

United States Masters Swimming Inc



SUMMARY

Mission

To promote health, wellness, fitness and competition for adults through swimming.

Contact Information

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General Information

Nonprofit	United States Masters Swimming Inc
Organization Does Business As (DBA)	
U.S. Masters Swimming	
Tax Exempt Status	Public Supported Charity
Incorporation Year	1984
State Charitable Solicitations Permit	Yes Oct 2017
State Registration	Exempt 0

BACKGROUND & NEEDS

Impact Statement

There are more than 18 million swimming pools and hot tubs in the USA. Yet, according to the Centers for Disease Control and Prevention, more than a third of American adults cannot swim the length of a pool. Every day, about 10 people die from drowning. The majority of unintentional drowning victims are adults. Drowning ranks fifth among the leading causes of unintentional injury death in the United States. The CDC identifies a variety of factors that can influence drowning risk, including the lack of swimming ability. Research also shows that the children of adults who don't know how to swim are at a greater risk of not learning to swim, which increases their risk of drowning.

Swimming Save Lives Foundation's (SSLF) purpose is to advocate and raise awareness, and to serve as a resource for programs providing adult learn-to-swim lessons. We solicit charitable contributions and provide grants to SSLF program providers. Through the generous contributions of USMS members and other supporters, SSLF has awarded more than \$320,000 in grants and resources to programs that are providing adult learn-to-swim opportunities. Thousands of adults across the country have benefitted from lessons taught by our program partners.

Needs Statement

The Swimming Saves Lives Foundation, the charitable arm of U.S. Masters Swimming, is an advocacy and resource for the cause that more adults should learn to swim. The month of April has been declared Adult Learn-to-Swim month and nearly a dozen governors have issued proclamations in support generating awareness for the cause. Your contribution to the Swimming Saves Lives Foundation will allow us to provide more grants and continue making a positive difference in the lives of adults desiring to learn how to swim.

Background Statement

U.S. Masters Swimming, founded in 1970, is a membership-operated national governing body that promotes health, wellness, fitness and competition for adults through swimming. It does so by partnering with more than 1,500 adult swim programs across the country; promoting information via the bimonthly member magazine, SWIMMER, monthly e-newsletters, STREAMLINES, and website, usms.org; and by sanctioning and promoting pool, open water and virtual events and competitions. More than 60,000 adults are registered members of U.S. Masters Swimming.

Statement from the Board Chair

Statement from the CEO/Executive Director

The cause of providing opportunities for adults to learn-to-swim came from surveys, focus groups, and CDC research showing that 37% of American adults can't swim the length of a pool. Many of our 60,000+ members have a deep desire to share with others what they are experiencing, that swimming is an activity that provides physical benefit, emotional benefit, and social benefit. They also know that many adults are missing the basic skills and confidence to be able swim with a Masters Swimming program. So, Masters Swimmers all across the country are volunteering their time to teach others. More than any sense of individual accomplishment they may feel, the greatest joy comes from helping others and watching others be able to experience the rewards from an activity that so many of us love.

Areas Served

AK

AL
AR
AZ
CA
CO
CT
DE
FL
FL- Charlotte
FL- DeSoto
FL- Hardee
FL- Hillsborough
FL- Lee
FL- Manatee
FL-Pinellas
FL- Sarasota
GA
HI
IA
ID
IL
IN
KY
LA
MA
MD
ME
MI
MN
MS
MT
National
NC
ND
NE
NH
NJ
NM
NV
NY
OH
Other
OK

OR
PA
RI
SC
SD
State Wide
TN
TX
UT
VA
VT
WA
WI
WV
WY

We serve all 50-states including the District of Columbia.

