

TO: House of Delegates
FROM: Dawson Hughes, Susan Kuhlman
DATE: September 14, 2016
SUBJECT: 2017 Business plan in support of the 2017 draft budget

The 2017 proposed budget supports the revised [USMS Strategic Plan](#). This document provides priorities and goals for 2017. Among these goals are: investments in strategic membership growth initiatives; including a college club swimming program and development of a fitness program; and resources for IT website redesign/messaging consulting. The budget includes a transfer from the new Opportunity Reserve to fund these three initiatives. The draft budget bottom line reflects a surplus of \$227 from operations.

Since the 2016 Convention, a USMS Reserve Funds Policy was recommended by the Finance Committee and approved by the Board of Directors. Included in the Reserve Funds Policy is the establishment of an Opportunity Reserve. The 2017 draft budget includes using \$77K from the Opportunity Reserves for investment in the following initiatives:

- Fitness program development in Education Services. \$44K
- College Club new business unit. \$29K
- Website redesign/messaging in the Marketing Services. \$4K. (Note: the total initiative cost is \$25K less \$21K from operations.)

Please refer to your Convention packet to read the full Reserve Funds Policy.

MAJOR, NON-COMPENSATION, ASSUMPTIONS FOR THE 2017 BUDGET YEAR

Insurance costs: Assume a decrease in costs based on actual premium renewal quotes.

Membership revenue: 3% membership increase over the 2016 membership forecast for a total of 65,660 members. Membership fee increase of \$2 to \$41 for 2017. The partial year-end fee will be eliminated and the year plus options will be expanded.

Membership expense: Membership drive phone/text campaign - \$10K, PR program for April Adult-Learn-To-Swim Month was moved to the Swimming Saves Lives Foundation budget-\$10K.

IT: In-house registration system improvements to include better reporting for LMSC registrars and treasurers. More tools will be developed for posting the open water and postal results. Mobile platform support via apps and mobile responsive website redesign. Office IT services/functions will be outsourced - \$24K. New IT infrastructure review - \$20K.

Magazine costs: Slight decrease in cost for 2017. Replace the second mailing of the magazine with a digital version for printing and postage savings.

(Note: This mailing is for members that register between the bi-monthly scheduled SWIMMER mailings.)

- Education revenues: 970 clubs, 425 workout groups at \$41 each, 1,000 recognized coaches and instructors, 800 coach certification participants, 550 ALTS instructor participants. New for 2017- stroke development clinics for 800 swimmers and 230 coaches.
- Education costs: Total costs of \$433K versus \$358K in 2016. New fitness program research and development - \$44K. (Opportunity Reserve transfer). New stroke development clinic created as a companion program for coach certification weekends for 1,030 swimmers and coaches. Revenues from clinics forecasted to entirely offset costs. Continue education outreach initiative by making more than 100 onsite visits to existing clubs, workout groups, and new facilities.
- Adv/sponsorship: 17 sponsors, 11 magazine advertisers, \$39K in new revenues for a total of \$458K and \$46K in value-in-kind products.
- Marketing costs: Website redesign/social media/ marketing messaging consulting/outsourcing- \$25K. (Opportunity Reserve transfer) internet advertising -\$30K. Move College Club to create a new revenue/cost center.
- College Club: Assume new revenue/cost center for 2017. Pro-rated club memberships begin 8/1/17. Expenses include a leadership summit - \$15K, events and marketing -\$10K and USAS convention-\$4K. (Opportunity Reserve transfer).
- Admin-Volunteers: Assume increases in travel and hospitality due to Convention and Board budgets. Convention budget includes national volunteer meal stipends. The bi-annual LMSC Leadership Summit will be held in 2017- \$26K.
- Admin-Staff: No new expenses for 2017.

