



October 14, 2012, 8 am -12 noon  
Cincinnati, Ohio

### Executive Director's Report

---

The focus of the office since the October meetings has been membership renewals. Of the 12/31/2011 member renewals 74 % have renewed with the society. Overall membership stands at:

	<b>May</b>	<b>Oct.</b>	<b>Jan.</b>
Individual:	1614	1655	1393
Family:	498	510	456
Junior:	45	43	39
Life:	281	282	278
Club:	88	91	76
Commercial:	3	5	6
<b>TOTAL</b>	<b>2529</b>	<b>2593</b>	<b>2248</b>

Rulebook sales have been brisk with the first batch of pre-orders having been mailed the first week in January. We have already covered our costs on the printing of the books so the remainder of the inventory sold will be profit. Feedback on the Rulebook has been positive; however members have mentioned that they would like to see the print a bit bigger. The experience with Fedex Printing was very positive and we will definitely look their way for printing the books in the future.

We have three webinars in place for the 1<sup>st</sup> quarter of the year, Rules Review, Using a Heart Rate Monitor (Adena Ray), Transitioning from Breed Shows to ADS Shows (Jeff Morse + Susan Koso). Tentatively we have interest from Paul Maye, and Frank Luetz, subjects to be determined, but will more than likely be competitive topics which we can charge members and non-members a participation fee.

The apartment building that houses the office has been sold and we have met the new owners. They seem much more responsive and were truly enamored by the fact they had a national office as their tenant. Our lease is not up until August but we will have conversations with the new owners in the near future to learn what their terms might be for a new lease.

Myself and the Executive Committee have begun setting up an annual review process for employees and contractors in which goals are set and expectations are outlined. This more formal approach will help to increase efficiencies by focusing our resources more directly to the goals set by the Board of Directors.

We have started two new e-mail communications. A quarterly Organizer's Newsletter and a updated News Bits. News Bits will be run bi-monthly with a goal of coming out on Tuesdays. It will contain member announcements, competition updates, and interesting stories. The Organizer's Newsletter will be focused on reminders, information pertaining to organizers and tips and tricks shared by successful organizers.

We have been testing a new calendar format for the Website that would use Google calendars to contain and display the current information as well as the tentative 2013 calendar. We have also created a regional calendar for each region which we hope to train and authorize regional directors to contribute to. All these calendars can be pulled into one comprehensive calendar for all of North America.

We have also been able to incorporate a blog into our web site that could be used to report news from competitions as they are happening from dedicated bloggers assigned to the competition. Francine Arrington

has given me some qualified names of people who might be interested in doing it for some of the Florida competitions.

The Annual Meeting will be held in Madison Wisconsin this year. A dedicated committee has been formed and has come –up with a rough outline of educational topics that may include a special multiples clinic on Sunday, held at Hickory Knoll and Frostwood Farms. The formally approved date of the September 23 needs to be moved to the following weekend because it conflicts with a Badger Football game. We will have the first announcements for the meeting out in the News Bits e-mail newsletter in February. In the Midwest Region and the state of Illinois there is currently 270 members. The committee is looking forward to hosting a fun and educational event where drivers can come together to socialize and participate in their society.

Governance & Bylaws Committee  
Committee Report  
Board of Directors Meeting  
January 14, 2012

2011 Goals

Policies & Procedures

- Develop procedures to comply with Articles in the Bylaws that direct attention to further methods of operation.
  
- Develop policies to address Johnson Block & Company, Inc. (Auditors) recommendations for a
  - Whistleblower's Policy
  - Fraud Policy
  - Documentation and Destruction Policy
  
- Continue developing job description guidelines for Committees
  
- Continue developing procedures to comply with Articles in the Bylaws that direct attention to further method of operation.

We completed work on the Policy & Procedures that accompany Article XVI Ethics and Conflict of Interest and the Whistleblower's Policy, both of which were adopted by the Board of Directors at the October 12, 2011, meeting. The merging of three different sources of job description guidelines is approximately fifty percent completed.

2012 Goals

Policies & Procedures

- Develop procedures for the Fraud and Documentation & Destruction Policies. Work on these two items will begin when we receive the necessary information from the Executive Office and the Budget and Finance Committee
  
- Continue working on the committee job description guidelines. This is partially completed and our hope is to have this task completed and ready for presentation to the Board of Directors by the Fall 2012 meeting.

Our Committee is open to and invites your suggestions and comments.

