

UNITED STATES MASTERS SWIMMING, INC.
Financial Operating Guidelines
As Amended through 9/17/14

- I. Purpose
- II. Scope
- III. Roles and Responsibilities
- IV. Financial Reporting
- V. Reimbursements and Disbursements
- VI. Insurance
- VII. Budgeting Process and Controls
- VIII. Local Masters Swim Committees Functions
- IX. Investments and Reserves
- X. Purchasing Practices
- XI. Fixed Assets
- XII. Miscellaneous
- XIII. FOG Updates and Clarifications

I. PURPOSE

United States Masters Swimming, Inc. (“USMS”) is dedicated to ensuring that all financial operations are conducted under the highest standards of integrity and ethics and in compliance with strict internal controls to safeguard the organization’s assets and provide a strong financial foundation. USMS has established Financial Operating Guidelines (“FOG”) for the purpose of maintaining in one place for all its members the policies and procedures currently in existence in our non-profit organization.

II. SCOPE

FOG applies to all USMS individual members that volunteer to serve in leadership positions at various levels in the organization. This includes officers at the LMSC, Zone, and the National levels, as well as all members of the House of Delegates (“HOD”) and USMS committees. FOG also applies to all employees, as well as contractors, that work for the National Office.

III. ROLE AND RESPONSIBILITIES

In order to meet the expectations outlined above, there are a number of specific roles and responsibilities enumerated below:

- A. The Finance Committee is responsible for reviewing and recommending the annual operating budget to the Board of Directors (“Board”), regularly monitoring the financial performance of USMS operations, and maintaining an up-to-date version of FOG.
- B. The Investment Committee is responsible for overseeing a long-term investment program within the Statement of Investment Objectives, Goals and Policy Guidelines.
- C. The Audit Committee is responsible for overseeing the annual audit of USMS’ financial statements and preparation of the IRS Form 990 filing.
- D. The Chief Financial Officer (“CFO”) is responsible for maintaining the financial records for USMS; ensuring internal controls are in place to protect receipts and disbursements of money; monitoring other assets such as buildings, software & equipment; and preparing financial statements. The CFO is also responsible for controlling and managing the budget process as outlined in FOG section VII.
- E. The Treasurer is the functional liaison between the Executive Director, CFO, Board, Finance Committee, Audit Committee, Investment Committee and Benefits and Compensation Committee.
- F. LMSC officers are responsible for overseeing the activities in their local area and complying with the requirements enumerated in Section VIII.
- G. The Board has the ultimate fiduciary responsibility for the organization.

- H. The HOD reviews and approves the annual budget and the annual members' dues for the year following budget year and shall receive any modifications to FOG made in that current year.

IV. FINANCIAL REPORTING

The primary objective of financial reporting is to provide support for informed decision making.

- A. The CFO shall:
 - 1. Utilize a commercially available general ledger accounting software package;
 - 2. Provide to all Budget Control Heads a year-to-date listing of all items charged to his or her budget twice a year;
 - 3. Maintain a property and equipment log;
 - 4. Prepare monthly and quarterly financial statements; prepare monthly, quarterly, annual, and two-year forecasts; and prepare budget work papers. Due dates for financial statements and forecasts are in the Manual of Accounting Procedures ("MAP"); and
 - 5. Compile a list of all physical inventories as of year-end, adjust book inventory accordingly, and retain the inventory count lists as part of year-end permanent documents.
- B. Miscellaneous Reporting from the National Office shall include:
 - 1. The draft audited financial statements of USMS shall be submitted to the Audit Committee within 150 days after the close of USMS' fiscal year-end;
 - 2. Copies of all audit schedules prepared for the external auditors shall be made available to the Audit Committee concurrent with distribution to the auditors;
 - 3. The audited financial statements and related management letters shall be reviewed by the CFO, Treasurer, Executive Director and Audit Committee prior to finalization;
 - 4. Final audited financial statements and related management letters shall be submitted to the Finance Committee and Board prior to the annual meeting; and
 - 5. All income tax returns shall be submitted to the Audit Committee for review. The Committee shall then submit a report to the Board with an electronic draft of IRS Form 990, for their review prior to the eventual submission to the appropriate government agencies.

V. REIMBURSEMENTS AND DISBURSEMENTS

- A. Reimbursement Policy.

