



# 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 8, 2014**

**SUBJECT: 2015 BUSINESS PLAN IN SUPPORT OF 2015 BUDGET**

---

From the end of 2010 to the end of 2013, USMS' unrestricted net assets (reserves) have increased by \$833,600. During each of these three years the original budget was set to break even. The increase in reserves is made up of accumulated favorable financial results and investment gains; \$453,100 and \$380,500, respectively. These better than expected results have considerably strengthened USMS' financial position.

During the summer Board of Directors meeting, the board discussed this accumulation of reserves. They reached a consensus to put a portion of these reserves to work in 2015 by accelerating the investment in programs and services originally planned for 2016 and later. As a result of this acceleration, the proposed 2015 budget is a deficit of annual revenue compared to expenses. That deficit will be covered by using a portion of the accumulated reserves.

This document outlines how and where USMS will be investing sooner than originally planned. We expect this proposed deficit budget to be a one-year modification from the five-year plan that was distributed last year. This change will produce a faster rollout of the programs and services than originally planned. We expect actual financial results in 2016 and beyond to be at or better than the forecasts shown in the five-year plan.

## **MEMBERSHIP SERVICES**

- The budget reflects a 4% increase in overall 2015 membership, based on historical and forward-looking trends. USMS will end 2014 with approximately 63,200 members. The membership registration fee, as approved by the [House of Delegates](#), will increase by \$2 for 2015.
- A new 16-month membership product was introduced September 1, 2014. It consists of a four-month membership for the year 2014, plus prepayment of a full-year (12-month) membership for 2015. The intent of the 16-month membership product is to offer a membership option that captures more membership sales, in addition to the existing 4-month year-end membership.
- Significant membership services, IT, and accounting time will always be allocated to programming, accounting, service, communication, maintenance, and safeguarding of our new 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.
- Convention administration responsibility and publishing and printing of the Rule Book have shifted to Membership Services.
- Anna Lea Matysek and Tracy Grilli have the added responsibility of providing volunteer training for LMSC registrars, sanctions chairs, Top 10 recorders, treasurers,

etc., to LMSC leadership, including the creation of tutorials and workshops and phone and email support.

## **COMMUNICATIONS AND PUBLICATIONS**

- As evidenced by our recent new-member survey, USMS publications are highly valued. Our content 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 our social media programs. In response to our recent survey, more video content is planned for 2015. 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 (formerly Club and Coach Services)**

- The past three years of certifying Masters Swimming coaches and site visits has revealed a need for an adult learn-to-swim (ALTS) instructor program. There are many learn-to-swim programs focused on youth; USMS will be the first to focus on adults. We'll be the only organization with an ALTS Instructor Certification Program when it's introduced in 2015. The curriculum is being developed and will be owned by USMS. We have budgeted for 12 ALTS instructor teachings in 2015.
- The budget reflects continued strong demand for our Masters Coach Certification Program with an expected 21 teachings in 2015. We project 550 coaches will attend the teaching weekends.
- Recognized Coach designation was offered for the first time in 2014. The designation enhances the professionalism of the USMS coaches and provides coach-specific benefits. 2015 is the second year of the program and participation levels are anticipated to equal 2014.
- Education Services will continue its outreach initiative by making more than 100 onsite visits to existing clubs, workout groups, and new facilities that have interest in establishing Masters Swimming programs.
- The Coaches Committee is requesting \$5,000 to support educational opportunities for coach education and development.

## **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 received 57 grant applications.

- The volume of donor gifts to SSLF has been increasing. In 2014, the National Office processed 3,235 donor acknowledgements.
- 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, resulting in 3,100 media stories and a return of more than \$250,000 in PR exposure. With the success of the April ALTS cause, we've budgeted the PR campaign again for 2015.
- The bulk of SSLF administration, operations, grant gathering, SSLF partner management, tracking, promotion, fundraising, and donor recognition is in the laps of our executive director, CFO and office manager. The SSLF board of trustees has requested USMS provide resources to support and manage SSLF program initiatives. A job description with shared responsibilities between Education Services and SSLF is included in the 2015 budget.

