVIS		1,000	1,000	1,000	417
5330	Audit Committee	DILWORTH		5,550	4,800	4,800	3,603
5340	Compensation & Benefits	COATES		-	-	-	300
5630	FINA Representative	GOLDSTEIN		-	-	-	-
5640	International Delegate / UANA	MILLER/GOLDSTEIN		5,000	5,000	5,000	908
5660	USA Swimming Liaison	MILLER, P.		2,300	3,100	3,100	521
5670	ISHOF Liaison	REID		1,900	824	1,900	1,800
5830	Outside Legal Expense	BUTCHER/P. MILLER		15,000	7,500	15,000	2,321
5847	SSL Fund Operating Costs	BUTCHER		32,650	48,750	44,775	43,018
5870	Depreciation	KUHLMAN		15,000	29,500	36,000	32,255
6010	Banking Fees	KUHLMAN		3,600	3,600	3,600	3,499
5873	Audit/Accounting Fees	KUHLMAN		21,500	20,600	20,165	19,945
	Administration Expense			883,492	828,340	875,816	714,112
	Total Expense			3,669,476	3,320,271	3,485,131	2,918,735
	NET ORDINARY INCOME			842	(152,844)	(197,459)	76,843
OTHER INCOME / EXPENSE:							
OTHER INCOME:							
4900	Interest & Dividends	DAVIS		120,000	125,000	109,700	263,440
4940	Gain (loss)-Disposal of Fixed Assets	N/A		-	-	-	500.03
4945	Gain (loss)-Leasehold Improvements	N/A		(25,300)	-	-	
	Other Income			94,700	125,000	109,700	263,940
OTHER EXPENSES & TRANSFERS:							
	Transfer from Investment Account			89,000	-	81,700	
	Amortization-Registration system			24,558	24,558	35,148	
6011	Investment Advisory Fees	DAVIS		6,600	6,650	6,650	4,717
	Other Expenses & Transfers			120,158	31,208	123,498	4,717
	Total Net Other Income			(25,458)	93,792	(13,798)	259,223
	NET INCOME			(24,616)	(59,052)	(211,257)	336,066

*2014 Final Actual was for operating funds only. Activity for Swimming Saves Lives Foundation and Legacy Fund were not included.