Elaine Kendig  
Chair

# Marketing Committee Report

## January 2012

### Chair: Maureen Harkcom

#### **Members:**

Allyn Carman; Ruth Graves; Amanda Horton; Chad Rhinehart; Wendy Ying

Progress is slowly being made in the **Breed Partnership** program.

#### **Breed Stewards:** Agreements currently in place:

American Haflinger Registry  
Friesian Horse Association of America  
American Morgan Horse Association  
National Fjord Horse Registry  
American Miniature Horse Association  
American Connemara Pony Society  
American Shetland Pony Club  
American Miniature Horse Registry  
Welsh Pony and Cob Society of America  
Standardbred  
Gypsy Vanner Horse Society  
??IFSHA  
??Andalusian  
??Lippizzans

#### **Expanding:** Currently working with stewards for:

Saddlebred  
Quarter Horse  
Dartmoor  
Hackney Horse

Hoping to find stewards for:

Fell  
Icelandic  
Hackney Pony  
Arabian

#### **General Marketing:**

##### **Focus on effective marketing to retain membership and bring in new membership**

Streamline effectiveness and use people's strengths

Coordinate efforts so no two people (two committees) are doing (or not doing) the same thing

Determine overlap and coordinate efforts with committees: Education; Regional Directors;

Combined Driving; Dressage; Pleasure Show; Recreational

We hope to finish refining the Marketing Plan and implement it. We are looking at how to support the Horse Radio Network and new ideas including: how to improve Google searches and modernization of the Allegra flyers explaining Combined Driving and Pleasure Driving Shows.

## Event Standards Committee 2012 goals

Develop a method for easy and timely filing of reports from Competitions. This includes Licensed Officials and Organizers.

The above will also help in tracing missing non-members fees.

Develop a tutorial to help Officials file their reports in a more timely fashion.

Continue to work with Marc Johnson in developing a Course Designer certification program.

Continue to collect vet box data .

## **Event Standards Committee**

**Members for 2011** and also 2012

**Jacob Arnold**

**Debbie Banfield**

**Ellen Ettenger**

**Boots Wright, chair**

### **Goals for 2011**

**a) Reviews Judge's and Technical Delegate's Reports and act on the ones which suggest that competition needs some guidance.** This is on-going, we continue to review reports as they are sent to us.

**b) Review and update the language in what used to be known as the "grey area" the Competition Approval section.** We added language to Art 129 to prompt Organizers to submit applications for the omnibus in a timely and complete fashion.

**c) Act in concert with the Licensed Officials Committee when needed.** On-going

**d) Work with Marc Johnson to help to develop a program for licensing our ADS Course Designers.** On-going

**e) Start to develop a rating system, similar to that of Eventing, for each of our competitions. The rationale being that to achieve a four-star**

**(for instance) rating, certain standards and conditions must be met; caliber of course, experience of Officials, quality of venue and amenities etc.** ongoing with a suggestion that adt's be 1 star, hdt's be 2 star, cde's up to and including ussef classes 3 star, and any competition with fei classes 4 star. We are working with the cd committee and the pleasure committee on this project. **This has been withdrawn after conversation with CDC and PDC.**

**respectfully submitted,**

**Boots**

January 3, 2012

**TO THE ADS BOARD OF DIRECTIONS**

REPORT FROM THE EDUCATION COMMITTEE

**Part 1...2011 Goals and Objectives**

- Goal 1. Create and produce information pieces through the Whip, Webinars, and Pixetell.
- a. Monthly articles were produced and published in the Whip under a new regular column, "Driving Bits." Did limited input on Webinars. The web page Pixetell went out of business.
- Goal 2. Create a user friendly and comprehensive Index for the Rule book .
- a. We contacted a professional indexer who reviewed the book and gave us a bid. We repeatedly referred this contact to the Rule Book Committee chair, but no follow-up occurred. We contacted the board secretary with our concerns. Nothing has been done. It still remains a goal and a major concern.
- Goal 3. Create informational pieces for the new/novice driver.
- a. The following pieces were written and produced: "Your First Marathon"; "Your First Pleasure Show"; "Intro to Competitions." A new video is in production.
- Goal 4. Contribute regular Ed. Com. Articles for the Whip.
- a. These have been done and appear in the Whip under the column, "Driving Bits."
- Goal 5. Continuous update of a subject matter bibliography.
- a. The bibliographies are in place and accessible.
- Goal 6. Respond to the Educational needs of other ADS committees.
- a. Whenever asked, we have responded. We produced and distributed videos for the WEG which have reprinted and given to clubs throughout the country. We produced a cone setting video for education of volunteers.
  - b. We are in mid process of creating a video, "An Introduction to Carriage Driving."
- Goal 7. Act as consultant/resource for Webinars.
- a. No requests have been made.