## **MARKETING SERVICES**

- The 2015 budget reflects 19 sponsors and 21 magazine advertisers with revenue of \$502,500. In addition, we secure about \$100,000 in value-in-kind (products) used to support ongoing programs. Our marketing coordinator, Kyle Deery, and executive director are responsible for selling (this includes contract negotiation and account billing) and servicing USMS sponsors, including the marketing support provided to all our national championships. Although we can sell more sponsorship and advertising inventory, we have no human resource capacity to take on and service new sponsors and advertisers.
- This year we tested online marketing strategies to drive new membership sales. The test produced more than 400 new membership sales via a customized triathlete website page. Marketing will be expanding its outreach for the 2015 membership sales efforts with online marketing programs targeting triathletes and fitness swimmers.
- The budget reflects our continued \$25,000 marketing commitment to the SwimToday initiative being lead by USA Swimming. The goal of the industry initiative is modeled after the Got Milk? campaign, with a goal of increasing swimming participation. 2015 will be the second year of the program.
- The 2015 budget includes an additional full-time professional in marketing services so we can continue to grow our sponsorship revenue, service our sponsors, and implement online campaigns to attract new USMS members.

## **RISK MANAGEMENT AND INSURANCE**

- We'll 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 of \$53,500 to provide risk management and insurance brokerage services. New risk management programs include expanded insurance coverage, an online sanction database, a national-level event compliance review and a new waiver.
- The open water event insurance surcharge and rebate programs are reflected in the budget. The budget reflects 61 sanctioned events that include six open water national events.

## **NEW PARTNERSHIPS**

- In 2014, we developed new partnerships with Life Time Fitness, In-Shape Health Clubs, Kroc Centers, Debbie's Swim Schools, and Sport & Health. We are providing ongoing service and education to these partners and they are providing Masters Coach certification to their coaches. Collectively, this represents more than 175 new facilities offering Masters Swimming programs.
- We'll continue our marketing and promotional support of the largest college club championships, the East Coast College Club Championships.

## **HUMAN RESOURCES**

- The budget information includes a Comp and Benefit Metrics Summary.
- Investment in USMS information technology will increase with the addition of a new full-time programmer.
- As shared in this memo, full-time hires within Education Services and Marketing Services are included in the 2015 budget.

## **ADMINISTRATION & VOLUNTEER**

- The president is requesting \$10,000 in funding for an LMSC Leadership conference. The purpose of the conference is to provide a face-to-face educational opportunity for our LMSC chairs.
- Legal counsel, as addressed in her annual update, is requesting \$15,000 in funding for legal services.
- A \$5,000 allocation has been inserted into the Open Water Committee to support education for OW event directors and officials. The regional educational opportunities will be in partnership with USA Swimming.
- To accommodate our new hires, we'll be securing a second office location within Sarasota, as recommended by a headquarters task force. The projected cost will be \$47,700 and is included in the budget.

## **CAPITAL REQUESTS**

- The latest draft of Financial Operating Guidelines increases the threshold for capitalizing equipment from \$2,000 to \$5,000. In anticipation of this new guideline, all 2015 computer purchases are included in the budget as expenses under the minor software/equipment expense account.

## **ASSUMPTIONS**

Full Time Equivalent (FTE's) by function required to carry out the organizational goals and programs outlined above.

<b>Department</b>	<b>2014</b>	<b>New</b>	<b>YE 2015</b>
Administration -	3.4		3.4
Communications/Publications -	2		2
Membership/LMSC support -	2		2
Marketing/Promotion -	1	1	2
IT support -	3	1	4
Education/C&CS/SSLF -	2	1	3
<b>Total</b>	<b>13.4</b>	<b>3</b>	<b>16.4</b>

Total 2015 compensation costs are estimated at \$1,513,000, which includes a 10% increase in health insurance, a 401K plan, and a 3% salary increase, as recommended by Compensation and Benefits.