ASSUMPTION DETAILS AND BUSINESS PLAN SUPPORT FOR 2017

MEMBERSHIP SERVICES

- The budget assumes a 3% increase in overall 2017 membership, based on the 2016 forecast. USMS will end 2016 with approximately 63,730 members. The membership registration fee, as approved by the [House of Delegates](#), will increase by \$2 to \$41. This is the third year of the five-year plan incorporating a \$2 annual fee increase. To date, 2016 membership numbers are exceeding 2015 by 2%.
- The traditional year-end membership will be discontinued, pending results of the August 2016 'Olympic' marketing campaign, to provide an improved value

proposition for registering for the following full calendar year. Registrations that occur after June 30 will be given a choice to either pay the full fee for the current year or take advantage of the reduced fee for the current year and add on the following year.

- The 16-month membership product was introduced September 1, 2014. In 2017 the year plus member option will begin in July. New members will have the choice to pay the full year rate of \$41 or opt for the year plus. The year plus consists of a six to three-month membership (July - December) for the year 2016, plus prepayment of a full-year (12-month) membership for 2017. The 2016 part of the registration fees will include progressive discounts based on the month of the registration: July = \$35; August = \$30; September = \$25 and October = \$20.
- Of the \$218,000 increase in membership revenue, 33% is from member growth and 67% is from fee increases.
- A \$10,000 strategic membership drive phone/text campaign is included in the budget to support the 3% membership increase.
- Significant Membership Services, IT, and Administrative staff time are allocated to programming, accounting, service, communication, maintenance, and safeguarding of the in-house registration system and the membership database.
- Office IT services and commonly required system maintenance will be outsourced to increase the productivity of the IT staff-\$24,000.
- An overall IT Infrastructure review is budgeted for \$20,000.
- The IT focus for 2017 is:
 - Mobile platform support via apps and mobile responsive website redesign.
 - Improved database marketing capabilities with customizable communication options and use of a single e-mail marketing provider.
 - Development of additional tools for posting the open water and postal event results.
 - Improved reporting and invoicing for LMSC registrars and treasurers. All LMSC financial activity and reporting will run through the in-house registration system.
- Convention administration responsibility, publishing and printing of the Rule Book and coordinating issuance of certificates of insurance, are on-going Membership Services activities.
- Membership Services staff also provide volunteer training for LMSC registrars, sanctions chairs, Top 10 recorders, treasurers, etc., to LMSC leadership. Training includes: creation of tutorials; webinars and convention workshops; phone and email support. They are also coordinating the updates for the Places to Swim listings. This is in addition to their primary responsibility of servicing our 63,000+ members.

COMMUNICATIONS AND PUBLICATIONS

- 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. The annual cost per member is slightly lower in 2017.

- In order to better respond to our members, the digital version of *SWIMMER* will be promoted and members will be given an option during registration to choose digital or paper magazine delivery. As we offer a digital option to members, we may save approximately \$4.00 per member when compared to a paper version. The second mailing of a paper copy of *SWIMMER* for new members will be eliminated and replaced with the digital version.
- The public relations campaign for the April Adult-Learn-to-Swim Month moved from this department and is now under the Swimming Saves Lives Foundation.

EDUCATION SERVICES

- Per the USMS rulebook, clubs are defined as members. In 2017 the budgeted fees for club and workout groups are equal to the national member registration fee of \$41. The increase in fees better matches the cost of the services that are available for clubs and workout groups. In 2016 the club and workout group fees were \$25.
- An expanded stroke development clinic for both swimmers and coaches is added to the USMS educational offerings for 2017. The budget assumes participation levels will include 800 swimmers and 230 coaches. In most cases, the clinics will be offered on the same weekends as the coach certification classes. This will minimize instructor travel expenses. The stroke development clinics began with two clinics in 2015 and 13 in 2016.
- A new fitness program will be developed in 2017. The budget includes \$44,000 in funds to research and develop the new program. The 2016 survey information from non-member swimmers is one of the resources used for the fitness program development.
- Due to the continued strong demand for the Masters Coach Certification Program, 29 classes are scheduled in 2017. It is anticipated that 800 coaches will attend Levels 1-3. This number is 113 lower than the 2016 forecast. In 2016 the recognized coach and instructor designation required that the related USMS course be successfully completed. This created an increased demand in 2016 that may not occur in 2017.
- The Adult Learn-to-Swim (ALTS) instructor certification program was introduced in 2015. The 2017 plan includes 25 ALTS instructor classes with 550 student instructors. This is an increase over the 510 student instructor forecast for 2016. The classes consist of USMS members, SSLF/ALTS grant recipients and other swim programs and facilities that are interested in teaching adults to swim.
- Education Services will continue its outreach initiative by making more than 100 club visits in 2017 and presenting at five or more conventions with strategic partners.