1. Employees and contractors of USMS and USMS volunteers shall be reimbursed for reasonable expenses, including travel, incurred in the performance of their duties, subject to limitations contained in this section;
2. All expenses should be budgeted in advance and are subject to Section VII of FOG;
3. All requests to the National Office for disbursements of USMS funds, including reimbursement of travel expenses, shall be made on a USMS Reimbursement Voucher, include a detailed description of the item, appropriate receipts, and provide the proper budget code. The request shall be submitted within 30 days after incurring the expense;
4. All travel for the National Office staff and contractors shall be at the discretion and prior approval of the Executive Director. Employees and contractors shall submit the Reimbursement Voucher, with appropriate detail and receipts, to the CFO for review, who shall forward to the Executive Director for approval prior to reimbursement. The Executive Director shall submit his Reimbursement Voucher, with receipts, to the President or Treasurer (or designee) for approval;
5. All travel for Volunteer members, not budgeted, shall require prior authorization by the President or designee. Volunteers shall submit the Reimbursement Voucher, with receipts, to their respective Budget Control Head (Committee Chair) for approval prior to reimbursement. In their absence, their Vice-President, the President, or the Executive Director may approve such budgeted items. Upon approval, the Executive Director, Budget Control Head, President, or Vice-President shall forward all requests received for expense reimbursement, to the CFO either electronically or by mail. If sent electronically, receipts and invoices must be scanned and included to support the request. In the absence of the CFO, the reimbursement may be submitted to the Executive Director;
6. For the Board meetings and the Annual Meeting, the President shall provide the CFO an approved list of people to be reimbursed through the National Office. The CFO shall review and approve expense reports for these individuals;
7. The Budget Control Head's respective Vice-President, the President or the Executive Director must approve, prior to submission for payment, any reimbursement for personal services provided to USMS by a Budget Control Head or by a company in which the Budget Control Head has ownership greater than 5% or is controlled by a Budget Control Head;
8. A completed IRS Form W-9 must accompany all personal service requests for payment, or one must already be on file with the CFO; and
9. Receipts for any expenditure of more than \$25 must be submitted with reimbursement requests. For items under \$25, receipts are preferred but not required.

B. Travel and Communication Expenses Policy.

1. Acceptable (appropriate) travel expenses include:

- a. Annual Meeting
 - i. Members of the Board, Chairs of Standing Board and Ad Hoc Committees (or approved replacements), Zone Chairs, Coordinators, the Executive Director and designated National Office staff and contractors shall be reimbursed by USMS for their registration fees and travel and lodging expenses covering the duration of official business at the Annual Meeting. Volunteers shall not be reimbursed for meals. The President shall provide an approved list of Volunteer attendees to the CFO for reimbursement; and
 - ii. The duration of the Annual Meeting shall include up to four nights ending with Friday or Saturday night. Members of the Board and other volunteer committee members and staff that are required to attend the Wednesday meetings, shall be reimbursed for up to five nights ending with the night prior to the last meeting. Exceptions to the four-night policy may be made at the discretion of the President or the Convention Coordinator.
 - b. Nationals - Travel expenses for the following individuals for their presence at the Spring and Summer Nationals shall be reimbursed: President, Executive Director, select members of the Championship Committee and National Office (at the discretion of the Executive Director), and the Officials Committee and Rules Committee Chairs or designees, as appropriate.
 - c. International Travel is limited to:
 - i. Travel to and attendance at FINA Masters World Championships by the USMS President, the Executive Director, the USMS designated FINA Liaison, USMS designated coaches and other designees for Masters World Championships and advanced scouting persons.
 - ii. Travel to and attendance at the FINA Masters Technical meetings by the USMS designated representative.
 - iii. Travel to the UANA meetings for USMS members of the UANA Masters Technical Committee.
 - iv. Travel to and attendance at Pan Pacific Championships and/or Masters Pan American Championships by the USMS designated representative, the Executive Director and the USMS designated FINA Liaison.
 - d. Any individual incurring permissible travel expenses shall be reimbursed by USMS only to the extent not reimbursed by other parties, including, but not limited to, FINA, LMSCs, grants, and travel agents.
2. Transportation - USMS shall reimburse actual expenses for transportation (limited to economy airfare) to and from the travel destination, including reasonable checked bag charges and costs for transportation to and from airports (including parking). Reimbursement for changes in flights is not permitted without the prior approval of the CFO. USMS shall not provide reimbursement for travel costs of a companion;
 3. Lodging - USMS shall reimburse for actual lodging expenses at the lowest available room rate, at ½ of the rate for a double occupancy room. The President, and in exceptional cases others, if they have not found someone to share their room, shall be reimbursed for single occupancy. USMS shall not reimburse for any auxiliary charges such as, but not limited to, movies, room service, non-preapproved Internet service, phone, pets, damages or valet services;

