

United States Dressage Federation, Inc.
2010-2011 Preliminary Budget
(April 1, 2010 - March 31, 2011)

<i>Forecasted</i>	Budget	Budget	Budget	Preliminary	Preliminary	Preliminary
	Revenue	Expense	Net Profit	Budget	Budget	Budget
	2009-2010	2009-2010	2009-2010	Revenue	Expense	Net Profit
	4/1/09-3/31/10	4/1/09-3/31/10	4/1/09-3/31/10	2010-2011	2010-2011	2010-2011
			4/1/10-3/31/11	4/1/10-3/31/11	4/1/10-3/31/11	
Adult Clinics	39,000	42,484	(3,484)	37,500	46,458	(8,958)
Adult Education	0	9,596	(9,596)	0	8,021	(8,021)
Annual Convention	97,750	147,690	(49,940)	102,750	154,401	(51,651)
Audit Committee	0	4,236	(4,236)	0	4,191	(4,191)
Bylaws	0	4,019	(4,019)	0	3,970	(3,970)
Competition/Awards	157,275	202,223	(44,948)	154,275	199,387	(45,112)
Development	105,800	101,856	3,944	70,800	68,992	1,808
Education & Sport Programs	0	57,778	(57,778)	0	71,658	(71,658)
Executive Board	0	74,830	(74,830)	0	76,932	(76,932)
FEI Jr/Young Rider Clinics	40,390	40,540	(150)	35,500	40,294	(4,794)
FEI Jr/Young Rider Council	33,200	47,553	(14,353)	33,200	47,329	(14,129)
Freestyle	0	3,777	(3,777)	0	3,732	(3,732)
General Office	74,350	1,343,770	(1,269,420)	19,350	1,330,171	(1,310,821)
Group Membership	700	5,657	(4,957)	700	5,597	(4,897)
Historical /HOF	0	23,716	(23,716)	0	40,320	(40,320)
Instructor / Trainer	22,080	40,988	(18,908)	24,580	40,839	(16,259)
Judge Education	3,850	30,808	(26,958)	3,850	34,645	(30,795)
Marketing	31,400	159,110	(127,710)	20,000	192,139	(172,139)
Membership	1,772,553	307,253	1,465,300	1,748,805	306,301	1,442,504
Merchandise	127,956	120,541	7,415	149,000	149,687	(687)
Nominating	0	20,369	(20,369)	0	16,720	(16,720)
Para Equestrian Dressage	0	3,646	(3,646)	0	3,609	(3,609)
Publications	595,791	595,791	0	483,831	567,986	(84,155)
Regional Championships	282,400	238,270	44,130	338,900	292,673	46,227
Sport Horse	44,715	51,741	(7,026)	54,715	51,303	3,412
Symposium	119,450	88,515	30,935	119,450	95,549	23,901
Technical Delegates	1,000	5,347	(4,347)	1,000	5,295	(4,295)
Trainer's Conference	42,500	36,951	5,549	45,000	37,534	7,466
University	3,400	10,927	(7,527)	3,400	10,703	(7,303)
Youth Council	4,000	29,162	(25,162)	4,000	32,746	(28,746)
Young Rider Graduate	25,500	26,198	(698)	0	0	0
Capital Expenditures	0	23,568	(23,568)	0	39,988	(39,988)
Investments	73,850	0	73,850	128,850	0	128,850
Total Profit/(Loss)	3,698,910	3,898,910	(200,000)	3,579,456	3,979,170	(399,714)
Less Depreciation			200,000			162,000
Remaining Budget shortfall			\$0			(\$237,714)

United States Dressage Federation
Adult Clinics
Budget

	Budget	Preliminary	
	2009-2010	Budget	
	4/1/09-3/31/10	2010 -2011	
Revenue	4/1/09-3/31/10	4/1/10-3/31/11	14
Sponsorship	10,000.00	10,000.00	Platinum Performance
Rider Fees	8,000.00	10,000.00	8 riders x \$250 x 5 clinics
Audit Fees	21,000.00	17,500.00	50 auditors @ 5 clinics
Total Revenue	39,000.00	37,500.00	Members \$70/ 2 days; \$40/1 day; \$90 walk ins Non Members \$80/ 2 days; 45 1/ day; 90 walk ins
Expenses			
Administrative	11,795.00	11,795.00	
Benefits/Insurance	2,736.00	2,510.00	
Payroll Taxes	1,221.00	1,221.00	
401 (k)	472.00	472.00	
Printing	500.00	500.00	New program starting, will print materials for all clinics
Office Supplies	100.00	100.00	
Postage & Shipping	600.00	750.00	\$150 x 5 clinics
Telephone	100.00	100.00	
Advertising	2,560.00	2,560.00	Connection Ad
Volunteer Expense	200.00	200.00	organizer, facility
Equipment & Facilities	6,000.00	6,000.00	Tents, heaters, chairs, port-a-potties, facility
Instructor Fees	12,000.00	15,000.00	\$3,000 x 5 clinics
Instructor Expenses	3,400.00	4,250.00	\$850 (\$500 travel, \$200 hotel, \$150 food) x 5 clinics
Insurance	800.00	1,000.00	\$200 x 5 clinics
Total Expenses	42,484.00	46,458.00	
Profit/ (Loss) - Adult Education	(3,484.00)	(8,958.00)	