Service Categories

Primary Organization Type

Recreation & Sports

PROGRAMS

Member Services

Description	Member services include: Exclusive fitness and health information and content in <i>SWIMMER</i> magazine, <i>STREAMLINES</i> e-newsletters, and at usms.org, including workouts written for all types of swimmers. The USMS Discussion Forums have more than 30,000 users, and the USMS online Fitness Logs have more than 7,000 users. Supplemental insurance coverage is provided for members and event hosts during workouts and competitions. Members are also eligible to receive special offers, discounts, and benefits from USMS sponsorpartners.
Budget	\$1,412,981.00
Category	Recreation & Sports, General/Other Swimming
Program Linked to Organizational Strategy	Yes
Population Served	Adults
Short Term Success	LOOKING AHEAD Add more coach improvement education products—71% of attendees said they would like to participate in future educational opportunities. Transition management of the certification to USMS. Survey coaches so we can offer products that fit their needs. Train LMSC/Zone ambassadors who can provide quick and accurate turnaround information to facilities seeking to start Masters Swimming programs. Study the cost-benefit of a national Masters Swimming coach conference.
Long Term Success	OBJECTIVE: Educate and certify Masters Swimming coaches, who can make or break member experience. OUR PROGRESS The coach certification program helps coaches become successful. Levels 1 and 2 teach on topics such as characteristics of a successful Masters Swimming coach, understanding the adult learner, coaching triathletes and open water swimmers, writing workouts, marketing, and stroke school. Level 3 prepares the Masters coach to become the CEO: leadership, budget, events, and developing a support team. All levels are taught in a live classroom environment. Since 2010, 1,100 coaches have attended certification. Surveys of attendees reveal: <ul style="list-style-type: none">• The majority of coaches attending have been coaching less than three years.• 87% responded the program helped improve their Masters Swimming programs.• While early in measuring, we see an improved membership retention rate for Masters Swimming programs with a certified coach vs. the overall USMS membership retention rate.• The primary interest swimmers participate in their programs are: 44% fitness, 31% competitive pool swimmers, 22% triathletes, 3% open water swimmers.
Program Success Monitoring	By National office staff and board of directors through the use of quarterly budget review of actual compared to budget

Program Success Examples

Membership growth from 50,000 in 2010 to almost 60,000 in 2013.

Club and Coach Services

Description	Club and coach services include: Club development and support through visits by USMS staff and coaches to assist clubs and potential clubs in expanding or starting new programs in their communities. Marketing resources are provided at low or no cost to clubs and coaches. USMS maintains its own coach certification programs and certifies approximately 500 Masters coaches each year.
Budget	\$393,000.00
Category	Recreation & Sports, General/Other Swimming Facilities
Program Linked to Organizational Strategy	Yes
Population Served	Adults
Short Term Success	<p>Since 2012, we've made 147 site visits (74 to existing or newly registered clubs, 49 to workout groups, and 24 to facilities with no USMS affiliation). The 123 clubs and workout groups represent 12,824 registered USMS members. Event hosts and clubs have requested more than 30,000 USMS branded swim caps. They have also requested more than 400 USMS banners for their facilities.</p> <p>LOOKING AHEAD</p> <p>Continue to make site visits for the purpose of educating and promoting the benefits of USMS. Train volunteer ambassadors within LMSCs who have the skills and desire to support this cause. Implement an online ordering process of marketing resource for clubs, workout groups, and event hosts.</p>
Long Term Success	<p>The coach certification program helps coaches become successful. Levels 1 and 2 teach on topics such as characteristics of a successful Masters Swimming coach, understanding the adult learner, coaching triathletes and open water swimmers, writing workouts, marketing, and stroke school. Level 3 prepares the Masters coach to become the CEO: leadership, budget, events, and developing a support team. All levels are taught in a live classroom environment. Since 2010, 1,100 coaches have attended certification. Surveys of attendees reveal:</p> <ul style="list-style-type: none">• The majority of coaches attending have been coaching less than three years.• 87% responded the program helped improve their Masters Swimming programs.• While early in measuring, we see an improved membership retention rate for Masters Swimming programs with a certified coach vs. the overall USMS membership retention rate.• The primary interest swimmers participate in their programs are: 44% fitness, 31% competitive pool swimmers, 22% triathletes, 3% open water swimmers.
Program Success Monitoring	By National office staff and board of directors through the use of quarterly budget review of actual compared to budget.
Program Success Examples	Since 2012, we've made 147 site visits (74 to existing or newly registered clubs, 49 to workout groups, and 24 to facilities with no USMS affiliation). The 123 clubs and workout groups represent 12,824 registered USMS members. Event hosts and clubs have requested more than 30,000 USMS branded swim caps. They have also requested more than 400 USMS banners for their facilities.