Goal 8. Create a Safety Video in cooperation with the ADS office.

- a. We agreed to work with a Wisconsin club to film and produce the above video. No further action was taken by the club. We are still committed to the project if, and when, it is needed.

Goal 9. Continue proactive relationship with the CAA on matters of Educational interest.

- a. We are in the pictorial draft stage of the new video, "An Introduction to Carriage Driving". The script has been approved by both the Ed Committee and Jill Ryder from the CAA. The CAA has provided historic footage which will be included in the production. The relationship with the CAA has been very positive. See Goal #6.

## **PART 2: 2012 GOALS AND OBJECTIVES**

Goal 1. Complete and distribute the video "An introduction to Carriage Driving."

This project has had subject draft and script approved by the Ed Com and the CAA. Currently a first draft is being produced. A second draft will be sent for approval.

Goal 2. Continue to respond to requests from other committees where educational expertise is needed.

Goal 3. Work toward having a more accessible index to the ADS Rule Book.

## Dressage Committee Report

January 6, 2012

Goals established one year ago were developed for 2011 and 2012.

The first priority was to complete new dressage tests, beta test those proposed drafts, post to the ADS web site for member comment, obtain BOD approval and then monitor implementation by organizers. Four dressage tests are now approved and we expect to have those tests used in competition in the second half of 2012 due to the timing of organizers selecting dressage tests in time for the Omnibus deadlines. Hardy Zantke wrote an article about the creation of new dressage tests which encouraged Organizers to select from the new dressage tests where appropriate. That article was published in the November Whip.

During this process in 2011 members of the Dressage Committee asked for and received clarification that the process of approving dressage tests is not included in the RCP process. That will free up our schedule of implementation in the future. The Dressage Committee will continue to have new dressage tests go through the process of beta tests so that drivers and judges can provide comments as well as posting to the ADS website for member comment prior to asking for BOD approval.

The second goal of designing a new format of an easy to use learning aid for Dressage Tests is the hands of our computer expert on the Dressage Committee, Linda Yutzy. She has created a format that is simple to read in large font and color coded. We look forward to the introduction of a new learning tool that members will appreciate. The responsibility of assisting the Education Committee when requested to develop material for training has been submitted.

Additional activities which occupied the Dressage Committee involved discussing and deciding on movements, degree of difficulty, and collective remarks that will/will not be included in future dressage tests being written. We will continue to communicate with the Combined Driving Committee when deemed appropriate on these decisions. We have not begun a revision for the ADS Manual for Driven Dressage. We have submitted Rulebook Articles that might be moved into a Policy Manual instead of the current Rulebook.

The focus during 2012 will follow the same priorities listed above. We will release new dressage tests in small "groups" instead of individually following the process that was implemented in 2011.

Submitted by Chair, Tracey Morgan in behalf of the Dressage Committee

## ADS Development Committee Annual Report

### 2011 Goals

1. Continue to support Fund guidelines
  - a. Grants reviewed on a timely basis
  - b. Committee calls held as needed to discuss action items
  - c. Assisted in the Annual appeal
  
2. Improve fundraising results, support of membership, monitor costs
  - a. Hold on efforts due to state registration requirements
  - b. Budgets prepared and reviewed monthly
  
3. Work on the recommendations to invest ADS Funds, establish an endowment fund and coordinate these efforts
  - a. White Paper prepared and approved
  - b. Endowment Fund structure and guidelines ready for approval

### 2012 Goals

1. Establish a 2012 Budget for Annual Fundraising Income and Expenditures with the Development Committee
2. Activate the Endowment Fund process with the Trustees
3. Continue to support ASD guidelines

## American Driving Society Licensed Officials Committee Report

January 14, 2012

### 2011 Committee Goals and Activities

1. Review applications for acceptance and promotion. There are four applicants for this current time block. The number of applicants and inquiries continues to stay steady. Ongoing 2012 task.
2. Review criteria for acceptance and promotion as needed, make sure information on ADS website is current. Ongoing process for 2012.
3. Planning future clinics for officials: A FEI combined driving officials clinic will take place after Live Oak March 2012, there will be places available for USEF/ADS "R" and possibly "r". Walnut Hill Pleasure Show manager Ed Young has extended an invitation to host the pleasure official's clinic in August of 2012.
4. ADS adopted an alternate process for experienced international competitors to enter official's programs during the October 2011 BOD meeting. We have continued discussion with the USEF LOC and USEF Driving Technical committee on how best to have USEF implement this, and hope to have the USEF RCP passed at this weekend's meeting.
5. Continue to review complaints and evaluations as directed by Policy and Procedure Disciplinary process as needed. Will continue in 2012.
6. Continue development of curricula for clinics, and update skill based evaluation forms to clarify the acceptance and promotion process.