4. Meals for employees, contractors and volunteers (except volunteers at the Annual Meeting) are reimbursable only if an overnight stay is required and is limited to personal use and the lesser of actual or CONUS per Diem. Other types of entertainment as defined by the Internal Revenue Code are not reimbursable except as permitted in other sections of FOG;
5. Whenever FOG allows for payment of airfare, alternative methods of transportation are allowed, not to exceed the cost of economy airfare between the person's home city and the approved destination, plus airport shuttle bus or cab transfer expenses;
6. Reimbursement for personal auto use shall be at the IRS standard business mileage rate or the actual gas expense plus, tolls and parking for the trip;
7. Volunteer reimbursement for rental cars is not permitted without the prior approval of the CFO. Such approval shall be based on a comparison of costs for such rental car compared to other means of transportation as well as other factors deemed appropriate by the CFO and Executive Director. USMS shall not reimburse for rental car insurance;
8. Expenses for meals incurred by the Executive Director or USMS staff in business dealings shall be reimbursed up to an amount not to exceed \$50.00 per guest per social event; and
9. Communications - USMS shall reimburse the direct cost of any phone calls made on its behalf including allocable taxes. Access charges and base service charges are not reimbursable. Reimbursement for dedicated phone lines and internet charges or electronic mail shall only be made upon budgeted approval by the Executive Director for the National Office staff and President for the Executive Director and volunteers.

C. Disbursements

1. The CFO shall follow procedures specified in MAP in processing all disbursement requests, preparing checks and maintaining supporting documents. No checks shall be issued without approval by the CFO and Treasurer, or in the CFO's absence, by the Executive Director and in the Treasurer's absence, by the President, provided such person was NOT the requestor of funds to be disbursed; and
2. The Executive Director may pre-approve preparation of checks or payments by direct bank debits for recurring monthly bills under the dollar limits set in MAP. Required signatures and authorities shall be determined from time to time by Board resolution.

VI. INSURANCE

At a minimum, USMS shall carry the following types of insurance coverage:

- A. Excess Personal Accident Insurance – secondary to the primary insurance of any USMS registered member, or primary for a member with no insurance, for expenses incurred by a member as the direct result of an injury sustained while participating in a USMS-approved activity.

- B. General Liability Insurance - covering USMS, LMSCs, clubs, coaches and sanctioned events, including volunteers supporting the sanctioned events as further described in the USMS Guide to Operations.
- C. Bonding for activities performed for USMS by the: President, Treasurer, Immediate Past Treasurer, other members of the Board of Directors, Executive Director, CFO, Membership Services Coordinators, Long Distance Committee Chair, Championship Committee Chair, Finance Committee Chair, Investment Committee Chair, Audit Committee Chair and the Chair, Treasurer, and Registrar of each LMSC that are in compliance with FOG Section VIII.

VII. BUDGETING PROCESS AND CONTROLS

A. Dates for the budgeting process shall be as follows:

1. June 1st – A production schedule for the current year's budget process shall be submitted by the Executive Director and/or CFO to the Finance Committee and Board;
2. Early July – All individuals responsible for a Cost or Revenue Center with budgets greater than \$2,000 shall submit written requests for budget allocations for the coming year and a forecast for the current year to the CFO. Budgets less than \$2,000 need to notify the CFO if their budget shall change from the previous year, otherwise the budget shall be renewed using the previous year's budget amount. Each budget request greater than \$2,000 shall include appropriate detail in support of the request, as prescribed by the CFO. The Compensation and Benefits Committee must provide the salary range for any new position prior to the Executive Director budgeting and hiring personnel to fill the position;
3. July Board Meeting – The Executive Director presents the assumptions used in compiling the annual budget and a brief summary of the reasoning behind the assumptions to the Board, including % changes in all areas and new programs;
4. Late July – Incorporating the Board comments/proposals, the CFO and Executive Director shall compile a forecast for the remainder of the year and a detailed annual budget and review with the Treasurer and Finance Committee Chair;
5. Last Monday in August - The Executive Director submits the following to the Finance Committee and the Board: business plan; organizational goals; summary financial plan; funding priorities; and related detailed annual budget. The Finance Committee shall also receive a summary of all travel for the National Office and volunteers. The Executive Director is required to submit a no deficit Net Ordinary Income Budget, unless otherwise authorized by the Board;
6. The Finance Committee reviews the budget to ensure that the annual budget's allocation of resources is appropriate to achieving the organizational goals and funding priorities set forth by the Board. The Finance Committee shall also make any necessary changes to reach a budget with a zero or positive Net Ordinary Income, unless otherwise authorized by the Board;

