

United States Dressage Federation, Inc.
2012-2013 Proposed Budget
(April 1, 2012 - March 31, 2013)
As of November 1, 2011

November 1, 2011

	Budget	Budget	Budget	Proposed Budget	Proposed Budget	Proposed Budget	
	<i>Revenue</i>	<i>Expense</i>	<i>Net Profit</i>	<i>Revenue</i>	<i>Expense</i>	<i>Net Profit</i>	
	<i>2011-2012</i>	<i>2011-2012</i>	<i>2011-2012</i>	<i>2012-2013</i>	<i>2012-2013</i>	<i>2012-2013</i>	
	4/1/11-3/31/12	4/1/11-3/31/12	4/1/11-3/31/12	4/1/12-3/31/13	4/1/12-3/31/13	4/1/12-3/31/13	Budgets Include:
Annual Convention	92,200	134,275	(42,075)	119,250	126,250	(7,000)	
Competition Services	184,175	210,872	(26,697)	195,100	218,709	(23,609)	TD and Competition Management Activities
Education Programs	220,380	380,820	(160,440)	126,530	320,801	(194,271)	Historical Recognition, Adult Programs, Judges, Freestyle, "L" Program, Instructor Trainer Activities, (JCE Program, HOF, Adult Clinics, Trainers Conference & Symposium) No Symposium in 2012-2013
General Administration	115,650	1,687,708	(1,572,058)	46,900	1,610,666	(1,563,766)	Marketing, Development, Audit, Bylaws, Nominating, Steering & EB Activities, (IT, Accounting, HR, Office Administration, Executive Departments)
Membership	2,112,560	338,079	1,774,481	2,066,585	335,640	1,730,945	GMO & Membership Activities
Merchandise	120,000	114,266	5,734	106,000	98,900	7,100	
Publications	421,867	557,742	(135,875)	430,461	530,688	(100,227)	
Sport Programs	342,895	299,571	43,324	382,065	346,119	35,946	Regional Championships, Breeder's Championship Series & Sport Horse Activity
Youth Programs	89,179	147,573	(58,394)	68,600	135,718	(67,118)	Youth & FEI Jr Y Rider Program Activities (YR Graduate Program, Youth Clinics), DSMP
Capital	0	10,000	(10,000)	0	0	0	
Investments	64,750	0	64,750	118,250	0	118,250	
Operating Profit/(Loss)	3,763,656	3,880,906	(117,250)	3,659,741	3,723,491	(63,750)	
Less Depreciation/Amortization			182,000			182,000	
Investment Income			(64,750)			(118,250)	
Remaining Budget overage/shortfall			\$0			\$0	

United States Dressage Federation, Inc.
Annual Convention
Budget

	Budget	Proposed
	2011-2012	2012-2013
	4/1/11-3/31/12	4/1/12-3/31/13
Revenue	<i>San Diego</i>	<i>New Orleans</i>
Sponsorship	20,500.00	32,500.00
Registration	45,000.00	61,250.00
Banquet/Gala	26,700.00	25,500.00
Total Revenue	92,200.00	119,250.00
Expenses		
Salary and Benefits	30,325.00	32,750.00
Printing	5,000.00	4,000.00
Office Supplies	1,000.00	1,000.00
Postage & Shipping	10,000.00	4,000.00
Telephone	500.00	250.00
Advertising	1,700.00	1,500.00
Staff Travel	12,000.00	13,000.00
Volunteer Expense	500.00	500.00
Photographer	500.00	500.00
Equipment & Facilities	20,000.00	15,000.00
Speaker Fees	1,000.00	1,000.00
Speaker Expenses	2,500.00	3,000.00
Special Functions/Breaks	8,000.00	13,000.00
Courtesies	250.00	250.00
Insurance	500.00	500.00
Awards Banquet/Gala	40,000.00	35,000.00
Site Selection	500.00	1,000.00
Total Expenses	134,275.00	126,250.00
Profit / (Loss) - Annual Convention	(42,075.00)	(7,000.00)

United States Dressage Federation, Inc.
Competition Services
Budget

	Budget	Proposed
	2011-2012	2012-2013
Revenue	4/1/11-3/31/12	4/1/12-3/31/13
Competition Recognition Fees	55,000.00	64,500.00
Competition Managers Clinic	1,500.00	1,500.00
Competition Fines	8,000.00	8,500.00
Online Reports	22,000.00	22,000.00
Horse Performance Certificates	5,000.00	3,500.00
All Breed Certificates	25,575.00	22,000.00
All Breed Declaration "Change" Fee	0.00	500.00
Rider Award Processing Fee	20,000.00	23,000.00
Replacement Rider Patch	100.00	100.00
Sponsorship	44,500.00	47,000.00
TD Apprentice Clinic	2,500.00	2,500.00
Total Revenue	184,175.00	195,100.00
Expenses		
Salary and Benefits	179,642.00	184,354.00
Printing	1,320.00	1,700.00
Office Supplies	2,030.00	1,000.00
Postage & Shipping	6,050.00	6,050.00
Telephone	1,050.00	750.00
Advertising	810.00	955.00
Year End Awards	13,900.00	13,200.00
USEF Transaction Fee	0.00	4,500.00
Rider Medals & Patches	5,000.00	5,000.00
TD Clinic	1,070.00	1,200.00
Total Expenses	210,872.00	218,709.00
Profit / (Loss) - Competition Services	(26,697.00)	(23,609.00)