United States Dressage Federation, Inc.
 Adult Education
 Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	Comments:
	4/1/09-3/31/10	4/1/10-3/31/11	22
Revenue	0.00	0.00	
Expenses			
Administrative	5,495.00	5,495.00	
Benefits/Insurance	912.00	837.00	
Payroll Taxes	569.00	569.00	
401 (k)	220.00	220.00	
Printing	50.00	50.00	Guidelines
Office Supplies	50.00	50.00	
Postage & Shipping	300.00	300.00	Awards
Telephone	500.00	500.00	6 conference calls per year
Adult Team Competition Award	1,500.00	0.00	
Total Expenses	9,596.00	8,021.00	
Profit/ (Loss) - Adult Education	(9,596.00)	(8,021.00)	

United States Dressage Federation, Inc.
Annual Convention
Budget

	Budget	Preliminary	
	Budget	Budget	
	2009-2010	2010 -2011	19
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue	<i>Austin</i>	<i>Jacksonville</i>	
Sponsorship	20,000.00	25,000.00	\$20,000 Adequan, \$5,000 Supporting
Registration	55,000.00	55,000.00	
Program Advertising	500.00	500.00	
Banquet/Gala	22,250.00	22,250.00	250 @ \$89
Total Revenue	97,750.00	102,750.00	
Expenses			
Administrative	17,000.00	22,000.00	
Benefits/Insurance	2,500.00	2,294.00	
Payroll Taxes	1,760.00	2,277.00	
401 (k)	680.00	880.00	
Contract Labor	16,800.00	18,000.00	
Printing	7,000.00	7,000.00	
Office Supplies	1,000.00	1,000.00	Name badges; supplies
Postage & Shipping	7,500.00	7,500.00	
Telephone	500.00	500.00	
Advertising	1,700.00	1,700.00	Non Connection Advertising
Staff Travel	10,000.00	10,000.00	Air fare, rooms, meals
Volunteer Expense	500.00	500.00	
Photographer	500.00	500.00	
Equipment & Facilities	25,000.00	25,000.00	
Speaker Fees	1,500.00	1,500.00	
Speaker Expenses	4,500.00	4,500.00	
Special Functions/Breaks	8,000.00	8,000.00	
Courtesies	250.00	250.00	
Insurance	500.00	500.00	
Awards Banquet/Gala	40,000.00	40,000.00	Combined event
Site Selection	500.00	500.00	
Total Expenses	147,690.00	154,401.00	
Profit / (Loss) - Convention	(49,940.00)	(51,651.00)	

United States Dressage Federation, Inc.
 Audit Committee
 Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	46
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue	0.00	0.00	
Expenses			
Administrative	2,950.00	2,950.00	
Benefits/Insurance	543.00	498.00	
Payroll Taxes	305.00	305.00	
401 (k)	118.00	118.00	
Meeting Expense	250.00	250.00	
Office Supplies	20.00	20.00	
Telephone	50.00	50.00	
Total Expenses	4,236.00	4,191.00	
Profit/(Loss) - Audit	(4,236.00)	(4,191.00)	

United States Dressage Federation, Inc.
Bylaws
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	26
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue	0.00	0.00	
Expenses			
Administrative	2,950.00	2,950.00	
Benefits/Insurance	596.00	547.00	
Payroll Taxes	305.00	305.00	
401 (k)	118.00	118.00	
Telephone	50.00	50.00	
Total Expenses	4,019.00	3,970.00	
Profit/ (Loss) - Bylaws	(4,019.00)	(3,970.00)	

United States Dressage Federation, Inc.
Competition / Awards
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	2
Revenue	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Competition Recognition Fees	50,000.00	50,000.00	
Competition Managers Clinic	1,500.00	1,500.00	30 @ \$50
Score Checks	17,500.00	17,500.00	
Horse Performance Certificates	6,000.00	6,000.00	Fee change \$25 to \$35
All Breed Certificates	25,575.00	25,575.00	
Competition Penalty Fee	1,000.00	1,000.00	
Prize List Violation	500.00	500.00	Warnings are being sent out
Late Results	500.00	500.00	
Historical Year End Report	5,000.00	2,000.00	\$20 each
Rider Award Processing Fee	5,000.00	5,000.00	\$25 @ 200 awards - October 1 implementation
Replacement Rider Patch	200.00	200.00	
Sponsorship	44,500.00	44,500.00	Dover 22,000; Adequan \$20,000, Paddock \$2,500
Total Revenue	157,275.00	154,275.00	
Expenses			
Administrative	132,669.00	132,669.00	
Benefits/Insurance	18,988.00	17,420.00	
Payroll Taxes	13,731.00	12,463.00	
401 (k)	5,307.00	5,307.00	
Printing	1,300.00	1,300.00	Elim. 3 part form; YE certs on line; Comp CD online
Office Supplies	2,000.00	2,000.00	
Postage & Shipping	7,600.00	7,600.00	
Telephone	1,400.00	1,400.00	
Advertising	810.00	810.00	All breeds
All Breed Medals	4,800.00	4,800.00	
Rider Medals & Patches	4,000.00	4,000.00	
Plaques	8,600.00	8,600.00	Plaques (eliminate 3-5th place; Saddle pads donated)
Horse Performance Certificates	418.00	418.00	
Trophy Fund	600.00	600.00	
Courtesies			
Total Expenses	202,223.00	199,387.00	
Profit / (Loss) - Comp/Awards	(44,948.00)	(45,112.00)	