7. 2nd day of the Annual Meeting - Finance Committee shall approve the detailed budget and submit to the Board for review, modification and approval prior to sending to the HOD;
 8. 3rd day of the Annual Meeting - The Board shall approve and recommend a detailed Budget to send to the HOD. Any Board modifications to a single line item greater than \$10,000 shall be sent back to the Finance Committee for review and comments, prior to Board submission to the HOD;
 9. 3rd day of the Annual Meeting – Finance Committee shall present the budget to the HOD for review;
 10. 4th day of the Annual Meeting – the HOD approves the budget; and
 11. Prior to the Winter Board Meeting - CFO breaks down budget by quarter (and month if feasible), enters into accounting software, and provides copies to the ED, Board and Finance Committee. CFO shall also update the two-year financial forecast consistent with the approved budget and review with the Treasurer. Either the CFO or Treasurer shall present the forecast to the Board during their winter meeting and provide a copy to the Finance Committee.
- B. Following the approval of the budget by the HOD, the Executive Director has the responsibility to manage USMS finances to achieve budgeted Net Ordinary Income – including unbudgeted, over budget, and under budget extraordinary revenues and expenditures. This includes reallocation of funds between different line items under his/her budget responsibility. The Executive Director shall issue financial reports on a monthly basis to the Board and Finance Committee, with explanations of all deviations versus budget.
- C. Notwithstanding the above, any reallocation and extraordinary expenditures greater than \$30,000, as well as unbudgeted expenditures that will result in overspending budgeted National Office expenditures, shall require, prior to the disbursement of funds, approval by a majority vote of the Finance Committee and a majority vote of the Board, in that order. The Board may override the approval or disapproval of the Finance Committee with a two-thirds vote.
- D. In the case of Volunteer expenditures, the Treasurer, CFO or Executive Director may approve over budget requests up to a cumulative total amount of \$1,000 per line item in any one year. Requests of \$1,000-\$10,000 shall require, prior to disbursement of funds, approval by a majority vote of the Finance Committee, and requests above \$10,000 the approval by a majority vote of the Finance Committee and Board in that order. The Board may override the approval or disapproval of the Finance Committee with a two-thirds vote.
- E. Over-budget (“OB”) requests shall be made using the USMS Over-budget Request Form and be sent to the CFO who, after review, shall forward the request and documentation to the Finance Committee. The request shall include the following:
1. A written explanation for the OB request, including how the expenditure furthers the USMS Action Plan for the fiscal year;

2. Appropriate mathematical calculations supporting the request;
 3. Identification and calculation of any expected benefits, including number of members directly impacted;
 4. Savings or potential reductions or reallocations in other expenditure line items;
 5. Dollar itemization of major components of the OB request; and
 6. An explanation why the unauthorized expenditures were made if the OB request for reimbursement is after the fact or an expenditure contrary to FOG.
- F. Proportional expense overruns directly attributable to actual volume exceeding assumptions made for budgeting purposes are exempt from the requirements of FOG.
- G. The CFO shall maintain a list of all over-budget requests indicating which are approved and not approved. All new funding and over-budget spending since the last annual meeting shall be presented to the Finance Committee at the annual meeting and included in the minutes of the Finance Committee.

VIII. LOCAL MASTERS SWIM COMMITTEES FUNCTIONS

The goal is for LMSCs to provide consistent financial reporting, follow sound accounting principles and remain in compliance with IRS requirements.