United States Dressage Federation, Inc.
Education Programs
Budget

	Budget	Proposed
	Budget	Budget
	2011-2012	2012-2013
	4/1/11-3/31/12	4/1/12-3/31/13
Revenue		
Sponsorship	50,000.00	40,000.00
Symposium Registration	87,000.00	0.00
Symposium Trade Fair	4,000.00	0.00
Symposium Bus Transportation	5,000.00	0.00
Adult Clinic Rider Fees	10,000.00	12,000.00
Adult Clinic Audit Fees	15,750.00	18,900.00
Instructor Fee	7,450.00	7,450.00
CI Testing Fees	8,730.00	8,730.00
CI Workshop Recognition Fee	900.00	900.00
TC Registration	27,500.00	27,500.00
University Recognition	900.00	900.00
Judge Education Application Fees	650.00	650.00
L Program Final Exam Fee	0.00	7,000.00
Sport Horse Education	0.00	0.00
University Credits	2,500.00	2,500.00
Total Revenue	220,380.00	126,530.00
Expenses		
Salary and Benefits	173,135.00	185,846.00
Printing	1,850.00	1,650.00
Office Supplies	955.00	855.00
Postage & Shipping	3,875.00	3,250.00
Telephone	1,500.00	1,350.00
Miscellaneous	1,050.00	1,050.00
Awards	0.00	2,000.00
Staff Travel	11,500.00	5,000.00
Symp. Equipment & Facilities	35,000.00	0.00
Symp. Bus Transportation	5,000.00	0.00
Symp. Photographer	1,000.00	0.00
Symp. Instructor Fees	25,000.00	0.00

United States Dressage Federation, Inc.
Education Programs
Budget

Symp. Instructor Expenses	5,000.00	0.00
Symp. Trade Fair	5,000.00	0.00
TC Instructor Fee	8,000.00	8,000.00
TC Instructor Expenses	2,500.00	2,500.00
TC Equipment & Facilities	9,500.00	9,500.00
Instructor/Faculty Education	2,100.00	3,000.00
CI Examiner Fees	13,500.00	13,500.00
CI Examiner Expenses	6,000.00	6,000.00
Online Education	25,000.00	20,000.00
Advertising	6,305.00	5,400.00
Volunteer Expense	200.00	1,000.00
Adult Clinic Equipment & Facilities	4,000.00	7,200.00
Adult Clinic Instructor Fees	15,000.00	18,000.00
Adult Clinic Instructor Expenses	4,250.00	6,300.00
L Program Final Exam	0.00	7,000.00
Sport Horse Education	0.00	0.00
Insurance	2,950.00	2,400.00
HOF Displays & Hardware	11,650.00	10,000.00
Total Expenses	380,820.00	320,801.00
Profit/(Loss) - Education Programs	(160,440.00)	(194,271.00)

United States Dressage Federation, Inc.
General Administration
Budget

	Budget	Proposed
	2011-2012	2012-2013
	4/1/11-3/31/12	4/1/12-3/31/13
Revenue		
Finance Charge	1,100.00	1,400.00
Postage & Shipping	1,000.00	1,000.00
Room Rental	0.00	1,000.00
Custom Reports	750.00	500.00
RC Qualified Ride Fee	55,000.00	0.00
Building Maintenance Fund	10,000.00	10,000.00
Annual Campaign - COF	30,800.00	25,000.00
List Rental	13,000.00	4,000.00
Marketplace	1,000.00	500.00
Royalties	3,000.00	3,500.00
Total Revenue	115,650.00	46,900.00
Expenses		
Salary and Benefits	966,482.00	893,051.00
Contract Labor	40,000.00	42,000.00
Printing	9,775.00	9,275.00
Supplies	5,295.00	5,045.00
Postage & Shipping	8,050.00	6,425.00
Telephone	12,975.00	10,000.00
Employment Ads	2,500.00	2,500.00
Travel	3,500.00	3,000.00
Board Travel	25,000.00	30,000.00
Meeting Expense	15,250.00	15,250.00
Equipment Rental	20,000.00	20,000.00
Dues & Subscriptions	5,000.00	5,000.00
Legal Services	5,000.00	16,000.00
Professional Services	4,500.00	17,000.00
Audit	9,750.00	10,000.00
Consulting Services	0.00	10,000.00
Payroll Service	10,000.00	10,000.00