EVENTS

- In 2016 the open water insurance surcharge and rebate programs were replaced with the sanction fees. Since 2016 is the first year of this new program, the forecast and 2017 budget are based on estimates. The budget includes 54 sanctioned open

water events (excluding the \$100 fee for the six open water national events) and 397 pool events.

- The one event fees are increased from \$15 to \$25 to encourage membership registration. A 10% drop in one event registrations is anticipated for those who select a regular membership instead.
- All USMS sanctioned events are required to pay a sanction fee, but currently there is no similar requirement for recognized events. Beginning in 2017, a \$100 recognized event fee is included in the budget. Based on current activity, the number of recognized events is budgeted for 80 for a total revenue of \$8,000.

MARKETING SERVICES

- The 2017 budget reflects 17 sponsors, 11 magazine advertisers and royalties for a total revenue of \$458,050. In addition, the sponsors will provide \$46,500 of value-in-kind (products) used to support ongoing programs. In 2016 \$35,000 in new sponsor revenues was budgeted. However, four existing partners did not renew their sponsorships resulting in an annual revenue reduction of \$75,000. Marketing Services built new relationships during this same time period and signed five new sponsors for \$77,500. In 2017 the plan is to build on this base and increase sponsor revenue by adding \$30,000 in new relationships and \$12,500 by expanding current sponsor commitments.
- A comprehensive potential membership survey was conducted in early 2016. The survey company was contracted to target swimmers that met the following criteria: over the age of 25, have never been a USMS member and swim at least once a week. The report and results from this survey will be used to help target marketing messages and relevant USMS benefits to encourage new member registrations. In 2017, the budget includes \$25,000 for website and messaging redesign with a focus on membership.
- In 2016, the USMS digital footprint was expanded through use of Google and Facebook. The goal was to successfully drive more traffic to the USMS site, which resulted in additional memberships. USMS was promoted through Google Display Ads to potential members that started a USMS registration, but did not finish the process. This resulted in an additional 420 registrations. Facebook advertising continues to bring in roughly 500 registrations as well. In 2017, a lead generation database will be created consisting of those individuals that visit and read our content, but are not members. The benefits of joining USMS will be marketed to this group through email campaigns and digital ads. The budget for the membership advertising campaign is \$30,000.

COLLEGE CLUB

- For the past several years, USMS has been a supporter of the college club championships and hosted a college club swimming summit in early 2016. This summit included 11 college club presidents and three different college club advisors. (These clubs are entirely separate from the NCAA Swimming structure and College Athletic Departments. Swimmers are not varsity athletes and are part of the intramural or student life departments.) From this summit, the task force gained insight into what the college club swimmers and clubs are looking for to

enhance their swimming experience. The current college club structure is disjointed and program offerings are inconsistent. The goal for USMS is to unify these clubs starting in 2017 and to help the programs grow so that more swimmers continue to swim through college. USMS can begin to engage with these swimmers at the college club level with the goal of transitioning them to Masters Swimming after graduation.