Events

Description	USMS provides structure, support, recognition, and communication services for swimming competitions and events every year, including Spring and Summer Nationals, open water swims, long distance pool swims, and virtual competitions. Event results, including Top 10 times and records, are tracked at usms.org. Insurance coverage for event hosts and volunteers is provided, as well as marketing and product support, Internet broadcast of the competitions, and awards.
Budget	\$326,000.00
Category	Recreation & Sports, General/Other Swimming
Program Linked to Organizational Strategy	Yes
Population Served	Adults
Short Term Success	<ul style="list-style-type: none">• Implement our short-term and long-term risk management program with our new risk management partner, Entertainment Sports and Insurance eXperts (ESIX).• Expand our National Office to better serve our members, clubs, and constituents.• Develop opportunities to boost our open water national championship events and other open water events.• Develop a marketing and merchandising plan for our 50th anniversary in 2020.• Continue to lead global discussions on Masters Swimming issues as we foster international relations, seek FINA committee appointments, and target international events we might want to host.
Long Term Success	<ul style="list-style-type: none">• Implement our short-term and long-term risk management program with our new risk management partner, Entertainment Sports and Insurance eXperts (ESIX).• Expand our National Office to better serve our members, clubs, and constituents.• Develop opportunities to boost our open water national championship events and other open water events.• Develop a marketing and merchandising plan for our 50th anniversary in 2020.• Continue to lead global discussions on Masters Swimming issues as we foster international relations, seek FINA committee appointments, and target international events we might want to host.
Program Success Monitoring	By National office staff and board of directors through the use of quarterly budget review of actual compared to budget.
Program Success Examples	Membership is growing and so is the number of clubs. Provision of services is becoming more extensive and delivery time-sensitive. Since 2012, LMSCs have experienced the following volunteer turnover rates: <ul style="list-style-type: none">• Registrar 15%• Sanction chair 31%• Top 10 21%• Treasurer 23%

Swimming Saves Lives Foundation

Description	The purpose of the USMS Swimming Saves Lives Foundation: To solicit charitable contributions and provide grants for adult learn-to-swim programs.
Budget	\$60,300.00
Category	Recreation & Sports, General/Other Swimming
Program Linked to Organizational Strategy	Yes
Population Served	Adults
Short Term Success	The CDC estimates that 37% of American adults can't swim the length of a 25-yard pool. Drowning is a societal issue and preventable. In 2012-2013, SSL funded five grants that benefited approximately 200 adults with learn to swim opportunities. In 2013-2014, we expect to provide grants to more than 30 programs that would benefit nearly 4,000 adults with a learn to swim opportunity. Our investment and commitment to eradicating adult drowning is a hand-in-glove complement to our purpose of encouraging adults to swim. Our goal within the next 10 years is to create a network of more than 1,000 SLF partner providers who are positively impacting lives, with USMS serving as a leader on this issue.
Long Term Success	We have a goal to create a \$10 million foundation. We completed a viability evaluation verifying this can be accomplished, we've identified two giving cases that have emotional appeal and tremendous societal benefit (adult learn-to-swim programs and medical research that advances the benefits of adult swimming), we created and recruited an SSLF Board of Trustees, and we received a record 38 SSLF grant requests for 2013.
Program Success Monitoring	By National office staff and board of directors through the use of quarterly budget review of actual compared to budget.

Program Success Examples

Research shows that adults aspire to swim more than any other fitness activity, yet, according to the Centers for Disease Control, 37% of American adults cannot swim the length of a pool. Every day, about 10 people die from drowning. The majority of unintentional drowning victims are adults. Drowning ranks fifth among the leading causes of unintentional injury death in the United States. The CDC identifies a variety of factors that can influence drowning risk, including the lack of swimming ability. Research also shows that the children of adults who don't know how to swim are at a greater risk of not learning to swim, which increases their risk of drowning.

Adult drowning is a problem we can solve—teaching adults to swim is the central cause of the Swimming Saves Lives Foundation, the charitable arm of USMS. The SSL Foundation does not operate adult learn-to-swim programs, rather, we solicit contributions and provide grants to programs that do. Since its formation in 2012 and through the generous contributions of USMS members and other supporters, SSLF has awarded more than \$65,000 in grants to programs that are providing adult learn-to-swim opportunities. To view the programs that have received support, visit www.usms.org/giving.

To date, USMS has funded all the costs to operate SSL meaning 100% of donor contributions are available for grant purposes. We do not store credit cards so any giving intention would be initiated by donors online.

MANAGEMENT

CEO/Executive Director

CEO/Executive Director	Dawson Hughes
CEO Term Start	Mar 2016
CEO Email	dhughes@usms.org

Experience

Press Releases

U.S. Masters Swimming Hires New CEO

Former VP of business development for the Orange Bowl Committee to lead USMS

USMS | March 15, 2016

Sarasota, Fla., March 15, 2016—The USMS Board of Directors has selected Dawson Hughes to be Masters Swimming's new chief executive officer. Hughes joins USMS from the Orange Bowl Committee, where he served as vice president of business development. The Orange Bowl is a South Florida nonprofit sports organization that features a year-round schedule of events culminating with the Capital One Orange Bowl, a top-tier college football postseason bowl game.