### **MAJOR, NON-COMPENSATION, ASSUMPTIONS FOR UPCOMING BUDGET YEAR**

Membership: 4% increase over 2014 membership of 63,200 members (includes one event members). Membership fee increase of \$2 to \$37 for 2015.

Education: 950 clubs, 425 workout groups at \$25 each, 1,050 recognized coaches, 530 coach certification participants, 120 ALTS instructor participants

Adv/sponsorship: 19 sponsors, 21 magazine advertisers for \$502K versus \$478 in 2014.

Magazine costs: Assume 4% volume increase, +3% postage, +5% printing and 2% design layouts, \$378K versus \$362K in 2014.

Insurance costs: \$360K in 2015 versus \$335K in 2014. 2015 includes \$47K for risk management fees. OW insurance costs budgeted with 61 events reimbursing USMS \$1,000 each. There is a \$10K insurance rebate budget to assist small OW events.

Education costs: \$248K versus \$216K in 2014. The budget reflects hosting 24 Masters coach certification classes and 550 attendees. In 2015 a new ALTS Instructor program will be offered. Club Services will continue their outreach initiative by making more than 100 onsite visits to existing clubs, workout groups, and new facilities. 2015 site travel budget \$39K vs. \$31K in 2014.

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 registration information to populate in Places to Swim and adding the 16-month membership.

Marketing

USMS logo accessories & banners, 2015 budget \$35K vs. \$38K in 2014, plus the continued \$25K "SwimToday" initiative lead by USA Swimming in 2015 and \$25K for Internet advertising.

<b>Bridge to 2015 Budget</b>			
<b>2014 Forecast Net Operating Loss</b>			<b>\$ (14,042)</b>
<b>2015 Changes vs. 2014 Forecast</b>			
<b>Revenue Changes</b>			
Membership Fees		173,620	
Education Services		46,620	
Events		(5,471)	
Advertising and Sponsorship		24,259	
Administration		(200)	
Investment Transfer		81,700	
<b>Total Change in Revenues</b>			<b>\$ 320,528</b>
<b>Expense Changes</b>			
Membership			
Payroll	258,219		
Communications & publications	23,269		
Insurance-liability	20,557		
Web operations	11,350		
All other	15,685		
Subtotal membership change		329,080	
Education Services		33,437	
Events		6,552	
Marketing		12,671	
Administration			
Office expansion	52,660		
Payroll	19,092		
Convention	11,190		
VP local operations	10,000		
All other	24,264		
Subtotal administration change		117,206	
<b>Total Change in Expenses</b>			<b>\$ 498,946</b>
<b>Change in Net Operating Income/(Loss)</b>			<b>\$ (192,459)</b>



## COMP AND BENEFITS METRICS

### Changes in Payroll Budget<sup>1</sup> from 2014 Budget to 2015 Proposed Budget:

- **Additions to FTE/Positions: Add full time Program and Services Manager in the Education Services business unit:** This additional position will provide capacity to the national office and the SSLF Board of Trustees (BoT) to execute in the immediate and long term strategies of the SSLF. In addition to SSFL responsibilities, this position would provide additional support to the newly named Education Services business unit and its expanding programs and services which include: certification programs, Masters Coach recognition program, club visits and the new Adult Learn-to-Swim Instructor Certification program.
- **Add full time Web Developer/Programmer:** This additional position responds to the demand for IT programs and services and enhancements to the in house registration system, as well as IT and web systems maintenance. USMS needs to continue adding IT programming help and support due to the reliance of our members on services delivered through IT platforms.
- **Add full time Marketing Coordinator:** The 2015 proposed budget includes an additional full time Marketing Coordinator which will allow USMS to service and grow its 40 sponsors and advertisers, and allow marketing to be proactive in generating more membership revenue from digital marketing campaigns. A test digital marketing program in 2014 proved successful in generating more than 400 first time new USMS memberships in 2014 and USMS desires to build upon this success with more digital marketing to generate more memberships. This position will provide resources to add work in these areas.