United States Dressage Federation, Inc.
Development
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	6
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
Benefit Classes/Annual Campaign	800.00	800.00	
Statue Campaign	60,000.00	25,000.00	
Circle Of Friends	45,000.00	45,000.00	
National Education Endowment	0.00	0.00	
Total Revenue	105,800.00	70,800.00	
Expenses			
Administrative	24,000.00	24,000.00	
Benefits/Insurance	4,412.00	4,048.00	
Payroll Taxes	2,484.00	2,484.00	
401 (k)	960.00	960.00	
Printing	3,000.00	3,000.00	
Office Supplies	500.00	500.00	
Postage & Shipping	3,000.00	3,000.00	
Telephone	100.00	100.00	
Advertising	1,000.00	1,500.00	3 Connection Ads; Buy a Brick, statue
Statue	60,000.00	25,000.00	Installation and shipping
Donor recognition/courtesies	2,000.00	4,000.00	WEG and statue
Benefit Event	400.00	400.00	
Total Expenses	101,856.00	68,992.00	
Profit / (Loss) - Development	3,944.00	1,808.00	

United States Dressage Federation, Inc.
Education Sport Programs
Budget

	Budget	Preliminary	
	Budget	Budget	
	2009-2010	2010 -2011	44
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Total Revenue	0.00	0.00	
Expenses			
Administrative	24,499.00	24,499.00	
Benefits/Insurance	13,563.00	12,443.00	
Payroll Taxes	2,536.00	2,536.00	
401 (k)	980.00	980.00	
Printing	250.00	250.00	
Postage & Shipping	100.00	100.00	
Telephone	100.00	100.00	
Miscellaneous	250.00	250.00	
Online Education Services	15,000.00	30,000.00	
Office Supplies	500.00	500.00	
Total Expenses	57,778.00	71,658.00	
Profit/(Loss) - Programs	(57,778.00)	(71,658.00)	

United States Dressage Federation, Inc.
Executive Board
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	15
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue	0.00	0.00	Lexington, Spring; Jacksonville, Fall
Expenses			
Administrative	30,000.00	30,000.00	
Benefits/Insurance	5,425.00	4,977.00	
Payroll Taxes	3,105.00	3,105.00	
401 (k)	1,200.00	1,200.00	
Contract Labor	4,200.00	4,000.00	
Printing	1,000.00	1,000.00	C&C Handbook, Board Books (Spring/Fall) BOG Reports
Office Supplies	400.00	400.00	Includes binders, tabs, paper (Spring/Fall)
Postage & Shipping	500.00	500.00	Board books (spring/fall) ground, Misc. mailings
Telephone	1,750.00	1,750.00	Long distance; conference calls
Staff Travel	4,500.00	4,500.00	Air, lodging, meals, car
Courtesies	250.00	250.00	
Miscellaneous	500.00	250.00	
Board Travel	12,000.00	15,000.00	Air, lodging, meals, car (Spring/Fall)
Meeting Expense	10,000.00	10,000.00	Meeting rooms, food, equipment, group function (includes planning meeting food)
Total Expenses	74,830.00	76,932.00	
Profit / (Loss) - Executive Board	(74,830.00)	(76,932.00)	

United States Dressage Federation, Inc.
FEI Junior Young Rider Clinics
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	43
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
Sponsorship	10,000.00	10,000.00	Platinum Performance
Grant Funding	13,000.00	13,000.00	To be determined
Registration - Riders	12,000.00	9,000.00	
Clinic Audit Fees	5,390.00	3,500.00	
Total Revenue	40,390.00	35,500.00	
Expenses			
Administrative	8,707.00	8,707.00	
Benefits/Insurance	2,984.00	2,738.00	
Payroll Taxes	901.00	901.00	
401 (k)	348.00	348.00	
Printing & Supplies	350.00	350.00	
Postage	400.00	400.00	
Telephone	150.00	150.00	
Volunteer Expense	100.00	100.00	Picture frames
Advertising	2,000.00	2,000.00	Connection, no banners
Equipment & Facilities	3,000.00	3,000.00	Chairs, AV, tables, equipment rental
Instructor Fees	15,000.00	15,000.00	Day Fees
Instructor Expenses	5,000.00	5,000.00	Meals, lodging, air fare (\$1,000 x 5)
Insurance	1,600.00	1,600.00	
Total Expenses	40,540.00	40,294.00	
Profit / (Loss) - FEI Jr/Young Rider	(150.00)	(4,794.00)	

United States Dressage Federation, Inc.
FEI Junior Young Rider Council
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	18
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
Sponsorship	25,000.00	25,000.00	Platinum Performance
NAYRC Declaration Fee/Late Fee	8,000.00	8,000.00	
Waiver Fee	200.00	200.00	
Total Revenue	33,200.00	33,200.00	
Expenses			
Administrative	16,870.00	16,870.00	
Benefits/Insurance	2,712.00	2,488.00	
Payroll Taxes	1,746.00	1,746.00	
401 (k)	675.00	675.00	
Printing & Supplies	150.00	150.00	NAYRC Booklet online
Office Supplies	50.00	50.00	
Postage	50.00	50.00	
Telephone	300.00	300.00	
Sponsor - NAJYRC	25,000.00	25,000.00	
Total Expenses	47,553.00	47,329.00	
Profit / (Loss) - FEI Jr/Young Rider	(14,353.00)	(14,129.00)	

United States Dressage Federation, Inc.
Freestyle
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	30
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
			Includes Pas de Deux and Quadrille
Revenue	0.00	0.00	
Expenses			
Administrative	2,700.00	2,700.00	
Benefits/Insurance	540.00	495.00	
Payroll Taxes	279.00	279.00	
401 (k)	108.00	108.00	
Printing	50.00	50.00	Quadrille Handbook update; upcoming new tests
Office Supplies	25.00	25.00	
Postage & Shipping	25.00	25.00	
Telephone	50.00	50.00	
Total Expenses	3,777.00	3,732.00	
Profit / (Loss) - Freestyle	(3,777.00)	(3,732.00)	