### 2012 Goals

Rather than replicate ongoing processes, I am only listing new projects here.

1. Develop application and evaluation forms for "SA" licenses.
2. Next Super Clinic takes place in 2013, start planning and coordinating with discipline committees, show standards and education. Continue to coordinate test process with USEF.
3. Discuss method to achieve better compliance with show report and official's evaluation report submission.
4. We have had some interest from breed show judges about ADS pleasure show licensing. Will promote 2012 Walnut Hill clinic with USEF to attract interested breed judges.
5. Develop a budget for future clinics and educational opportunities for officials. For example, we would like to capture video at Walnut Hill for future clinics.

Dana Bright  
Chair, ADS Licensed Officials Committee

## **ADS Pleasure Driving Committee Report - Cincinnati/2012**

Looking forward to 2012, the Pleasure Driving Committee will continue to be vigilant about competition rules that require attention and we are always on the lookout for fresh competition ideas for inclusion into the rulebook. Two areas of special interest for 2012 will be encouraging the inclusion of driven dressage in pleasure competitions and encouraging further exploration by pleasure organizers of the Continuous Drive concept which saw great popularity in 2011.

Most experienced drivers agree that dressage fundamentals are critical for physically and mentally sound carriage driving horses, especially those who must withstand the rigors of competitive driving sports. With that basic premise in mind, the Pleasure Committee will explore how dressage might be better integrated into Pleasure Driving Competition.

In 2011 organizers began to integrate The Continuous Drive concept into pleasure driving competitions either by offering stand alone competitions or by including it in their existing Pleasure Shows. As organizers better understand the concept, the more they see how easy it is to offer this very flexible competition format that can fit in some form into almost any venue. The committee would like to expand on that process in 2012.

Historically it has been a very challenging task to bring the USEF Carriage Pleasure Rules in sync with the ADS Pleasure Rules. Each of the past 4 years, it has gotten a little easier and we are happy to report that for 2012, as far as we are aware, there are only 2 minor discrepancies. These were due to a USEF rule change process reorganization that became known too late for ADS to include these last minute changes. The impact on 2012 USEF competitions will be extremely minor. That said, the sync process was the most seamless it has ever been, in large part due to help from the USEF staff. For the 2013 rulebooks, our goal is 100% syncing.

Respectfully submitted on behalf of the ADS Pleasure Driving Committee

## ADS Rules Committee Report to Board of Directors (For January 14, 2012 meeting)

On January 30, 2011 this committee submitted two primary goals for 2011. We are pleased to report that the committee has met its timelines and produced a quality product posted to the website by the December 1 deadline. The 2012 edition contains an expanded index following input from many members. The committee also produced a hard-copy version that has earned substantial profit for the ADS, all accomplished with considerable volunteer effort at no cost to the organization.

The revision process remains open and transparent to all members. There were 91 suggestions received, of which 52 became proposals for member comments. (19 did not receive support from their technical committees and 20 were subsequently withdrawn.) There were 151 comments received for the technical committees to consider before adopting their final wording and submitting to the Rules Committee to present to the Board of Directors for acceptance.

The committee had envisioned a secondary goal to renumber/reorder the Rulebook for a variety of stated reasons. We reported to the Board on May 25, 2011 that a working group had been established to consider objectives and various scenarios and alternatives for project. The committee had reached consensus on layout after consulting with each of the technical committees. The committee had invested over 50 hours of time, but ceased its work when it learned an ad hoc committee had been formed to take on the project.

### Goals for 2012:

The committee remains committed to the revision process based upon existing timelines. The success of this goal requires all individuals and committees respect the Board-approved deadlines. Many believe this committee should continue its work on the reordering/renumbering project. A secondary goal will be to produce and publish a parallel edition for member comment.

The committee continues to consider the use of the latest electronic technologies for rapid search, tables of contents and indexing within its document to enable efficient information retrieval not only from the ADS website, but also various personal devices such as iPhones, iPads, Kindles and other popular user electronics. The following table summarizes the goals, timeline and resources envisioned for 2012 committee activity.