United States Dressage Federation, Inc.
General Administration
Budget

	Budget	Budget
	2011-2012	2012-2013
	4/1/11-3/31/12	4/1/12-3/31/13
Courtesies	4,650.00	4,650.00
Public Relations	750.00	1,250.00
Miscellaneous Office Expense	4,100.00	4,100.00
Insurance	30,000.00	30,000.00
Merchant Fees	65,000.00	65,000.00
Line Of Credit Expense	2,500.00	1,000.00
Investment Service Charge	25,000.00	25,000.00
Depreciation/Amortization Expense	182,000.00	182,000.00
Computer Repair, Maint & Service	10,000.00	10,000.00
Event registration	14,320.00	14,320.00
Budget reserve	73,311.00	24,800.00
Building repairs/maintenance	10,000.00	10,000.00
Interest Expense	0.00	8,000.00
Utilities	42,000.00	40,000.00
Grounds	15,000.00	15,000.00
Janitorial	20,000.00	20,000.00
HVAC Maintenance	5,000.00	5,000.00
Computer Equipment Expense	7,500.00	12,500.00
Website Development	25,000.00	25,000.00
Internet	8,500.00	8,500.00
Total Expenses	1,687,708.00	1,610,666.00
Profit / (Loss) - General Admin.	(1,572,058.00)	(1,563,766.00)

United States Dressage Federation, Inc.
Investments
Budget

	Budget	Proposed
	Budget	Budget
	2011-2012	2012-2013
	4/1/11-3/31/12	4/1/12-3/31/13
Revenue		
General Investment Interest	50,000.00	50,000.00
Nat'l Championship Investment Interest	6,000.00	7,500.00
Education Endowment Interest	8,000.00	10,000.00
Ruth Arvanette Interest	750.00	750.00
Total Revenue/Gains on Investments	64,750.00	68,250.00
National Championship Contribution	0.00	50,000.00
Total Revenue - Investments	64,750.00	118,250.00

United States Dressage Federation, Inc.
Membership
Budget

	Budget	Proposed
	2011-2012	2012-2013
Revenue	4/1/11-3/31/12	4/1/12-3/31/13
Group Member Dues	462,593.00	439,464.00
Participating Membership	1,143,258.00	1,143,258.00
Business Membership	44,460.00	40,014.00
Education Membership	89,500.00	70,000.00
Late GMO Penalty	150.00	150.00
Affidavit	1,000.00	1,000.00
Horse Registration Fees	308,849.00	308,849.00
HID: Name Change/Transfers	1,800.00	1,800.00
Lifetime: Name Change/Transfers	28,000.00	30,000.00
All-Breeds Declaration "Change" Fee	500.00	0.00
Non Member Rider Fee	30,000.00	30,000.00
Duplicates	150.00	50.00
Lease Agreements	1,600.00	1,300.00
Ruth Arvanette Investment Fund	700.00	700.00
Total Revenue	2,112,560.00	2,066,585.00
Expenses		
Salary and Benefits	174,618.00	179,479.00
Printing	12,525.00	12,000.00
Office Supplies	500.00	500.00
Postage & Shipping	17,650.00	17,000.00
Telephone	800.00	800.00
Advertising & Marketing	21,125.00	15,000.00
Group Member Dues Refund	700.00	700.00
Upgrade Refund	2,500.00	2,500.00
Arvanette Scholarship	700.00	700.00
GMO Awards	500.00	500.00
Dues allocated to Publications	106,461.00	106,461.00
Total Expenses	338,079.00	335,640.00
Profit / (Loss) - Membership	1,774,481.00	1,730,945.00

United States Dressage Federation, Inc.
Merchandise
Budget

	Budget	Proposed
	2011-2012	2012-2013
	4/1/11-3/31/12	4/1/12-3/31/13
Revenue		
Merchandise Sales	110,000.00	95,000.00
Sponsorship	5,000.00	5,000.00
Postage & Shipping	10,000.00	10,000.00
Less Discounts	(5,000.00)	(4,000.00)
Total Revenue	120,000.00	106,000.00
Cost of Goods Sold		
Cost of Goods Sold	60,000.00	52,000.00
Total Cost of Goods Sold	60,000.00	52,000.00
Gross Profit	60,000.00	54,000.00
Expenses		
Salary and Benefits	47,316.00	40,000.00
Inventory Write Off	250.00	250.00
Office Supplies	250.00	250.00
Telephone	150.00	100.00
Bank Service Fees	3,600.00	3,600.00
Equipment & Facilities	500.00	500.00
Insurance	2,000.00	2,000.00
Miscellaneous	200.00	200.00
Total Expenses	54,266.00	46,900.00
Profit / (Loss) - Merchandise	5,734.00	7,100.00