United States Dressage Federation, Inc.
General Office
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	<i>10</i>
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
NSF Handling Fees	100.00	100.00	
Finance Charge	1,000.00	1,000.00	
Postage & Shipping	1,000.00	1,000.00	
Custom Reports	750.00	750.00	
RC Qualified Ride Fee	55,000.00	0.00	Nat'l Championship deferred allocation per BOG motion
Building Maintenance Fund	15,000.00	15,000.00	
Miscellaneous Income	1,500.00	1,500.00	
Total Revenue	74,350.00	19,350.00	
Expenses			
Administrative	502,748.00	502,846.00	
Benefits/Insurance	102,606.00	95,080.00	
Payroll Taxes	51,156.00	51,045.00	
401 (k)	20,110.00	20,114.00	
Contract Labor	37,000.00	37,989.00	
Printing	4,000.00	4,000.00	
Supplies	8,000.00	8,000.00	
Postage & Shipping	8,000.00	5,000.00	
Telephone	15,000.00	15,000.00	
Employment Ads	2,000.00	2,000.00	
Staff Travel	1,000.00	1,000.00	
Executive Director Travel	2,500.00	2,500.00	
WEG Support	0.00	30,000.00	Security, cleaning, equipment, volunteers, staff
WEG Member Hospitality	0.00	20,000.00	Refreshments, entertainment, product
Equipment Rental	25,000.00	23,000.00	Pitney Bowes, Office Ware
Dues & Subscriptions	3,500.00	3,500.00	AHC, Animal Welfare, USEF KY/NE License , ELCR
Legal Services	5,000.00	5,000.00	
Professional Services	1,500.00	1,650.00	5500, CTCorp, Background checks
Audit	10,000.00	9,750.00	Audit, 990, 990T
Payroll Service	10,000.00	10,000.00	

United States Dressage Federation, Inc.
General Office
Budget

	Budget	Budget	
	2009-2010	2010 -2011	<i>10</i>
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Courtesies	3,000.00	3,000.00	Office functions; cards
Volunteer Recognition	0.00	250.00	Includes outgoing chair plaques
Miscellaneous Office Expense	5,000.00	5,000.00	Shred it; Stanguard;
Insurance	33,000.00	33,000.00	Commercial, D&O, WC, Auto
Bank Service Charge	65,000.00	65,000.00	Acct analysis; Merchant fees
Line Of Credit Expense	5,000.00	5,000.00	Mbr. cycle change, access line sooner
Investment Service Charge	20,000.00	20,000.00	Smith Barney
Depreciation Expense	200,000.00	162,000.00	
Amortization Expense	25,000.00	23,000.00	
Computer Repair, Maint & Service	10,000.00	10,000.00	MAS90 ; computer/equipment
Event registration	16,500.00	14,450.00	Cvent 3612.50 @ 4
Budget reserve	18,150.00	19,797.00	
Building repairs/maintenance	15,000.00	15,000.00	
Interest Expense	20,000.00	7,200.00	Loan amount paid down to \$100,000 3/31/10
Utilities	45,000.00	45,000.00	Electric, gas, water, sewage, KHP security
Grounds	15,000.00	15,000.00	Dumpster, lawn, security
Janitorial	19,000.00	20,000.00	Cleaning, pest control
HVAC Maintenance	5,000.00	5,000.00	5705-10
Computer Equipment Expense	0.00	5,000.00	
Internet	15,000.00	10,000.00	T-1 Lines, no dial up
Total Expenses	1,343,770.00	1,330,171.00	
Profit / (Loss) - General Office	(1,269,420.00)	(1,310,821.00)	

United States Dressage Federation, Inc.
Group Membership Organization
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	16
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
Ruth Arvanette Investment Fund	700.00	700.00	
Total Revenue	700.00	700.00	
Expenses			
Administrative	3,200.00	3,200.00	
Benefits/Insurance	723.00	663.00	
Payroll Taxes	331.00	331.00	
401 (k)	128.00	128.00	
Printing	25.00	25.00	
Postage & Shipping	150.00	150.00	GMO awards
R. Arvanette Scholarship	700.00	700.00	1 recipient annually
Awards	400.00	400.00	\$180 Reg. VOY; \$200 Web & Newsletter Award
Total Expenses	5,657.00	5,597.00	
Profit / (Loss) - GMO	(4,957.00)	(4,897.00)	

United States Dressage Federation, Inc.
Historical Committee / Hall Of Fame
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	32
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue	0.00	0.00	
Expenses			
Administrative	10,770.00	10,770.00	
Benefits/Insurance	2,070.00	1,899.00	
Payroll Taxes	1,115.00	1,115.00	
401 (k)	431.00	431.00	
Printing	50.00	50.00	HOF/LAA material copies
Office Supplies	30.00	30.00	GMO Project Binders (decrease per actuals)
Postage & Shipping	225.00	1,000.00	Art exchange
Telephone	150.00	150.00	
Photography & Video	625.00	625.00	New Hall of Fame, Lifetime Achievement interviews
Hall Of Fame Portraits	1,500.00	1,500.00	Portraits from Prophet Rock Studio and Copyright
Lifetime Achievement	150.00	150.00	Fantasy Glass
Case goods Hardware	1,000.00	1,000.00	Pedestals, hooks, hanging lines, headsets
Interactive Display	4,000.00	20,000.00	Content development and displays
Storage & Document Mgt	0.00	0.00	Deferred to next FY
Storyboards/Display Panels	1,600.00	1,600.00	Educational or past HOF/LAA related projects or displays
Total Expenses	23,716.00	40,320.00	
Profit / (Loss) - Historical	(23,716.00)	(40,320.00)	