- The revenue budget for 2017 is \$14,600 and consists of pro-rated fees for 80 clubs. The college club membership begins on August 1 to coincide with the beginning of their swim season. This revenue model is based on the number of members per club instead of the individual members. The program is being developed to fit within the recreational college sports structure.
- In order to activate this new program, expenses for 2017 include: college club leadership summit - \$15,000; national event development and marketing - \$10,400; and attendance of three delegates to the USAS Convention - \$3,600.
- 2017 expenses were fine tuned to reduce exposure since only 42% of revenue will be applied to FY2017.
- Furthermore, staff resources will need to be identified to support this program.

SWIMMING SAVES LIVES FOUNDATION

- The Foundation has a cause that many USMS members desire to support.
- Since inception in 2012 through the end of 2015, SSLF donations provided more than \$228,000 in grants for adult-learn-to-swim programs.
- From 2012 to 2015 individual member donations increased by 55%.
- 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 public relations firm was contracted to promote this message for 2014-2016, and the 2017 budget includes \$10,000 for this purpose. Previously, the public relations expense was recorded within the communications budget.
- SSLF bag tags will be distributed to donors that contribute \$15 or more. Previously, all donors were mailed a bag tag. The savings on SSLF logo merchandise will cover the cost of the public relations campaign.

A new budget with projects for April ALTS month and SSLF direct expenses has been created to put better focus on expenses and fundraising from cause marketing related expenses.

RISK MANAGEMENT AND INSURANCE

- Risk management and insurance services will continue through partnership with Entertainment Sports and Insurance eXperts. 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. Per ESIX, the insurance budget includes a \$22,000 decrease compared to the 2016 budget.
- In 2016 the event insurance surcharge and rebate programs were replaced with the sanction event fees as approved by the House of Delegates. This budget is included under Events revenue.

ADMINISTRATION & VOLUNTEER

- The next LMSC Leadership Summit is scheduled for 2017. This successful face-to-face leadership summit is planned every other year - \$26,000.
- The Convention budget includes a meal stipend for national volunteers as outlined in Financial Operating Guidelines (FOG). The total 2017 Convention budget is \$105,500.

CAPITAL REQUESTS

- Per the FOG, the threshold for capitalizing an equipment purchase is \$5,000. In 2017 \$8,000 in computer purchases are included in the budget as expenses under the minor software/equipment expense account. The following capital is budgeted for 2017: web servers (2) replacement - \$15,000 and other capital - \$10,000.

COMPENSATION

- 2017 compensation is projected to increase 9.8% over the 2016 forecast. The full year effect of positions that were unfilled for part of 2016, the 2017 budget increase is 6.3% over the 2016 forecast.
- Total 2017 compensation costs are estimated at \$1,793,100, which includes a 10% increase in health insurance and 3% salary increase.
- The following is a list of the number of Full Time Equivalents (FTE) by function required to carry out the organization goals and programs outlined above.

Department	2017
Administration	4
Communications/Publications	2.5
Membership/LMSC support	3
Marketing/Sponsor support	2
IT Support	3
Education/Club& Coach/ALTS/SSLF/Fitness	3.5
Total FTEs	18

Metrics from the Compensation and Benefits Committee

Changes in Payroll Budget from 2016 Budget to 2017 Proposed Budget:

One part-time position will be upgraded to a full time position in 2017. In 2016 three budgeted positions were vacant for part of the year. With BOD approval, several positions were restructured and realigned during 2016 to help meet the organizations business needs and strategic goals. The 2017 budget assumes all non-intern positions are filled for the full year.

I. Merit Increases:

Merit increases are awarded by the Chief Executive Officer (CEO) based on individual employee performance. The merit pool in the 2017 proposed budget is 3% of base pay, the same as the 2016 merit pool. The merit pool reflects the Compensation and Benefits Committee recommendation based on market data reviewed the committee.

II. Bonus pool:

The proposed 2017 budget includes a bonus pool of 7% of eligible wages, the same as in the 2016 budget. Bonus awards are determined at the discretion of the CEO and awarded based on accomplishment of on organizational and employee goals. Bonuses do not add to base salary and are not consider as part of future pay actions. 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 2017 benefits changes from Trinet/SOI, our benefits provider. They have estimated rate changes will add 10% to health care and other benefits costs. As with the salaries mentioned above, we have budgeted benefits for all eligible positions for the full 2017 plan year.