- A. LMSC reporting shall include the following:
1. LMSCs shall prepare annual financial statements consisting of at least an income statement and balance sheet based on sound accounting practices.
 - a. The financial statements may be prepared as often as monthly or quarterly;
 - b. LMSC shall use the same fiscal year-end as USMS, which is a calendar year; and
 - c. A copy of the year-end financial statements shall be sent to the USMS National Office within 4 months after year-end.
 2. LMSCs must file an annual tax return, per IRS guidelines.
 - a. Depending upon the annual receipts and expenses, the LMSCs shall file Form 990, 990-EZ or 990-N (e-postcard). LMSCs shall consult with a tax advisor regarding filing requirements;
 - b. For LMSCs filing Form 990 or Form 990-EZ, a copy of the return shall be sent to the USMS National Office within 10 days after filing the return with the IRS;
 - c. LMSCs filing Form 990-N shall forward the emailed receipt from the IRS to the National Office who shall verify that the IRS has recorded the returns; and
 - d. Any income unrelated to exempt activities may be taxable. Consult with a tax advisor.
 3. A Form 1099-MISC shall be issued to any individual or business not operating as a corporation that the LMSC pays for services rendered whereby they are paid \$600 or

more during the fiscal year. Reimbursement of out-of pocket expenses is not included on Form 1099-MISC.

- B. The LMSC Treasurer and Registrar shall not be the same person.
- C. An authorized check signer shall not reconcile bank statements.
- D. Someone in the LMSC other than the Treasurer and the person reconciling the bank statements shall perform periodic reviews of accounting records.
- E. All LMSCs are subordinate organizations of USMS and derive their 501(c)(3) exempt status as members of USMS's group exemption. Therefore, USMS reserves the right to inspect all financial records of any LMSC upon reasonable notice to the LMSC.
- F. If the LMSC leadership is finding it difficult to comply with any of these defined functions, they shall contact the USMS VP of Local Operations to arrange assistance from USMS.

IX. INVESTMENTS AND RESERVES

The investment assets of USMS are intended to support an ever-broadening array of activities in support of the USMS mission. USMS has adopted an investment philosophy with a primary goal to invest the financial assets of the organization, in excess of funds needed for current operations, and to provide maximum earnings growth, based on a total return approach, consistent with a policy of prudent investment and protection of assets. The Board has delegated to the Investment Committee the responsibility for overseeing its long-term investment program operating within an approved Investment Policy. The Investment Policy does not apply to the USMS Swimming Saves Lives Foundation or the Central Indiana Community Foundation, Inc.

A. Equity Reserves shall be maintained such that USMS has \$120,000 in an insurance reserve and a \$150,000 general reserve in cash or cash equivalents. In addition to these Reserves, a portion of the longer term investments must have immediate liquidity to cover at least four (4) months of the current year budgeted expenses. This reserve requirement shall be tested each calendar quarter by the CFO to insure compliance. If the reserve is out of compliance, the required reserve amount shall be met by the end of the next calendar quarter.

B. Investments

1. Short-Term Investments - The following investment vehicles are acceptable to USMS, including the LMSCs, for the investment of their cash balances:
 - a. Checking accounts, certificates of deposit or money market accounts issued by U.S. banks in an amount not to exceed the current maximum insurance payable by the Federal Deposit Insurance Corp., (FDIC). Information on FDIC insurance can be found at www.fdic.gov;

- b. Money market mutual funds that seek to maintain a stable net asset value of \$1.00. **Money market mutual funds are not a deposit of a bank and are not insured or guaranteed by the FDIC.** It is possible to lose money by investing in a money market mutual fund. Before investing in a money market mutual fund, the prospectus should be read carefully and a fund's investment objective, risks and expenses should be considered;
 - c. In addition, the Treasurer is hereby granted specific authority to maintain funds of USMS in an amount not to exceed \$10,000 in financial institutions which do not meet the requirements set forth in VIII.B.1.e.(i) and VIII.B.1.e.(ii). This exception is granted to facilitate the transfer of funds between the operating disbursement accounts and the longer-term investments;
 - d. On an annual basis, the Investment Committee shall review the list of investments in VIII.B.1.a. and b. for continued inclusion or replacement; and
 - e. USMS and any of the LMSCs may own obligations consisting of U.S. dollar-denominated investments meeting any of the following criteria:
 - i) Marketable, direct obligations of the United States of America maturing within two years from the date of acquisition thereof;
 - ii) Prime commercial paper maturing within one year from the date of acquisition thereof, and at the time of acquisition, having a rating of A-1 or higher by Moody's Investors Service, Inc, or F-1 or higher by Fitch Ratings; and
 - iii) Interest-bearing certificates of deposit maturing within one year from the date of acquisition thereof issued by a commercial bank organized under the laws of the United States of America or any State thereof, issued by a commercial bank that is FDIC insured. Such certificates of deposit shall not exceed current FDIC insurance limits from any one bank.
2. Long-Term Investments - A portion of the investment balances of USMS may be invested in a different fashion in accordance with the Investment Policy. To achieve USMS investment objectives, a long-term strategic asset allocation among several asset classes shall be determined. Since long-term higher returns are very important in meeting the objectives of the USMS investments, the asset allocation shall contain a mixture of equities and fixed income that subject the portfolio to the potential of moderate, but not devastatingly large short-term losses, and provide the potential for higher long-term returns. Equity investments shall be diversified among international and domestic, as well as large, mid and small cap investments. The fixed income funds shall be in domestic, investment grade securities (generally considered to be rated BBB or better by a nationally recognized statistical rating organization). In implementing the asset allocation only readily marketable mutual funds and money market funds shall be utilized.