#### I. Merit Increases for Full Time Positions:

Salary increases are budgeted in a merit pool for all full time positions. 'Merit' increases are awarded by the Executive Director based on merit according to the policy adopted by the BOD. The merit pool in the 2015 proposed budget is 3% of all salaries. The merit pool reflects the Comp and Benefits committee recommendation based on their experience reviewing comparable job markets. The rate is the same rate as in the 2014 budget. Individual merit increase percentages will vary based on individual performance.

---

<sup>1</sup> All budget explanations exclude those associated with the Executive Director as his multiyear contract is managed by the Board of Directors outside of the Comp and Benefits Committee work. His compensation is included with the budgeted totals, however.

## **II. Bonus pool:**

The proposed 2015 budget includes the same rate for the bonus pool for full time/exempt employees as in the 2014 Adopted Budget. The employee bonus program allows eligible employees to earn a percentage of the budgeted salary. Bonus awards are *one time only* and based on corporate goals and employee goals. Bonus do not add to base salary. Part time and hourly employees are not eligible for bonuses.

## **III. Health Benefits Costs:**

USMS receives estimates for 2015 benefits changes from SOI, our benefits provider. They have estimated rate changes to add 10% to health care and other benefits costs. The benefits budget also includes the full year of benefits for employees in the 2014 budget not eligible for a full year of benefits.

## **IV. Position Reviews/Promotional Budget:**

Previously, at the request of the ED, Comp and Benefits conducted salary reviews on a variety of positions during the budget process, often resulting from minor changes in responsibilities or job scope. As our organization has matured and grown, Comp and Benefits has developed a new approach to address these changes in staffing needs. The 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 Comp and Benefits needing to review every change in pay. As part of this new process, Comp and Benefits is recommending a small discretionary budget of approximately 1.7% of payroll that the ED can use to address compensation issues as they arise throughout the year.

The committee will, with this new approach, be able to focus its resources on reviewing the benchmark salaries for USMS jobs annually or bi-annually, realigning salary ranges as shown by the market research rather than focusing on small changes in position duties.

The Executive Director and Comp and Benefits Committee have found that the National Office responsibilities are in a constant state of growth and flux and that recruiting challenges arise frequently. For this reason, the Comp and Benefits Committee has recommended that the Executive Director may use the discretionary budget to adjust base compensation during 2015 to reflect these needed compensation adjustments.