IV. Overall Compensation and Benefits Budget:

The total proposed budget, including cash compensation, benefits and taxes, is \$1,793,071, a 4% increase over the 2016 adjusted budget and a 9% increase from the original 2016 approved budget. (Adjusted budget includes the approved over-budget request to upgrade the part-time Staff Accountant position to full-time and replacing 2 positions due to retirements.)

Bridge to 2017 Budget

2016 Forecast Net Operating Loss			\$ (221,053)
2017 Changes vs. 2016 Forecast			
Revenue Changes			
Membership Fees-(member increase)		146,750	
Membership Fees-(price increase)		71,222	
Opportunity Reserve Transfer		76,810	
Investment Transfer		90,600	
Education Services		74,259	
Advertising and Sponsorship		39,450	
Events		32,170	
College Club		14,583	
Administration		(400)	
Total Change in Revenues			\$ 545,444
Expense Changes			
Membership			
Payroll	159,613		
Communications & publications	(3,185)		
Insurance-liability	(21,782)		
All other	2,304		
Subtotal membership change		136,949	
Education Services		92,993	
College Club		29,040	
Events		14,656	
Marketing		(16,975)	
Administration			
Payroll	46,552		
VP local operations	26,000		
Convention	5,600		
Office	(2,974)		
All other	(7,677)		
Subtotal administration change		67,501	
Total Change in Expenses			\$ 324,164
Change in Net Operating Income/(Loss)			\$ 227

U.S. Masters Swimming, Inc.

2017 Draft Budget 9/14/2016

				PRE-CONVENTION		APPROVED		
INCOME STATEMENT				BUDGET	FORECAST	BUDGET	ACTUAL	
		Members	Fee	2017	2016	2016	2015*	
<u>REVENUE</u>								
MEMBERSHIP SERVICES:								
4010	Fees - Individuals @ \$41	AL MATYSEK	61,992	\$41	2,541,672	2,361,450	2,455,891	2,235,836
4011	Fees - partial year	AL MATYSEK			-	27,500	26,198	26,700
4012	Fees - year plus	AL MATYSEK	3,665		98,600	33,550	35,436	32,310
4013	Vanity ID	AL MATYSEK		\$50	10,000	10,000	10,000	12,010
	Fees- Affiliates				100	100	-	-
4070	Rule Book Sales	DEERY			1,500	1,500	1,500	1,573
4074	Magazine Subscriptions	GRILLI			2,800	2,800	3,540	3,488
4215	Promotional Sales & 4271 Video Rental	DEERY			4,200	4,000	3,700	5,163
	Membership Services Revenue				2,658,872	2,440,900	2,536,265	2,317,080
EDUCATION SERVICES								
4020	Fees - Clubs	BRENNER	969	\$41	39,729	25,500	25,000	26,150