United States Dressage Federation, Inc.
Investments
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	<i>10</i>
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
General Investment Interest	60,000.00	60,000.00	
Nat'l Champ. Invest Interest	6,000.00	6,000.00	
Nat'l Champ. Contribution	0.00	55,000.00	
Educ. Endowment Interest	7,150.00	7,150.00	
Ruth Arvanette Interest	500.00	500.00	
Realized Gain/(Loss) on Invest.	0.00	0.00	Investment risk could lead to either a profit or a loss
Unrealized Gain/(Loss) on Invest.	0.00	0.00	
Investment Income	200.00	200.00	
Total Revenue	73,850.00	128,850.00	

United States Dressage Federation, Inc.
Instructor / Trainer Council
Budget

	Budget	Preliminary	
	Budget	Budget	
	2009-2010	2010 -2011	21
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
Certified Instructor Annual Fee	7,200.00	7,200.00	
Associate Instructor Fee	250.00	250.00	
T-2 Certificate Testing Fee	5,880.00	5,880.00	
3-4 Certificate Testing Fee	1,800.00	1,800.00	
Re-testing Fees	1,050.00	1,050.00	
Sponsorship	5,000.00	7,500.00	SmartPack
Workshop Recognition Fee	900.00	900.00	
Total Revenue	22,080.00	24,580.00	
Expenses			
Administrative	11,795.00	11,795.00	New program activity
Benefits/Insurance	1,800.00	1,651.00	
Payroll Taxes	1,221.00	1,221.00	
401 (k)	472.00	472.00	
Printing	200.00	200.00	
Office Supplies	200.00	200.00	
Postage & Shipping	500.00	500.00	Increased cost is staff not traveling
Telephone	100.00	100.00	
Staff Travel	3,000.00	3,000.00	3 test @ \$1,000; includes rental car
Volunteer Expense	300.00	300.00	
Equipment/Facilities	1,000.00	1,000.00	Facilities were previously donated
Examiner Fees	13,500.00	13,500.00	\$4,500 @ 3 tests
Examiner Expenses	6,000.00	6,000.00	\$2,000 (600 hotel, 1,000 travel 400 Meals) @ 3 tests
Certified Instructor Education	100.00	100.00	Annual Convention
Miscellaneous	100.00	100.00	
Courtesies	100.00	100.00	
Insurance	600.00	600.00	\$200 per test @ 3 tests
Total Expenses	40,988.00	40,839.00	
Profit/(Loss) - Instructor/Trainer	(18,908.00)	(16,259.00)	

United States Dressage Federation, Inc.
Judge Education
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	25
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			Includes Test Writing
Edgar Hotz Grant	3,200.00	3,200.00	TDF - Edgar Hotz
Application Fee	150.00	150.00	
L Recognition Fee	500.00	500.00	\$50/\$75 application fee @ 8 programs
Total Revenue	3,850.00	3,850.00	
Expenses			
Administrative	20,479.00	20,479.00	
Benefits/Insurance	3,790.00	3,477.00	
Payroll Taxes	2,120.00	2,120.00	
401 (k)	819.00	819.00	
Printing	100.00	100.00	
Office Supplies	50.00	50.00	
Postage & Shipping	100.00	250.00	Exams, Part. Packets, , Standing Comm. & CE Program
Telephone	150.00	150.00	Conference calls
Production-Educational Materials	0.00	4,000.00	Update for 2011 tests
Program Organizer Grant	3,200.00	3,200.00	Edgar Hotz (\$800 @ 4 sessions)
Total Expenses	30,808.00	34,645.00	
Profit / (Loss) - Judge Education	(26,958.00)	(30,795.00)	

United States Dressage Federation, Inc.
Marketing
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	11
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
List Rental	28,900.00	18,000.00	
Marketplace	2,000.00	1,600.00	
Royalties	500.00	400.00	Roadgard; Winnie Widgets
Total Revenue	31,400.00	20,000.00	
Expenses			
Administrative	110,311.00	110,311.00	
Benefits/Insurance	23,870.00	21,899.00	
Payroll Taxes	11,417.00	11,417.00	
401 (k)	4,412.00	4,412.00	
Printing	500.00	500.00	
Office Supplies	250.00	250.00	
Postage & Shipping	1,500.00	1,500.00	Includes supplies for booth requests
Telephone	250.00	250.00	
Staff Travel	500.00	500.00	1 trip - Linda sponsor trips
Market Research	5,000.00	5,000.00	
Market new Membership type	0.00	35,000.00	New Education membership
Miscellaneous	100.00	100.00	
Public Relations	1,000.00	1,000.00	Premiums (Pins, Pens, Buttons..)
Total Expenses	159,110.00	192,139.00	
Profit/ (Loss) - Marketing	(127,710.00)	(172,139.00)	