**United States Masters Swimming**  
**2015 Draft Budget 9/8/2014**

				PRE-CONVENTION		APPROVED		
INCOME STATEMENT				BUDGET	FORECAST	BUDGET	ACTUAL	
		Members	Fee	2015	2014	2014	2013*	
<u>REVENUE</u>								
<b>MEMBERSHIP SERVICES:</b>								
4010	Fees - Individuals @ \$37	AL MATYSEK	60,683	\$ 37.00	2,245,271	2,042,233	2,042,233	1,878,690
4011	Fees - @ \$25 partial year	AL MATYSEK	2,446	\$ 25.00	61,150	84,975	84,975	59,520
4012	Fees - @ \$15-year plus	AL MATYSEK	500	\$ 15.00	7,500	-	-	-
4013	Vanity ID	AL MATYSEK			7,500	20,000	-	-
4050	Transfers	AL MATYSEK			-	650	650	682
4070	Rule Book Sales	DEERY			2,300	2,440	2,300	2,460
4074	Magazine Subscriptions	GRILLI			4,090	3,894	3,460	3,866
4215	Promotional Sales & 4271 Video Rental	DEERY			3,500	3,500	3,500	6,152
	<b>Membership Services Revenue</b>				2,331,311	2,157,692	2,137,118	1,951,370
<b>EDUCATION SERVICES</b>								
4020	Fees - Clubs @ \$25	BRENNER	950	\$ 25.00	23,750	23,675	21,000	25,260
4025	Fees - Work out groups @ \$25	BRENNER	425	\$ 25.00	10,625	10,100	10,000	-
4030	Coach Certifications	BRENNER			104,000	106,100	84,750	92,152
4035	Fees - Coach Recognition	BRENNER	1,050	\$ 30.00	31,500	31,380	18,000	-
4036	Fees - ALTS Instruction	BRENNER			36,000	-	-	-
4037	Fees - Club collections	AL MATYSEK			12,000	-	-	-
	<b>Education Services Revenue</b>				217,875	171,255	133,750	117,412
<b>EVENTS:</b>								
4060	Fees - One-Event @ \$15.00	GRILLI	2,100	\$ 15.00	31,500	24,000	24,000	21,216
4150	Championship Meet Surcharges	RODDIN			41,800	51,388	48,400	51,300
4151	LD Championship Surcharges	LIVONI			5,700	5,400	5,400	6,898
4155	Championship Patches	RODDIN			900	888	900	884
4157	LD Championship Medals	LIVONI			3,000	3,000	3,000	2,903
4210	Top Ten Subscriptions	GRILLI			500	500	500	585
4250	All American Patches/Cert.	GRILLI			1,025	1,025	900	1,058
4251	LD All American	GRILLI			300	300	300	175
4252	Relay All American Awards	GRILLI			700	700	700	1,018
4390	Pan American	BUTCHER				-	-	64,549
4450	Merchant Account Fee Income	KUHLMAN			11,868	15,562	12,240	14,536
	<b>Events Revenue</b>				97,293	102,763	96,340	165,121
<b>ADVERTISING AND SPONSORSHIP</b>								
4075	SWIMMER Magazine Advertising	DEERY			39,993	38,194	38,120	38,087
4161	Sponsor Royalty Income	DEERY			4,500	4,540	14,700	11,476
4171	Sponsorship	DEERY			458,000	435,500	441,000	441,518
	<b>Advertising and Sponsorship Revenue</b>				502,493	478,234	493,820	491,081
<b>CONTRIBUTION REVENUE</b>								
4705	Contributions	N/A			-	-	-	20
	In-Kind (legal)							
4800	Contributions- Releases from Restrictions				11,000	11,200	10,000	-
	<b>Contribution Revenue</b>				11,000	11,200	10,000	20
<b>ADMINISTRATION:</b>								
	Other Income						-	
4500	Investment Spending Transfer	DAVIS			81,700		66,500	
	<b>Administration Revenue</b>				81,700	-	66,500	-
	<b>Total Revenue</b>				3,241,672	2,921,143	2,937,528	2,725,003