4025	Fees - Workout Groups	BRENNER	425	\$41	17,425	11,250	11,250	10,100
4030	Coach Certifications	BRENNER	800		154,000	166,425	124,425	103,147
4032	Stroke Development Clinics	BRENNER			54,000	-	-	-
4033	Swim Fit	BRENNER	-		-	-	-	-
4035	Fees - Recognition Coach & Instructor	BRENNER	-	\$30	30,000	30,000	31,500	39,300
4036	Adult Learn to Swim Instruction- 25 classes	BRENNER			165,000	152,970	187,500	70,187
5846	Less SSLF grant program scholarships	BRENNER			(12,000)	(12,000)	-	
4037	Fees - Club collections	KUHLMAN			13,250	13,000	9,250	11,779
4038	National Coaches Conference							3,435
	Education Services Revenue				461,404	387,145	388,925	264,097
EVENTS:								
4060	Fees - One-Event @ \$25.00	GRILLI	1,910	\$25	47,750	28,500	31,500	28,470
4150	Championship Meet Surcharges	RODDIN			46,000	44,200	44,200	44,935
4151	LD Championship Surcharges	LIVONI			4,800	4,800	4,800	7,757
4152	GTD Revenue	DEERY			-	-	-	-
4155	Championship Patches	RODDIN			900	885	900	900
4157	LD Championship Medals	LIVONI			3,200	3,200	3,200	3,187
4210	Top Ten Subscriptions	GRILLI			500	500	500	527
4250	All American Patches/Cert.	GRILLI			900	900	1,050	880
4251	LD All American	GRILLI			325	325	325	331
4252	Relay All American Awards	GRILLI			900	900	800	929
4275	OW Education Conference	BRUCE			-		4,500	-
4300	OW Sanction flat fee @ \$100 each		60	\$100	6,000	5,400	5,400	-
4310	OW Event participant fees net of cap		5,631	\$5	33,785	34,535	34,535	-
4320	Pool Sanction flat fee @ \$50 each		397	\$50	19,850	19,850	19,850	-
4325	Pool Participant Fee Nat'l Championships		3,000	\$5	15,000	14,450	15,000	-
4330	Sanction Fee Rebates				(1,000)	(2,000)	(6,000)	-
	Recognized Event Fee			\$100	8,000	-		
4450	Merchant Account Fee Income	KUHLMAN			13,075	11,370	11,363	13,005
	Events Revenue				199,985	167,815	171,923	100,921
ADVERTISING AND SPONSORSHIP								
4075	SWIMMER Magazine Advertising	DEERY			39,750	39,750	39,250	38,107
4161	Sponsor Royalty Income	DEERY			4,300	8,350	4,500	4,091
4171	Sponsorship	DEERY			414,000	370,500	408,000	361,500
	In-Kind product contributions							
	Advertising and Sponsorship Revenue				458,050	418,600	451,750	403,698
COLLEGE CLUB REVENUE								
	College Club Membership	DEERY			14,583	-		-