A sports business executive with a strong background in revenue generation, corporate and community partnerships, and operations management for large-scale professional and collegiate sporting events, Hughes has led business development for the Orange Bowl Committee for the past six years. His career in sports began in Major League Baseball, where he directed ticketing efforts for both the San Diego Padres and Kansas City Royals.

The USMS Board of Directors established a search committee to work with Turnkey Search, a top executive recruiting firm in the sports and entertainment industries, which conducted a comprehensive, nationwide search for the new CEO.

USMS is excited to bring Hughes onboard to lead the National Office staff at its Sarasota, Fla., headquarters, which was established in 2009. "Dawson was a clear choice for us with his unique mix of strong sports business and nonprofit organization experience. With the bonus of his background in youth and collegiate swimming, we're excited for the leadership and perspective that he will bring," USMS president Patty Miller says.

Hughes is excited to join the 46-year-old organization and collaborate with the Board of Directors, volunteers, and staff to guide U.S. Masters Swimming into its next chapter. "I'm honored to become part of the Masters Swimming family and feel fortunate that my career path in sports marketing has led me back to swimming, a sport that was an integral part of my upbringing. I look forward to developing new strategies to enhance membership benefits for current Masters swimmers and grow the number of adults who stay fit through swimming," Hughes says.

Hughes, whose tenure begins March 28, 2016, will be relocating to Sarasota from the Fort Lauderdale area with his family.

<http://www.usms.org/articles/articledisplay.php?aid=3199>

Former CEOs/Executive Directors

Rob Butcher

June 2008 - Dec 2015

Senior Staff

Bill Brenner
Chief Operating Officer
Kyle Deery
Director, Marketing
Laura Hamel
Director, Communications and Publications
Susan Kuhlman
Chief Financial Officer
Jessica Porter
Sr Director, Membership Acquisition & Svcs

Staff & Volunteer Statistics

Full Time Staff	18
Part Time Staff	0
Staff Retention Rate %	100
Professional Development	Yes
Contractors	2
Volunteers	10000
Management Reports to Board	Yes
CEO/Executive Director Formal Evaluation	Yes
Senior Management Formal Evaluation	Yes
NonManagement Formal Evaluation	Yes

Collaborations

Within the Gulf Coast, we sanction the Sarasota YMCA and Arlington Park programs. We have provided a grant to the Sarasota Swim Academy and Miracle Swimming programs for their adult learn-to-swim initiatives.

GOVERNANCE

Board Chair

Board Chair	Patty Miller
Company Affiliation	self employed
Board Term	Oct 2015 to Sept 2017
Board Chair Email	pmillerswmr@gmail.com

Board Members

Name	Affiliation	Status
Ed Coates	volunteer	Voting
Chris Coburn	volunteer	Voting
Rob Copeland	volunteer	Voting
Dan Cox	volunteer	Voting
Leianne Crittenden	volunteer	Voting
Ralph Davis	volunteer	Voting
Nadine Day	volunteer	Voting
Dave Diehl	volunteer	Voting
Chris McGiffin	volunteer	Voting
Patty Miller	Volunteer	Voting
Tom Moore	volunteer	Voting
Chris Stevenson	volunteer	Voting
Frank "Skip" Thompson	volunteer	Voting
Ed Tsuzuki	Volunteer	Voting
Sarah Welch	volunteer	Voting
Laura Winslow	volunteer	Voting

Board Demographics - Ethnicity

African American/Black	0
Asian American/Pacific Islander	2
Caucasian	14
Hispanic/Latino	0
Native American/American Indian	0
Other	0 0

Board Demographics - Gender

Male	11
Female	5
Not Specified	0

Governance

Board Term Lengths	2
Board Term Limits	2
Board Orientation	Yes
Number of Full Board Meetings Annually	13
Board Meeting Attendance %	95
Board Self-Evaluation	Yes
Written Board Selection Criteria	No
Percentage of Board Making Monetary Contributions	100
Percentage of Board Making In-Kind Contributions	100
Constituency Includes Client Representation	Yes

Standing Committees

Audit

Education

Executive

Endowment

Finance

Human Resources / Personnel

Investment

Institutional Advancement

Legislative

Membership

Program / Program Planning

Special Events (Golf Tournament, Walk / Run, Silent Auction, Dinner / Gala)

Comments

Governance Comments by Organization

We study best governance practices and implement changes that can help us better serve our mission and implement our strategic plan.