**United States Masters Swimming**

**2015 Draft Budget 9/8/2014**

				PRE-CONVENTION		APPROVED	
INCOME STATEMENT				BUDGET	FORECAST	BUDGET	ACTUAL
		Members	Fee	2015	2014	2014	2013*
<b>MEMBERSHIP SERVICES</b>							
5010	Liability Insurance	KUHLMAN/ESIX		364,900	344,134	340,727	348,739
5010	Liability Insurance Surcharge	KUHLMAN/ESIX		(61,000)	(55,000)	(61,000)	(53,000)
5010	Liability Insurance Surcharge Rebate	COPELAND		10,000	5,400	10,000	4,850
5012	Accident Insurance @ \$.40	KUHLMAN/ESIX		25,004	23,813	25,273	23,346
5102	Membership Administration	GRILLI/AL MATYSEK		12,160	10,064	9,650	7,295
5103	Registration Expenses	AL MATYSEK		83,958	74,130	69,867	114,194
5320	Fitness Committee	ANZIANO		200	200	200	-
5420	Registration Committee	LETENDRE		100	100	100	-
5430	Rule Book Coordinator	EHRINGER		20	20	20	-
5470	Zone Activity costs	STEVENSON		3,000	3,000	3,000	3,000
5540	History & Archives Committee	WILSON		1,250	1,750	1,750	169
5550	Recognition & Awards Committee	NOVITSKE		960	960	960	3,417
5560	LMSC Development	BUEHLER		4,850	1,950	4,050	3,241
5685	Web Operations	J MATYSEK		31,650	20,300	28,033	14,536
5701	USMS SWIMMER Magazine Production	HAMEL		378,544	362,335	379,881	316,017
5703	STREAMLINES/Web Content	HAMEL		23,700	20,240	19,840	37,651
5704	Multi-media Production	HAMEL		14,400	10,800	-	-
5840	ISHOF Contributions			21,414	21,414	21,414	20,674
5860	Rule Book Costs	GRILLI		10,400	9,039	10,316	8,676
5900	Membership Services Payroll	BUTCHER/KUHLMAN		1,141,077	882,858	882,858	686,385
	<b>Membership Expense</b>			<b>2,066,587</b>	<b>1,737,507</b>	<b>1,746,939</b>	<b>1,539,190</b>
<b>EDUCATION SERVICES</b>							
5280	Coaches Committee	BAY		28,450	22,850	22,850	11,354
5290	Coaches Certification	BRENNER		101,280	106,084	90,350	75,948
5600	Adult Learn to Swim	BRENNER		32,140	6,000	-	-
5770	Coach/Club Development Admin	BRENNER		87,921	81,420	103,735	96,900
	<b>Education Services Expense</b>			<b>249,791</b>	<b>216,354</b>	<b>216,935</b>	<b>184,203</b>
<b>EVENTS:</b>							
5205	Spring Nationals	BUTCHER		14,100	13,518	24,525	20,171
5200	Summer Nationals	BUTCHER		14,355	15,663	25,525	21,871
5121	All American Patches/Cert.	GRILLI		2,500	2,000	2,500	367
5270	Championship Committee	RODDIN		7,668	7,218	7,200	5,261
5285	LC/SC Merchant Account Fees	KUHLMAN		8,669	11,067	10,272	14,102
5370	LD Committee	LIVONI		9,665	10,065	10,065	7,269
5380	Open Water Committee	HAZLEWOOD		5,380	365	255	6,462
5390	Officials Committee	SALTZMAN		10,100	6,100	6,100	4,499
5410	Records & Tabulation Committee	SEIDLER		1,225	1,225	1,225	532
5440	Rules Committee	CASEY		1,350	1,325	1,850	1,048
5460	Sports Medicine and Science Committee	MOORE, J.		3,250	3,165	2,250	-
5240	Coordinator Contractors	BUTCHER/KUHLMAN		13,600	13,600	13,600	-
5790	Pan American Championship	BUTCHER/KUHLMAN		-	-	-	16,428
	<b>Events Expense</b>			<b>91,863</b>	<b>85,311</b>	<b>105,368</b>	<b>98,010</b>
<b>MARKETING/SPONSORSHIP</b>							
5710	Sponsor costs	DEERY		39,550	35,010	35,700	33,269
5720	USA Swimming Industry Initiative	DEERY		25,000	25,000	25,000	-
5730	Marketing Services	DEERY		100,525	92,394	82,050	52,154
	<b>Advertising and Sponsorship Expense</b>			<b>165,075</b>	<b>152,404</b>	<b>142,750</b>	<b>85,423</b>