United States Dressage Federation, Inc.
Publications
Budget

	Budget	Proposed
	2011-2012	2012-2013
	4/1/11-3/31/12	4/1/12-3/31/13
Revenue		
Connection Ads	330,000.00	330,000.00
Discounts	(40,000.00)	(40,000.00)
In House Connection Ads	13,406.00	10,000.00
Comp & Mbr Guide Ads	12,000.00	24,000.00
Member Dues Allocated	106,461.00	106,461.00
Total Revenue	421,867.00	430,461.00
Expenses		
Salary and Benefits	88,492.00	90,738.00
Contract Labor	68,000.00	74,000.00
Commissions	63,000.00	62,800.00
Supplies	500.00	500.00
Postage & Shipping	1,000.00	1,000.00
Telephone	150.00	150.00
Staff Travel	2,000.00	3,000.00
Bad Debts	2,000.00	2,000.00
Connection Online	25,000.00	5,000.00
Print/Mail USDF Connection	240,000.00	220,000.00
Print/Mail Comp & Mbr Guide	43,000.00	40,900.00
USDF Connection Production	24,000.00	30,000.00
Dues / Subscriptions	600.00	600.00
Total Expenses	557,742.00	530,688.00
Profit/ (Loss) - Publications	(135,875.00)	(100,227.00)

United States Dressage Federation, Inc.
Sport Programs
Budget

	Budget	Proposed
	2011-2012	2012-2013
	4/1/11-3/31/12	4/1/12-3/31/13
Revenue		
Sponsorship	135,280.00	123,000.00
Breeder's Championship Recognition	5,500.00	7,000.00
SH Seminar Recognition Fee	115.00	65.00
Qualified Ride Fees	200,000.00	200,000.00
National Championships	0.00	50,000.00
Region Change Fee	2,000.00	2,000.00
Total Revenue	342,895.00	382,065.00
Expenses		
Salary and Benefits	92,541.00	94,869.00
Printing	200.00	200.00
Office Supplies	450.00	450.00
Postage & Shipping	5,700.00	5,800.00
Telephone	850.00	850.00
Staff Travel	10,500.00	11,000.00
Certificates, Ribbons & Prizes	38,480.00	32,000.00
Advertising	2,400.00	2,500.00
Sponsorship Expense	1,500.00	1,500.00
Prize Money	133,450.00	133,450.00
Grant Expense	13,500.00	13,500.00
National Championships	0.00	50,000.00
Total Expenses	299,571.00	346,119.00
Profit / (Loss) - Sport Programs	43,324.00	35,946.00

United States Dressage Federation, Inc.
Youth Programs
Budget

	Budget	Proposed
	2011-2012	2012-2013
	4/1/11-3/31/12	4/1/12-3/31/13
Revenue		
Sponsorship	35,000.00	35,000.00
Funding	28,500.00	10,000.00
YRGP Program Fee	5,625.00	0.00
NAYRC Declaration Fee	8,000.00	7,500.00
Clinic Registration - Riders	6,666.00	10,500.00
Clinic Audit Fees	1,388.00	1,600.00
Silent Auction	4,000.00	4,000.00
Total Revenue	89,179.00	68,600.00
Expenses		
Salary and Benefits	69,107.00	70,958.00
Printing	590.00	700.00
Postage	500.00	650.00
Office Supplies	350.00	350.00
Telephone	1,150.00	1,000.00
Advertising	2,666.00	2,000.00
Staff Travel	1,200.00	500.00
Certificates, Medals & Plaques	5,360.00	3,500.00
Scholarship Expense	4,000.00	4,000.00
Sponsorship Expense	100.00	100.00
Sponsor - NAJYRC	25,000.00	25,000.00
Youth Program Advisory Sub Committee	500.00	500.00
Volunteer Expense	100.00	100.00
USEF Council Representative Stipend	500.00	500.00
Youth Volunteer of the Year Award	500.00	500.00
Clinic - Equipment & Facilities	2,500.00	2,500.00
Clinic - Instructor Fees	15,000.00	15,000.00
Clinic - Instructor Expenses	5,000.00	6,000.00
YRGP Equipment & Facilities	6,400.00	0.00
YRGP Speaker Expenses	1,000.00	0.00
YRGP Participant Expenses	4,000.00	0.00
Trophy Maintenance	200.00	200.00
Insurance	1,850.00	1,660.00
Total Expenses	147,573.00	135,718.00
Profit / (Loss) - Youth Programs	(58,394.00)	(67,118.00)