Goal	Detail	Resources	Time-line or deadlines	Office support	Budget impact
Rulebook reordering	Template for 2013	Committee	May 31	Advisory	None
Rule change suggestions	Committee review	Committee	June 30	Conference call	None
Rule change proposals	Create document	Committee	July 31	Publish notice	None
Finalize RCP	Prepare for Board	Committee	Sep. 30	Conference call	None
2013 edition	Incorporate and proof approved changes	Committee	Dec. 1	Publish on web	None

Respectfully submitted,  
Simon Rosenman, Chair

TREASURERS REPORT TO THE MEMBERSHIP  
2012 Board Meeting  
Cincinnati Ohio

As I sat down to prepare this report to the Board I read my report to the membership this past October. I spoke about challenges we face and I thought about my belief that we face a revenue rather than an expense problem. I think we have done a reasonable job in containing our costs and our Executive Director deserves some credit for this. During budget talks the overall opinion of the Finance Committee was that we saw very little room to maneuver when looking at the expense side. On the other hand, for example, membership dues receipts again fell short of our projections by an amount that by itself would have erased our year end loss. This is why my committee presented to the Board for consideration three specific proposals for revenue some of which were discussed at the last Board meeting. . We will continue the process during this meeting as we discuss the budget approval process.

There are, however, new things to consider due to the exceptional generosity of Louisa Plummer with her bequeath to the ADS. At the time the 2012 budget was drafted the Finance Committee felt it was premature to make assumptions regarding the impact this gift would have. Now that things have developed further there will be specific proposals made at this meeting that if adopted will affect the preparation of future budgets. Also, as an organization, we have accumulated some fairly serious deficiencies in available assets to cover future obligations. In the near future I will make some specific proposals to the Board with suggestions to deal with this.

For many years the ADS has made life memberships available for a flat one time cost which currently is \$1,000. These memberships have always been issued in an individuals name. Recent questions have come up asking if we should consider issuing some life memberships in two names including the individual and spouse/partner. I intend to review this question with the Finance Committee with the idea of discussing it at a future Board meeting. I encourage anyone to give us your thoughts on the matter.

As we begin fiscal year 2012 the ADS continues to have sufficient cash reserves to maintain current operations and we are much closer to reaching long term financial stability than at anytime since I have served as your Treasurer. We can all look forward to the long term fulfillment of our support for the sport of carriage driving.

William W. Lawson Jr.  
Treasurer

ADJUSTMENT TO THE DEC INCOME STATEMENT TO SEPARATE ADS FUND ACTIVITY

12 month loss per statement		-2,979.19
Remove all ADS Fund Activity		
Donations	33,517.09	
Grants	-23,836.00	
Operating Costs	-5,530.41	
ADS Fund gain	4,150.68	-4,150.68
Net Operating 12 Month loss (excl. ADS Fund)		-7,129.87

ADJUSTMENT TO THE BUDGET vs. ACTUAL STATEMENT TO SEPARATE ADS FUND ACTIVITY

	JAN to DEC	BUDGET	\$ OVER / UNDER
Per Report	-2,979.19	241.51	-3,220.70
Remove ADS Fund Activity	-4,150.68		
Operating Results	-7,129.87	241.51	-7,371.38

GENERAL NOTES

Both the Income statement and the budget comparison as printed from Quickbooks includes ADS Fund activity. There are no estimates in the Budget for the ADS Fund . The calculations above adjusts the bottom lines removing the ADS Fund.

The Profit and Loss statement as it stands should be very close to how it will end up after review by our accountant. Receipts for memberships, licensed official fees and show fees that apply to 2012 are not included. Year end inventory levels have been counted and cost of goods sold have been adjusted where necessary. Insurance costs have been allocated to reflect coverage for 2011 only.

I have entered the \$10,000 ADS Fund grant for operations that was approved with the adoption of the 2011 budget a year ago. Even with this, the loss of \$2,979 shown on the statement grows to \$7,130 when ADS Fund activity for the year is separated. This amounts to about 2.3% of our 2011 budgeted revenues.

Memberships, advertising revenue, Meetings and webinar income all fell short of budget projections. Direct donations, show fees, sale of merchandise and licensed official fees came in better than budget partially offsetting other shortfalls.

ADS Fund activity was at a reduced level this year partly due to suspended efforts while we have been working to get properly registered in various states where fundraising is planned. Despite this, \$20,000 of unrestricted donations were received in 2011 that have not been earmarked as yet for a specific use. This is evidence that the ADS continues to rely on some level of donations to carry on with our activities.