United States Dressage Federation, Inc.
Membership
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	1
Revenue	4/1/09-3/31/10	4/1/10-3/31/11	Comments: Includes Mbr. Committee
Group Member Dues	410,000.00	410,000.00	
IMO Annual Dues	800.00	0.00	
Intercoll/Interscol Membership	7,000.00	0.00	
Participating Membership	920,482.00	920,482.00	
Business Membership	40,460.00	38,032.00	
Late GMO Penalty	150.00	150.00	
Affidavit	2,000.00	1,000.00	
Horse Registration Fees	318,361.00	318,361.00	
HID: Name Change/Transfers	2,000.00	2,000.00	
Lifetime: Name Change/Transfers	32,000.00	30,400.00	
All-Breeds Declaration "Change" Fee	500.00	500.00	
Non Member Rider Fee	36,400.00	25,480.00	
Duplicates	300.00	300.00	
Non-Member Cards	500.00	500.00	
Lease Agreements	1,600.00	1,600.00	64 @ \$25 each
Total Revenue	1,772,553.00	1,748,805.00	
Expenses			
Administrative	132,171.00	132,171.00	
Benefits/Insurance	11,529.00	10,577.00	
Payroll Taxes	13,680.00	13,680.00	
401 (k)	5,287.00	5,287.00	
Printing	15,000.00	15,000.00	
Office Supplies	500.00	500.00	
Postage & Shipping	17,500.00	17,500.00	
Telephone	1,000.00	1,000.00	
Advertising	1,125.00	1,125.00	5 Connection ads
Group Member Dues Refund	500.00	500.00	
Upgrade Refund	2,500.00	2,500.00	
Dues allocated to Publications	106,461.00	106,461.00	
Total Expenses	307,253.00	306,301.00	
Profit / (Loss) - Membership	1,465,300.00	1,442,504.00	

United States Dressage Federation, Inc.
Merchandise
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	4
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
Merchandise Sales	142,956.00	144,000.00	On the Levels; World Equestrian Games
Sponsorship	5,000.00	5,000.00	Attwood
Postage & Shipping	0.00	10,000.00	
Less Discounts	(20,000.00)	(10,000.00)	Member discount, Trade discounts
Total Revenue	127,956.00	149,000.00	
Cost of Goods Sold			
Cost of Goods Sold	57,182.00	82,000.00	
Total Cost of Goods Sold	57,182.00	82,000.00	
Gross Profit	70,774.00	67,000.00	
Expenses			
Administrative	33,251.00	33,251.00	
Benefits/Insurance	8,137.00	7,465.00	
Payroll Taxes	3,441.00	3,441.00	
401 (k)	1,330.00	1,330.00	
Inventory Write Off	1,000.00	1,000.00	
Office Supplies	250.00	250.00	
Telephone	250.00	250.00	
Advertising	1,500.00	1,500.00	Other organization Publications
Staff Travel	3,000.00	1,000.00	
Bank Service Fees	6,000.00	6,000.00	
Equipment & Facilities	3,000.00	10,000.00	Modular merchandising
Insurance	2,000.00	2,000.00	Booth, store, events
Miscellaneous	200.00	200.00	
Total Expenses	63,359.00	67,687.00	
Profit/ (Loss) - Merchandise	7,415.00	(687.00)	

United States Dressage Federation, Inc.
Nominating
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	33
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue	0.00	0.00	
Expenses			
Administrative	10,000.00	10,000.00	
Benefits/Insurance	1,809.00	1,660.00	
Payroll Taxes	1,035.00	1,035.00	
401 (k)	400.00	400.00	
Printing	25.00	25.00	Bylaws, P&P documents to new members
Office Supplies	25.00	25.00	
Postage & Shipping	500.00	500.00	
Telephone	25.00	25.00	
Advertising	500.00	500.00	Connection
Volunteer Expense	50.00	50.00	
Ballots	6,000.00	2,500.00	Printing and mailing
Total Expenses	20,369.00	16,720.00	
Profit / (Loss) - Nominating	(20,369.00)	(16,720.00)	

United States Dressage Federation, Inc.
Para Equestrian Dressage
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	36
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue	0.00	0.00	
Expenses			
Administrative	2,400.00	2,400.00	
Benefits/Insurance	452.00	415.00	
Payroll Taxes	248.00	248.00	
401 (k)	96.00	96.00	
Printing	50.00	50.00	
Postage & Shipping	50.00	50.00	DVD's and instructor binders
Development of Educational Material	300.00	300.00	USEF taking over DVD project
Telephone	50.00	50.00	
Total Expenses	3,646.00	3,609.00	
Profit/(Loss) - Para Equestrian	(3,646.00)	(3,609.00)	

United States Dressage Federation, Inc.
Publications
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	3
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
Connection Ads	498,960.00	390,000.00	(20% reduction & 1 issue)
Discounts	(66,000.00)	(66,000.00)	Full Business Members and Ad Agency 15%; Sponsors 20%
In House Advertising	17,370.00	17,370.00	
Directory Ads	15,000.00	12,000.00	
Directory Processing Fee	24,000.00	24,000.00	New hard copy shipping and handling fee 8,000 at \$3.00
Member Dues Allocated	106,461.00	106,461.00	
Total Revenue	595,791.00	483,831.00	
Expenses			
Administrative	66,630.00	66,630.00	
Benefits/Insurance	11,500.00	10,550.00	
Payroll Taxes	6,896.00	6,896.00	
401 (k)	2,665.00	2,665.00	
Contract Labor	51,800.00	64,572.00	
Commissions	78,600.00	67,200.00	Connection; Directory
Supplies	500.00	500.00	
Postage & Shipping	2,000.00	2,000.00	Media Kits
Telephone	200.00	200.00	
Staff Travel	2,500.00	2,500.00	AHP (J Bryant, Laberge)
Bad Debts	1,500.00	1,500.00	
Connection Online	0.00	45,000.00	\$15,000 Hosting; \$30,000 Management content @ 10 issues
Print/Mail USDF Connection	323,000.00	250,273.00	Based on 10 issues
Print/Mail Directory	24,000.00	24,000.00	Based on 8,500 copies
USDF Connection Production	23,500.00	23,000.00	Based on 10 issues
Dues / Subscriptions	500.00	500.00	AHP
Total Expenses	595,791.00	567,986.00	
Profit/ (Loss) - Publications	0.00	(84,155.00)	