C. All authorized signers on all USMS' bank and investment accounts shall prepare and sign one letter directing each such institution where USMS has an account to send the original of each statement or statements for such accounts, together with all checks and/or records of trades and/or transfers made, to the Chief Financial Officer. A copy of all statements and/or records of trades and/or transfers made shall be provided to the Treasurer.

X. PURCHASING PRACTICES

The goal is to obtain quality goods, services and materials for USMS at a competitive price.

- A. Bids shall be obtained for any single expenditure in excess of \$10,000, by submitting a Request for Proposal (RFP) to a minimum of three vendors unless there are fewer than three vendors offering the service, goods, or materials.
1. RFPs shall be submitted to vendors by the Committee Chair, Executive Director, CFO, President or other designee; and
 2. Bids shall be reviewed based on cost and what best meets the needs of USMS. While cost is not the deciding factor, if the lowest bid is not selected, then the rationale supporting the choice of a higher bid shall be presented in writing to the Executive Director and CFO, along with the requesting party's recommendation for approval.
- B. If fewer than three vendors are available or suitable to bid, the requesting party must present the reasons supporting the bid process used to the Executive Director, along with recommendations for approval. Such approval shall be submitted in writing to the CFO prior to the disbursement of any funds. Nothing in this guideline shall be construed as precluding negotiations between USMS and a successful bidder in an attempt to improve a contract to the benefit of USMS.
- C. Exceptions to this policy may be granted for the following providers to ensure continuity of service to the organization:
1. Service providers – for services such as printing costs for the Rule Book and SWIM magazine. These shall be reviewed at least every three years by the Executive Director, CFO and Treasurer; and
 2. Professional providers - for services such as auditing and tax preparation, legal, and investment advisors. These shall be reviewed at least every five to seven years by the Executive Director, CFO, Treasurer and:
 - a. For auditing and tax preparation, the Chair of the Audit Committee;
 - b. For legal services, the Legal Counsel; and

c. For investment advisory services, the Chair of the Investment Committee.

D. The Treasurer and CFO must approve such exceptions, with notification to the Finance Committee Chair. A list of these exceptions shall be maintained in MAP.

XI. FIXED ASSETS

The purpose is to provide a framework for the effective management of USMS's fixed assets.

- A. Property and equipment purchases in excess of \$5,000 shall be capitalized. This includes buildings, building improvements, equipment, office furniture, and computers.
- B. Both capitalized and expensed items shall be properly tagged with two separate records maintained by the CFO. The records shall include the tag number/serial number; purchase date; description of fixed asset; original cost, including freight, installation, labor, etc.; date of sale/obsolescence; and depreciation schedule for capitalized items.
- C. Assets capitalized shall be depreciated based on Generally Accepted Accounting Principles and IRS guidelines, as appropriate.
- D. All property and equipment of USMS shall be retained by the person into whose custody it is given for the purpose of facilitating the work of USMS. If the person's assignment within USMS changes or he/she no longer has use for the equipment, it shall be made available to his/her successor or others in USMS who may have a need for the equipment.
- E. USMS equipment that is obsolete and not needed by any Board member or other USMS position may be sold. The priority is to make productive use of the property within USMS. However, consideration may be given to the age of the equipment, its replacement value, its maintenance cost and cost of shipping.
- F. Equipment sales are also subject to the following conditions:
 - 1. All equipment sales must be approved by the Executive Director and billed by the CFO; and
 - 2. When USMS equipment is to be sold, the sales price shall be the greater of the fair market value of the equipment or \$25.
- G. Website and Software Development Costs
 - 1. Projects having a cost of \$50,000 or more and are estimated to have a useful life of at least 3 years shall be capitalized. Capitalized costs shall be amortized on the straight-line basis over the estimated useful life. The amortization period depends on how long the software is expected to be used, considering technology and obsolescence. Amortization shall begin for each module or component of a project when the module or component is ready for its intended use. Development costs shall be capitalized and amortized over a period during which significant changes are not anticipated.