FINANCIALS

Current Financial Info

Fiscal Year Begins	2017
Fiscal Year Ends	2017
Projected Revenue	\$3,952,300.00
Projected Expenses	\$3,971,100.00
Total Projected Revenue includes "in-kind" contributions/ donations	
Endowment Value	\$205,650.00
Spending Policy	Percentage
Spending Policy Percentage	5
Tax Credits	No

Capital Campaign

In a Capital Campaign	No
Campaign Goal	0

IRS Form 990s

[2016 USMS 990](#)
[2015 USMS 990](#)
[2014 USMS 990](#)
[2013 USMS 990](#)
[2012 USMS 990](#)
[2011 USMS 990](#)
[2010 USMS 990](#)
[2008 USMS 990](#)

Audit/Financial Documents

[2016 USMS audited FS](#)
[2015 USMS audited FS](#)
[2014 USMS audited FS](#)
[2013 USMS audited FS](#)
[2012 USMS Audited FS](#)
[2011 USMS audited FS](#)
[2010 USMS audited FS](#)

Solvency

Short Term Solvency

Fiscal Year	2016	2015	2014
Current Ratio: Current Assets/Current Liabilities	2.45	2.56	2.66

Long Term Solvency

Fiscal Year	2016	2015	2014
Long-Term Liabilities/Total Assets	0%	0%	0%

Historical Financial Review

Revenue and Expenses

Fiscal Year	2016	2015	2014
Total Revenue	\$3,704,553	\$3,286,248	\$3,134,074
Total Expenses	\$3,687,787	\$3,269,016	\$3,006,427

Revenue Sources

Fiscal Year	2016	2015	2014
Foundation and Corporation Contributions	\$0	\$0	\$0
Government Contributions	\$0	\$0	\$0
Federal	\$0	\$0	\$0
State	\$0	\$0	\$0
Local	\$0	\$0	\$0
Unspecified	\$0	\$0	\$0
Individual Contributions	\$437,392	\$366,168	\$442,822
Indirect Public Support	\$0	\$0	\$0
Earned Revenue	\$491,357	\$266,594	\$238,085
Investment Income, Net of Losses	\$70,770	\$110,217	\$66,807
Membership Dues	\$2,579,813	\$2,426,090	\$2,246,545
Special Events	\$0	\$0	\$0
Revenue In-Kind	\$74,717	\$58,066	\$83,300
Other	\$125,221	\$117,181	\$129,815

Expense Allocation

Fiscal Year	2016	2015	2014
Program Expense	\$3,248,055	\$2,861,852	\$2,658,785
Administration Expense	\$368,040	\$338,435	\$269,959
Fundraising Expense	\$71,692	\$68,729	\$77,683
Payments to Affiliates	\$0	\$0	\$0
Total Revenue/Total Expenses	1.00	1.01	1.04
Program Expense/Total Expenses	88%	88%	88%
Fundraising Expense/Contributed Revenue	16%	19%	18%

Assets and Liabilities

Fiscal Year	2016	2015	2014
Total Assets	\$5,193,993	\$4,808,127	\$4,850,497
Current Assets	\$5,116,415	\$4,702,142	\$4,694,797
Long-Term Liabilities	\$0	\$0	\$0
Current Liabilities	\$2,087,286	\$1,835,460	\$1,767,655
Total Net Assets	\$3,106,707	\$2,972,667	\$3,082,842

Top Funding Sources

Fiscal Year	2016	2015	2014
Top Funding Source & Dollar Amount	Membership Dues \$2,579,813	Membership Dues \$2,426,090	Membership Dues \$2,246,545
Second Highest Funding Source & Dollar Amount	Contributions, gifts, grants \$437,392	Contributions, gifts, grants \$336,168	Contributions, gifts, grants \$442,822
Third Highest Funding Source & Dollar Amount	Continuing Education \$302,816	Continuing Education \$173,334	Sponsorship \$129,815

Comments

Financial Comments by Foundation

Financial information taken from IRS Form 990 and audit documents. Federal tax returns and audited financial statements reconcile. Contributions include foundation and corporate support.

PLANS, POLICIES & LICENSES

Plans

Fundraising Plan	No
Communication Plan	No
Strategic Plan	No
Strategic Plan Adopted	Sept 2016
Years Strategic Plan Considers	5
Management Succession Plan	No
Continuity of Operations Plan	Yes

Policies

Organizational Policies and Procedures	Yes
Written Conflict of Interest Policy	Yes
Nondiscrimination Policy	Yes
Directors and Officers Insurance Policy	No

Risk Management Policy

Accident and Injury Coverage

Commercial General Liability and D and O and Umbrella or Excess and Automobile and Professional

Computer Equipment and Software

General Property Coverage

Whistle Blower Policy	Yes
Document Destruction Policy	No

Government Licenses

Is your organization licensed by the Government?