**U.S. Masters Swimming, Inc.
2017 Draft Budget 9/14/2016**

				PRE-CONVENTION		APPROVED	
INCOME STATEMENT				BUDGET	FORECAST	BUDGET	ACTUAL
		Members	Fee	2017	2016	2016	2015*
	<i>College Club Revenue</i>			14,583	-	-	-
CONTRIBUTION REVENUE							
4705	Contributions	N/A		-	-	-	1,500
4950	In-Kind (legal)						
4800	Contributions- Releases from Restrictions			11,000	11,200	11,000	11,249
	Contribution Revenue			11,000	11,200	11,000	12,749
ADMINISTRATION:							
4500	Other Income			-	200	-	200
	Opportunity Reserve Transfer			76,810			
4500	Investment Spending Transfer	DAVIS		90,600	-	89,000	-
	Administration Revenue			167,410	200	89,000	200
	Total Revenue			3,971,304	3,425,860	3,648,863	3,098,745
EXPENSE							
MEMBERSHIP SERVICES							
5010	Liability Insurance	KUHLMAN/ESIX		321,890	348,580	346,585	347,867
5010	Liability Insurance Surcharge	discontinued after 2015		-	-	-	(47,000)
5010	Liability Insurance Surcharge Rebate	discontinued after 2015		-	-	-	3,050
5012	Accident Insurance	KUHLMAN/ESIX		21,640	21,340	21,731	20,805
5102	Membership Administration	GRILLI/AL MATYSEK		21,660	13,570	13,670	10,035
5103	Registration Expenses	AL MATYSEK		91,043	88,300	89,790	82,332
5320	Fitness Committee	JUREY		200	200	200	41
5420	Registration Committee	LETENDRE		-	-	-	-
5430	Rule Book Coordinator	GRILLI		-	-	-	-
5470	Zone Activity costs	STEVENSON		3,000	3,000	3,000	1,500
5540	History & Archives Committee	DUNBAR		1,450	120	1,250	-
5550	Recognition & Awards Committee	NOVITSKE		960	960	960	323
5560	LMSC Development	BUEHLER		1,610	110	1,110	117
5685	Web Operations	J MATYSEK		76,150	36,750	26,750	22,202
5701	USMS SWIMMER Magazine Production Costs	HAMEL		349,235	341,570	354,672	324,297
5703	STREAMLINES/Web Content	HAMEL		13,000	14,350	10,000	9,967
5704	Multi-media Production	HAMEL		10,000	19,500	19,500	10,715
5840	ISHOF Contributions	KUHLMAN		21,500	21,500	21,500	21,414
5860	Rule Book Costs	GRILLI		9,200	8,800	8,600	6,524
5900	Membership Services Payroll	HUGHES/KUHLMAN		1,329,230	1,216,169	1,226,014	1,054,613
	Membership Expense			2,271,768	2,134,818	2,145,332	1,868,803
EDUCATION SERVICES							
5280	Coaches Committee	JENNINGS		22,300	16,350	16,350	24,708
5290	Coaches Certification	BRENNER		160,570	133,951	123,428	93,012
5500	Fitness Program	BRENNER		43,770	-	-	-
5600	Adult Learn to Swim	BRENNER		117,955	104,440	116,578	64,039
5610	Education Conference			-	10,000	14,400	-
5770	Coach/Club Development Admin	BRENNER		88,595	75,456	86,944	75,337
	Education Services Expense			433,190	340,197	357,700	257,095
EVENTS:							
5205	Spring Nationals	HUGHES		12,380	9,740	14,610	8,650
5200	Summer Nationals	HUGHES		12,380	11,310	15,810	10,835
5121	All American Patches/Cert.	GRILLI		1,000	2,250	2,250	1,923
5270	Championship Committee	RODDIN		8,918	7,448	8,968	4,104
5285	LC/SC Merchant Account Fees	KUHLMAN		9,269	9,270	9,269	8,430
5370	LD Committee	LIVONI		11,077	10,750	10,750	9,143
5380	Open Water Committee	BRUCE		10,380	380	10,380	4,460

U.S. Masters Swimming, Inc.