United States Dressage Federation, Inc.
Regional Championships
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	23
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
Sponsorship	82,400.00	82,400.00	Great American, Hodges \$2,400
Qualified Ride Fees	200,000.00	200,000.00	RC Admin& Prize Money allocation
Region Change Fee	0.00	1,500.00	New 12/1/08
National Championships	0.00	55,000.00	
Total Revenue	282,400.00	338,900.00	
Expenses			
Administrative	41,921.00	41,921.00	
Benefits/Insurance	7,233.00	6,636.00	
Payroll Taxes	4,339.00	4,339.00	
401 (k)	1,677.00	1,677.00	
Printing	150.00	150.00	Slicks, brochures, guidelines - online
Office Supplies	500.00	500.00	
Postage & Shipping	4,500.00	4,500.00	Certificates online
Telephone	500.00	500.00	
Staff Travel	9,000.00	9,000.00	
Certificates, Ribbons & Prizes	20,000.00	20,000.00	Ribbons, pins, certificates
Advertising	1,000.00	1,000.00	Connection
Sponsorship Expense	500.00	500.00	Banners
Prize Money	133,450.00	133,450.00	New divisions added
Grant Expense	13,500.00	13,500.00	
National Championships	0.00	55,000.00	
Total Expenses	238,270.00	292,673.00	
Profit/ (Loss) - Regional Champ.	44,130.00	46,227.00	

United States Dressage Federation, Inc.
Sport Horse
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	12
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
Sponsorship	39,100.00	49,100.00	GAIG \$20,000; Support Sponsors \$12,500; Hodges \$1,600, Arenus \$15,000
Breeder's Championship Recognition	5,500.00	5,500.00	
Seminar Recognition Fee	115.00	115.00	2 Seminars
Total Revenue	44,715.00	54,715.00	
Expenses			
Administrative	24,915.00	24,915.00	
Benefits/Insurance	5,300.00	4,862.00	
Payroll Taxes	2,579.00	2,579.00	
401 (k)	997.00	997.00	
Printing	50.00	50.00	In-house brochure
Office Supplies	50.00	50.00	
Postage & Shipping	1,200.00	1,200.00	Ship ribbons & awards to championships
Seminar AV Development	400.00	400.00	Video
Telephone	250.00	250.00	
Advertising	1,000.00	1,000.00	Connection Ads-GAIG & BCS
Banners	1,000.00	1,000.00	
Staff Travel	1,500.00	1,500.00	Devon & 1 other show- Cindy
Certificates/Coolers/ Plaques/Ribbons	12,500.00	12,500.00	Coolers donated by Tuff Rider
Total Expenses	51,741.00	51,303.00	
Profit / (Loss) - Sport Horse	(7,026.00)	3,412.00	

United States Dressage Federation, Inc.
Symposium
Budget

	Budget	Preliminary	
	Budget	Budget	
	2009-2010	2010 -2011	8
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue	<i>Austin</i>	<i>Jacksonville</i>	
Registration	104,650.00	104,650.00	350 attendees @ \$299 (\$50 reduction from 2008)
Sponsorship	10,000.00	10,000.00	Adequan
Trade Fair	0.00	0.00	
Bus Transportation	4,800.00	4,800.00	Lower pricing and reduced forecast
Total Revenue	119,450.00	119,450.00	
Expenses			
Administrative	6,790.00	11,790.00	
Benefits/Insurance	1,000.00	917.00	
Payroll Taxes	703.00	1,220.00	
401 (k)	272.00	472.00	
Contract Labor	12,600.00	14,000.00	
Printing	150.00	150.00	
Office Supplies	150.00	150.00	Name tags, ribbons and supplies
Postage & Shipping	350.00	350.00	
Telephone	150.00	150.00	
Advertising	3,500.00	3,500.00	Connection Ads
Staff Travel	5,500.00	5,500.00	
Equipment & Facilities	26,000.00	26,000.00	Facility, footing, 400 box lunches, demo rider, stalls, EMT
Bus Transportation	4,800.00	4,800.00	
Photographer	1,000.00	1,000.00	
Instructor Fees	20,000.00	20,000.00	15,000 Euros
Instructor Expenses	4,800.00	4,800.00	Air \$3,500; Hotel \$800; Food \$500
Trade Fair	0.00	0.00	
Miscellaneous	0.00	0.00	Gifts
Insurance	750.00	750.00	
Total Expenses	88,515.00	95,549.00	
Profit / (Loss) - Symposium	30,935.00	23,901.00	

United States Dressage Federation, Inc.
 Technical Delegates
 Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	37
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
TD Apprentice Clinic	1,000.00	1,000.00	\$100 @ 10 attendees
Total Revenue	1,000.00	1,000.00	
Expenses			
Administrative	3,200.00	3,200.00	
Benefits/Insurance	633.00	581.00	
Payroll Taxes	331.00	331.00	
401 (k)	128.00	128.00	
Printing	20.00	20.00	
Office Supplies	30.00	30.00	
Postage & Shipping	50.00	50.00	
Clinic Expense	250.00	250.00	Clinic lunch
TD Clinic Resource Book	170.00	170.00	
TD Clinic AV	85.00	85.00	
Telephone	50.00	50.00	
Clinician Fee and Expenses	400.00	400.00	\$200 Fee; \$50 per diem; \$150 hotel
Total Expenses	5,347.00	5,295.00	
Profit/(Loss) - Tech. Delegates	(4,347.00)	(4,295.00)	