2. Calculation of the amount to be capitalized shall follow the IRS rules then in existence.
3. All projects shall be defined, tracked and reported to the CFO and Finance Committee Chair at the end of each calendar quarter with hours detail incurred on the project. Each report shall include the current quarter and year to date. The report shall also identify any out-of-pocket costs and purchased development tools attributable to the project.
4. Determination of whether individual tasks are separate parts of one project or actual separate projects shall be based on the facts and circumstances in each case. This does not preclude parts of a project taking place over two or more years.

XII. MISCELLANEOUS

- A. The giving of gifts and awards is appropriate and consistent with the purposes of USMS and shall be encouraged. The making of grants to individuals shall only be made after legal review to ensure compliance with IRS tax-exempt guidelines.
- B. USMS shall donate to the International Swimming Hall of Fame an amount to be determined annually by the Finance Committee and approved by the HOD in the budget.
- C. The price of items sold to individuals, not for resale, shall be established at the lesser of Fair Market Value or cost of the items, plus mailing costs, rounded up to the nearest dollar.
- D. The President, the Executive Director, or the President's appointee shall negotiate contracts or agreements between USMS and sponsors, independent contractors and employees for goods and/or services for which budget approval has been obtained. Proposed contracts or agreements greater than \$30,000 shall be reviewed by a representative of the Finance Committee, appointed by the Finance Committee Chair. Legal counsel shall also review.
- E. Unless specifically disclosed as part of a previously signed conflict of interest statement, no Officer, Board member, Committee Chair, subcontractor, employee or other official of USMS shall accept any gift of more than \$25 (annual cumulative total of \$200) and or any meal with a value of more than \$75 from any USMS vendor, bidder, or sponsor. This policy does not preclude participation in large, sponsored events or acceptance of items made widely available.
- F. Emergency/Disaster Over-Budget Procedure - In the event of an unanticipated occurrence which substantially inhibits or prevents the performance or maintenance of a necessary function of USMS, whether such occurrence relates to personnel or equipment, and delay in responding to such unanticipated occurrence shall be damaging to the best interests of USMS and its members, then any two (2) members of the Executive Committee or the Executive Director and one member of the Executive Committee may authorize the expenditure of such funds as may reasonably be necessary to address the unanticipated occurrence. As soon as practical thereafter,

such officers shall communicate in writing the substance of the unanticipated occurrence and their reasons for proceeding. Such report shall be provided to the Executive Director, the CFO, the Finance Committee, the Executive Committee and the Board.

G. Travel Restrictions for Key Employees - Due to operational considerations, only two key employees of USMS may travel together. Key employees must share a travel calendar, including flight numbers, in order to comply with this policy. Exceptions to this policy must be pre-approved by the President or Secretary. Key employees are the Executive Director, IT Director, CFO, Education Services Director and Communications and Publications Director.

H. Future Year Financial Commitments - For a financial commitment greater than \$50,000 outside of the current year budget, a spending plan shall be submitted to the Finance Committee. The Finance Committee shall review and comment on the commitment to the Board. The Board shall take the recommendation of the Finance Committee under advisement, and report back to the Finance Committee.

XIII. FOG UPDATES AND CLARIFICATIONS

Any updates to FOG shall be developed by the Finance Committee in conjunction with the USMS Treasurer and CFO on an annual basis and shall incorporate any financial policy or procedural change adopted by the Board during the course of the year. All recommended changes to FOG shall be presented by the Treasurer to the Board for approval. All Board approved FOG changes shall be presented to the HOD prior to conclusion of the next annual meeting. The most current version of FOG shall be posted on the USMS website. Clarifications of any elements of FOG are available from the Treasurer, CFO, or Finance Committee Chair.