One final note. A little less than half of the year end loss can be attributed to the full financial audit we contracted for in 2011. The audit became necessary for the states registration project but it's cost was not made part of the 2011 budget when approved.

Respectively submitted,

William W Lawson Jr.  
Treasurer



4:33 PM

January 11, 2012  
Accrual Basis

**American Driving Society**  
**Balance Sheet**  
As of December 31, 2011

	<u>Dec 31, 11</u>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
Petty Cash Drawer	49.25
<b>Cash</b>	
Wells Fargo-Checking	64,763.75
Wells Fargo-Savings	11,032.55
Citigroup 20907-11	40,507.12
Citigroup 20906-12	63,257.99
<b>Total Cash</b>	<u>179,561.41</u>
<b>Total Checking/Savings</b>	179,610.66
<b>Accounts Receivable</b>	
<b>Accounts Receivable</b>	
Open Credit on Account	(3.00)
Membership Invoice	2,255.00
Product Invoices	436.35
Advertising Invoices	9,422.85
Accounts Receivable - Other	(97.85)
<b>Total Accounts Receivable</b>	<u>12,013.35</u>
<b>Total Accounts Receivable</b>	12,013.35
<b>Other Current Assets</b>	
<b>Inventory Asset</b>	
Clothing	1,068.97
Publications	10,388.44
Video's and DVD's	546.97
Miscellaneous	369.37
<b>Total Inventory Asset</b>	<u>12,373.75</u>
<b>Prepaid Expenses</b>	
Rent / Damage deposits	750.00
Insurance	3,200.23
<b>Total Prepaid Expenses</b>	<u>3,950.23</u>
<b>Total Other Current Assets</b>	<u>16,323.98</u>
<b>Total Current Assets</b>	207,947.99
<b>Fixed Assets</b>	
<b>Fixed Assets</b>	
Furniture and Equipment	51,029.07
Accum Depr - Furn and Equip	(50,872.26)
Vehicles	1,100.00
<b>Total Fixed Assets</b>	<u>1,256.81</u>
<b>Total Fixed Assets</b>	<u>1,256.81</u>
<b>TOTAL ASSETS</b>	<u><u>209,204.80</u></u>

4:33 PM

January 11, 2012

Accrual Basis

**American Driving Society**  
**Balance Sheet**  
As of December 31, 2011

	<u>Dec 31, 11</u>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
Accounts Payable	
A/P Transactions	(2,193.30)
<b>Total Accounts Payable</b>	<u>(2,193.30)</u>
<b>Total Accounts Payable</b>	(2,193.30)
<b>Other Current Liabilities</b>	
<b>Unearned Lic. Officials Fees</b>	
Unearned Learner	10.00
Unearned Dressage	170.00
Unearned Coaching	10.00
Unearned Pleasure Driving	500.00
Unearned Combined Driving	370.00
<b>Total Unearned Lic. Officials Fees</b>	<u>1,060.00</u>
<b>Education Committee Fund</b>	6,342.38
<b>Payroll Liabilities</b>	
Simple IRA Payable	360.48
941 Payable	1,727.69
State Withholding (WI)	429.33
State Unemployment Payable	158.49
<b>Total Payroll Liabilities</b>	<u>2,675.99</u>
<b>Sales Tax Payable</b>	
Webstore Tax Collected	9.89
Sales Tax Payable - Other	2.75
<b>Total Sales Tax Payable</b>	<u>12.64</u>
<b>Unearned Memberships</b>	
2013 Memberships	69.00
2012 Memberships	56,045.00
2011 Memberships	34,724.16
Life Memberships	132,593.75
<b>Total Unearned Memberships</b>	<u>223,431.91</u>
<b>Unearned Show Fees</b>	
2012 Show Fees	7,400.00
<b>Total Unearned Show Fees</b>	<u>7,400.00</u>
<b>Total Other Current Liabilities</b>	<u>240,922.92</u>
<b>Total Current Liabilities</b>	<u>238,729.62</u>
<b>Total Liabilities</b>	238,729.62
<b>Equity</b>	
Opening Bal Equity	2,757.55