United States Dressage Federation, Inc.
Trainer's Conference
Budget

	Budget	Preliminary Budget	
	2009-2010	2010 -2011	7
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
	1 FEI	1 FEI	
Revenue			
Sponsorship	15,000.00	17,500.00	\$7,500 SmartPac; \$10,000 Succeed tentative
Registration	27,500.00	27,500.00	100 attendees @ \$275
Total Revenue	42,500.00	45,000.00	
Expenses			
Administrative	5,495.00	5,495.00	
Benefits/Insurance	1,417.00	1,300.00	
Payroll Taxes	569.00	569.00	
401 (k)	220.00	220.00	
Contract Labor	6,300.00	6,000.00	
Printing	250.00	250.00	
Office Supplies	100.00	100.00	
Postage & Shipping	300.00	300.00	
Telephone	150.00	150.00	
Advertising	1,250.00	1,250.00	Connection, Florida Omnibus
Staff Travel	2,000.00	2,000.00	2 Staff
Volunteer Expense	200.00	200.00	
Equipment & Facilities	7,500.00	8,500.00	Food, site, table/chairs, port-a -potties
Instructor Fees	8,000.00	8,000.00	
Instructor Expenses	2,500.00	2,500.00	Air, hotel, food
Miscellaneous	100.00	100.00	
Insurance	600.00	600.00	
Total Expenses	36,951.00	37,534.00	
Profit(Loss)Trainer's Conference	5,549.00	7,466.00	

United States Dressage Federation, Inc.
University
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	27
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
University Recognition	450.00	450.00	Affiliate fee \$25 - \$35; NonAffiliate \$25-\$50
Online Renewal	450.00	450.00	\$25 annual online courses renewal fee
University Credits	2,500.00	2,500.00	
Total Revenue	3,400.00	3,400.00	
Expenses			
Administrative	6,790.00	6,790.00	
Benefits/Insurance	2,712.00	2,488.00	
Payroll Taxes	703.00	703.00	
401 (k)	272.00	272.00	
Printing	200.00	200.00	Brochures and banners; comp recogn packet
Office Supplies	50.00	50.00	Folders, envelopes, paper
Postage & Shipping	200.00	200.00	
Total Expenses	10,927.00	10,703.00	
Profit/ (Loss) - University	(7,527.00)	(7,303.00)	

United States Dressage Federation, Inc.
Youth Council
Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	13
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			<i>Budget includes Youth Executive Board</i>
Silent Auction	4,000.00	4,000.00	
Total Revenue	4,000.00	4,000.00	
Expenses			
Administrative	16,957.00	16,957.00	
Benefits/Insurance	498.00	456.00	
Payroll Taxes	1,755.00	1,755.00	
401 (k)	677.00	678.00	
Printing	250.00	250.00	
Postage	300.00	300.00	
Office Supplies	400.00	400.00	
Telephone	200.00	450.00	
Advertising	625.00	1,500.00	Connection; Youth Clinics
Certificates, Medals & Plaques	2,500.00	5,000.00	Team Champ \$3,500, Shining Star \$1,500, HS Pin Program
Scholarship Expense	3,500.00	3,500.00	4 scholarships through Youth Exec Board
Jr. Young Rider Exec Board	500.00	500.00	Expenses at Convention
USEF Council Representative Stipend	500.00	500.00	
Youth Volunteer of the Year Award	500.00	500.00	
Total Expenses	29,162.00	32,746.00	
Profit / (Loss) - Youth Council	(25,162.00)	(28,746.00)	

United States Dressage Federation, Inc.
 Young Rider Graduate Program
 Budget

	Budget	Preliminary	
	2009-2010	2010 -2011	20
	4/1/09-3/31/10	4/1/10-3/31/11	Comments:
Revenue			
			NO PROGRAM THIS YEAR
Sponsorship	3,500.00	0.00	
Program Fee	7,000.00	0.00	
Donations	15,000.00	0.00	
Total Revenue	25,500.00	0.00	
Expenses			
Administrative	5,014.00	0.00	
Benefits/Insurance	1,809.00	0.00	
Payroll Taxes	519.00	0.00	
401 (k)	201.00	0.00	
Contract Labor	2,100.00	0.00	
Printing	40.00	0.00	
Office Supplies	250.00	0.00	
Postage & Shipping	250.00	0.00	
Telephone	130.00	0.00	
Staff Travel	1,375.00	0.00	
Certificates, Medals & Plaques	360.00	0.00	
Equipment & Facilities	6,400.00	0.00	
Speaker Expenses	2,500.00	0.00	
Participant Expenses	4,000.00	0.00	
Advertising	1,000.00	0.00	
Insurance	250.00	0.00	
Total Expenses	26,198.00	0.00	
Profit/(Loss) - Adv YR Grad	(698.00)	0.00	

United States Dressage Federation, Inc.
Capital Investments
Budget

		Preliminary	
	Budget	Budget	
	2009-2010	2010 -2011	
	4/1/09-3/31/10	4/1/10-3/31/11	Comments
Capital Investments			
Workstation replacements	4,800.00	2,500.00	Computer
Monitor replacements	2,304.00	2,304.00	
Printer replacements	1,344.00	1,344.00	
Software Upgrades	1,920.00	1,920.00	
Laptop	1,280.00	1,280.00	
Hardware	640.00	640.00	
Video Projects	10,000.00	10,000.00	On The Levels
Phone	1,280.00	20,000.00	System replacement
Total Capital Investments	23,568.00	39,988.00	