2017 Draft Budget 9/14/2016

				PRE-CONVENTION		APPROVED		
INCOME STATEMENT				BUDGET	FORECAST	BUDGET	ACTUAL	
				2017	2016	2016	2015*	
				Members	Fee			
5390	Officials Committee	ALBRIGHT			11,400	11,400	11,400	10,098
5410	Records & Tabulation Committee	SEIDLER			1,225	1,225	1,225	324
5440	Rules Committee	COCKRELL			1,450	1,350	1,350	1,169
5460	Sports Medicine and Science Committee	CARLSON			5,900	5,800	5,800	1,072
5240	Coordinator Contractors	HUGHES/MATYSEK			15,800	15,600	15,600	12,439
	Events Expense				101,180	86,523	107,412	72,647
MARKETING/SPONSORSHIP								
5710	Sponsor costs	DEERY			43,800	40,450	40,950	22,701
5720	USA Swimming Collaboration	DEERY			2,400	16,025	12,250	15,912
5730	Marketing Services	DEERY			104,200	110,900	100,340	64,750
5890	In-Kind Products						-	
	Advertising and Sponsorship Expense				150,400	167,375	153,540	103,363
COLLEGE CLUB SERVICES								
	Summit	DEERY			15,000			-
	Events & Marketing	DEERY			10,400			-
	Convention	DEERY			3,640			-
	College Club Expense				29,040	-	-	-
ADMINISTRATION:								
5013	Directors & Officers Insurance	KUHLMAN/ESIX			7,216	7,110	7,498	7,096
5014	Bonding	KUHLMAN/ESIX			9,923	6,520	6,872	6,465
5015	Flood Insurance	KUHLMAN/ESIX			-	(990)	170	2,045
5016	Media Professional Liability Insurance	KUHLMAN/ESIX			3,723	3,615	3,500	3,139
5050	President	P. MILLER			14,500	11,200	12,500	12,700
5061	VP - Programs	McGIFFIN			-	-	-	-
5062	VP - Community Services	THOMPSON			-	-	-	-
5063	VP - Administration	TSUZUKI			-	-	-	-
5064	VP - Local Operations	STEVENSON			26,100	100	100	26,087
5070	Secretary	COLBURN			-	-	-	-
5080	Treasurer	DAVIS			850	850	1,600	-
5090	Past President	DAY			-	2,200	2,200	-
5095	Legal Counsel	ELIAS-WILLIAMS			1,250	1,250	1,250	670
5099	Board/Executive Committee	P. MILLER			58,900	92,684	61,100	68,010
5130	USMS Headquarters Admin.	KUHLMAN			184,636	187,610	201,552	126,946
5135	USMS Headquarters Payroll	HUGHES/KUHLMAN			463,842	417,290	418,640	353,636
5300	Convention	GRILLI			105,460	99,860	99,860	94,432
5310	Finance Committee	ENSIGN			150	150	150	-
5315	Investment Committee	DODSON			1,000	1,000	1,000	-
5330	Audit Committee	DILWORTH			5,600	5,600	5,550	4,315
5340	Compensation & Benefits	COATES			-	-	-	-
5630	FINA Representative	GOLDSTEIN			-	-	-	-
5640	International Delegate / UANA	MILLER/GOLDSTEIN			7,500	5,000	5,000	5,000
5660	USA Swimming Liaison	TSUZUKI			2,300	2,300	2,300	1,588
5670	ISHOF Liaison	REID			1,900	1,900	1,900	824
5830	Outside Legal Expense	HUGHES/ELIAS-WILLIAMS			15,000	7,500	15,000	11,352
5847	SSL Fund Operating Costs	BRENNER			22,150	22,150	32,650	34,838
5848	April ALTS Month	HUGHES			12,500	-	-	-
5870	Depreciation	KUHLMAN			15,000	18,000	15,000	27,987
6010	Banking Fees	KUHLMAN			4,500	4,500	3,600	4,221
5873	Audit/Accounting Fees	KUHLMAN			21,500	20,600	21,500	20,390
	Administration Expense				985,499	917,999	920,492	811,743
	Total Expense				3,971,077	3,646,913	3,684,476	3,113,651
	NET ORDINARY INCOME				227	(221,053)	(35,613)	(14,906)

**U.S. Masters Swimming, Inc.
2017 Draft Budget 9/14/2016**

				PRE-CONVENTION		APPROVED	
INCOME STATEMENT		Members	Fee	BUDGET 2017	FORECAST 2016	BUDGET 2016	ACTUAL 2015*
OTHER INCOME / EXPENSE:							
OTHER INCOME:							
4900	Interest & Dividends	DODSON		120,000	125,000	120,000	(18,560)
4940	Gain (loss)-Disposal of Fixed Assets	N/A		-	-	-	(27,525)
4945	Gain (loss)-Leasehold Improvements	N/A			-	(25,300)	-
	Other Income			120,000	125,000	94,700	(46,085)
OTHER EXPENSES & TRANSFERS:							
	Transfer from Opportunity Reserve			76,810	-	-	
6300	Transfer from Investment Account			90,600	-	89,000	-
6100	Amortization-Registration system			24,558	24,558	24,558	24,558
6011	Investment Advisory Fees	DODSON		11,600	11,200	6,600	7,990
	Other Expenses & Transfers			203,568	35,758	120,158	32,548
	Total Net Other Income			(83,568)	89,242	(25,458)	(78,634)
	NET INCOME			(83,341)	(131,811)	(61,071)	(93,540)

*2015 Final Actual was for operating funds only. Activity for Swimming Saves Lives Foundation and Legacy Fund were not included.