4:33 PM

January 11, 2012  
Accrual Basis

**American Driving Society**  
**Balance Sheet**  
**As of December 31, 2011**

	<u>Dec 31, 11</u>
<b>ADS Fund</b>	
President's Discretion	1,800 .00
Scott Shinn Memorial	5,850 .00
Unrestricted	76,938 .80
Young Drivers	34,352 .98
Education	1,659 .75
International Opportunity (IOI)	4,641 .69
Arena Trials	750 .00
World Championship - Single	4,815 .00
World Championship - Pony	432 .00
World Championship - Pair	27 .00
<b>Total ADS Fund</b>	<u>131,267 .22</u>
<b>ADS Reserve Funds</b>	
Region - Central	1,797 .32
<b>Total ADS Reserve Funds</b>	<u>1,797 .32</u>
<b>Unrestricted Net Assets</b>	(162,367 .72)
<b>Net Income</b>	(2,979 .19)
<b>Total Equity</b>	<u>(29,524 .82)</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>209,204 .80</u></u>

4:33 PM

January 11, 2012  
Accrual Basis

**American Driving Society**  
**Profit & Loss**  
January through December 2011

	Jan - Dec 11
<b>Ordinary Income/Expense</b>	
<b>Income</b>	
<b>Advertising Income</b>	
Whip Advertising	27,645.50
Omnibus Advertising	10,761.00
Wheelhorse Advertising	30.00
Classified Advertising	50.00
Rulebook Advertising	28.00
Buyers Guide Advertising	8,352.00
Web Site Advertising	1,000.00
<b>Total Advertising Income</b>	47,866.50
<b>Show Fee Income</b>	13,700.00
<b>Clinic Income</b>	
Licensed Officials	625.00
<b>Total Clinic income</b>	625.00
<b>ADS Fund Donations</b>	
ADS Fund - Unrestricted	30,203.00
ADS Fund - Young Drivers	814.43
ADS Fund - Education	1,050.00
ADS Fund - Championships Pony	735.23
ADS Fund - Championships Pairs	714.43
<b>Total ADS Fund Donations</b>	33,517.09
<b>Direct Donations</b>	
Donation for ADS Operations	7,513.48
Auctions & raffles	1,267.75
For Annual Meeting	5,700.00
<b>Total Direct Donations</b>	14,481.23
<b>Interest Received</b>	25.30
<b>Licensed Officials Fees</b>	
Combined Driving	2,305.00
Pleasure Driving	2,190.00
Coaching	270.00
Dressage	640.00
Learner	600.00
<b>Total Licensed Officials Fees</b>	6,005.00
<b>Meeting Income</b>	
Annual Meeting Income	9,164.00
<b>Total Meeting Income</b>	9,164.00
<b>Membership</b>	
Annual Earned Portion	173,637.30
Life Earned Portion	12,137.50
Prospective	4,260.00
<b>Total Membership</b>	190,034.80

4:33 PM

January 11, 2012  
Accrual Basis

**American Driving Society**  
**Profit & Loss**  
January through December 2011

	<u>Jan - Dec 11</u>
<b>Sales</b>	
Rulebook Sales	16,651.00
Sales Discounts	(609.00)
Miscellaneous Webstore Sale	50.00
Shipping Charges	861.54
Non-Inventory	20.20
Inventory - Clothing	3,254.45
Inventory - Miscellaneous	2,175.66
Inventory - Publications	2,353.52
Inventory - Video/DVD	1,089.26
Sales - Other	72.00
<b>Total Sales</b>	<u>25,918.63</u>
<b>Total Income</b>	341,337.55
<b>Cost of Goods Sold</b>	
Cost of Goods Sold	5,600.29
Cost of Goods	
Cost of Good sold	381.30
<b>Total Cost of Goods</b>	<u>381.30</u>
<b>Cost of Sales</b>	
Shipping & handling	(210.45)
<b>Total Cost of Sales</b>	<u>(210.45)</u>
<b>Total COGS</b>	<u>5,771.14</u>
<b>Gross Profit</b>	335,566.41
<b>Expense</b>	
Education Committee	0.00
Advertising/Promotion	1,335.00
Marketing	3,515.34
Show Expenses	106.85
ADS Fund Grants	
Grants - Unrestricted	10,000.00
Grants - Young Drivers	2,750.00
Grants - IOI	4,500.00
Grants - Regional Development	1,786.00
Grants - Championships Single	4,800.00
<b>Total ADS Fund Grants</b>	<u>23,836.00</u>
<b>ADS Fund Operating Costs</b>	
ADS Fund Consultant	4,250.00
ADS Fund Other Expenses	1,280.41
<b>Total ADS Fund Operating Costs</b>	<u>5,530.41</u>
<b>Reconciliation Discrepancies</b>	0.00
<b>Bank Charges</b>	
Credit Card Fees	7,411.02
Service Fees	646.38
<b>Total Bank Charges</b>	<u>8,057.40</u>
<b>Clinic Expense</b>	1,184.00