**United States Masters Swimming**

**2015 Draft Budget 9/8/2014**

INCOME STATEMENT		Members	Fee	PRE-CONVENTION		APPROVED	ACTUAL
				BUDGET	FORECAST	BUDGET	ACTUAL
				2015	2014	2014	2013*
<b>ADMINISTRATION:</b>							
5013	Directors & Officers Insurance	KUHLMAN/ESIX		9,330	6,156	4,750	4,800
5014	Bonding	KUHLMAN/ESIX		7,065	6,425	6,750	6,378
5015	Flood Insurance	KUHLMAN/ESIX		1,925	1,681	1,500	1,499
5016	Media Professional Liability Insurance	KUHLMAN/ESIX		2,750	2,505	3,000	2,505
5050	President	DAY		14,800	12,500	12,500	8,909
5061	VP - Programs	DIEHL			-	-	-
5062	VP - Community Services	SMITH		60	60	60	-
5063	VP - Administration	TSUZUKI		-	-	-	-
5064	VP - Local Operations	STEVENSON		10,100	100	100	-
5070	Secretary	COLBURN		100	100	100	-
5080	Treasurer	DODSON		600	400	500	-
5090	Past President	MOXIE		-	-	-	-
5095	Legal Counsel	MILLER, P.		1,250	985	1,250	1,027
5099	Board/Executive Committee	DAY		49,150	46,338	47,310	43,226
5130	USMS Headquarters Admin.	KUHLMAN		164,993	109,772	100,866	88,000
5135	USMS Headquarters Payroll	BUTCHER/KUHLMAN		369,553	350,461	353,211	341,591
5300	Convention	GRILLI		93,650	82,460	91,890	88,290
5310	Finance Committee	ENSIGN		150	1,000	150	-
5315	Investment Committee	DAVIS		1,000	-	1,000	-
5330	Audit Committee	DILWORTH		4,800	4,103	4,000	2,688
5340	Compensation & Benefits	COATES		-	-	3,625	-
5630	FINA Representative	GOLDSTEIN		-	-	500	-
5640	International Delegate / UANA	MILLER/GOLDSTEIN		5,000	5,000	5,000	3,442
5660	USA Swimming Liaison	MILLER, P.		3,100	3,100	3,100	1,947
5670	ISHOF Liaison	REID		1,900	2,100	1,800	1,596
5830	Outside Legal Expense	BUTCHER/P. MILLER		15,000	7,500	7,500	892
5847	SSL Fund Operating Costs	BUTCHER		44,775	40,697	22,226	10,812
5870	Depreciation	KUHLMAN		36,000	37,067	37,067	39,117
6010	Banking Fees	KUHLMAN		3,600	3,600	2,400	3,571
5873	Audit/Accounting Fees	KUHLMAN		20,165	19,500	19,500	18,310
	<b>Administration Expense</b>			860,816	743,610	731,655	668,601
	<b>Total Expense</b>			3,434,131	2,935,185	2,943,646	2,575,427
	<b>NET OPERATING INCOME/(LOSS)</b>			(192,459)	(14,042)	(6,118)	149,576
<b>OTHER INCOME / EXPENSE:</b>							
<b>OTHER INCOME:</b>							
4900	Interest & Dividends	DAVIS		109,700	92,500	92,500	263,440
4940	Gain (loss)-Disposal of Fixed Assets	N/A					500.03
	<b>Other Income</b>			109,700	92,500	92,500	263,940
<b>OTHER EXPENSES &amp; TRANSFERS:</b>							
	Transfer from Investment Account			81,700	-	66,500	
	Amortization-Registration system			35,148	35,148		
6011	Investment Advisory Fees	DAVIS		6,650	6,300	5,700	4,717
	<b>Other Expenses &amp; Transfers</b>			123,498	41,448	72,200	4,717
	<b>Total Net Other Income</b>			(13,798)	51,052	20,300	259,223
	<b>NET INCOME</b>			(206,257)	37,010	14,182	408,799

\*The 2013 Final Actual was for operating funds only. Activity from the Swimming Saves Lives Foundation and the Legacy Fund were not included.