4:33 PM

January 11, 2012  
Accrual Basis

**American Driving Society**  
**Profit & Loss**  
January through December 2011

	<u>Jan - Dec 11</u>
<b>Communications</b>	
Webinars	758.00
Cell Phone	1,021.12
Internet	1,371.37
Telephone	1,785.88
<b>Total Communications</b>	<u>4,936.37</u>
<b>Insurance</b>	
Insurance - Property & Casualty	18,626.19
<b>Total Insurance</b>	<u>18,626.19</u>
<b>Meeting Expenses</b>	
Annual Meeting Expense	12,026.22
Winter meeting	1,492.42
<b>Total Meeting Expenses</b>	<u>13,518.64</u>
<b>Publications Expenses</b>	
Buyers Guide Expenses	
postage & handling	1,164.73
printing	4,521.67
<b>Total Buyers Guide Expenses</b>	<u>5,686.40</u>
Rulebook Expenses	
postage & handling	912.50
printing	12,166.66
<b>Total Rulebook Expenses</b>	<u>13,079.16</u>
Omnibus Expenses	
postage & handling	1,363.09
printing	9,328.34
<b>Total Omnibus Expenses</b>	<u>10,691.43</u>
Wheelhorse Expenses	
Wheelhorse Editorial Consulting	3,683.27
postage & handling	147.82
<b>Total Wheelhorse Expenses</b>	<u>3,831.09</u>
Whip Expenses	
Whip Editorial Consulting	15,216.73
AD Commission	0.00
Design	16,994.50
mailing services	2,366.78
postage & handling	4,479.08
Printing	25,047.87
<b>Total Whip Expenses</b>	<u>64,104.96</u>
<b>Total Publications Expenses</b>	<u>97,393.04</u>
<b>Awards and Recognition</b>	
Member Recognition	1,320.00
Other Recognitions	393.14
Volunteer Expenses	30.44
<b>Total Awards and Recognition</b>	<u>1,743.58</u>
<b>Contract Services (External)</b>	
Accounting Fees	4,721.75
Contract Services - LOC	2,387.31
<b>Total Contract Services (External)</b>	<u>7,109.06</u>

4:33 PM

January 11, 2012  
Accrual Basis

**American Driving Society**  
**Profit & Loss**  
January through December 2011

	<u>Jan - Dec 11</u>
<b>Facilities and Equipment</b>	
Equipment Rental and Repair	5,888.46
Rent, Parking, Utilities	9,000.00
<b>Total Facilities and Equipment</b>	<u>14,888.46</u>
<b>Operations</b>	
Education & Training	450.00
Books, Subscriptions, Reference	237.28
Hardware	770.82
Professional Memberships	580.00
Postage, Mailing Service	7,907.28
Printing and Copying	2,116.44
Software	2,832.27
Office Supplies	1,390.47
<b>Total Operations</b>	<u>16,284.56</u>
<b>Other Types of Expenses</b>	
Miscellaneous	15.00
Taxes	51.41
<b>Total Other Types of Expenses</b>	<u>66.41</u>
<b>Employment Expenses</b>	
Salary Pay	84,562.56
Hourly Pay	19,148.92
Payroll Taxes	8,092.41
Health Insurance	13,405.00
SIRA contribution	2,422.20
<b>Total Employment Expenses</b>	<u>127,631.09</u>
<b>Travel and Meetings</b>	
Conferences & Convention Travel	2,783.20
<b>Total Travel and Meetings</b>	<u>2,783.20</u>
<b>Total Expense</b>	<u>348,545.60</u>
<b>Net Ordinary Income</b>	(12,979.19)
<b>Other Income/Expense</b>	
Other Income	
ADS Fund Grant	10,000.00
<b>Total Other Income</b>	<u>10,000.00</u>
<b>Net Other Income</b>	<u>10,000.00</u>
<b>Net Income</b>	<u><u>(2,979.19)</u></u>

4:34 PM

January 11, 2012

Accrual Basis

**American Driving Society  
Profit & Loss Budget vs. Actual  
January through December 2011**

	Jan - Dec 11	Budget	\$ Over Budget
<b>Ordinary Income/Expense</b>			
<b>Income</b>			
<b>Advertising Income</b>			
Whip Advertising	27,645.50	29,000.00	(1,354.50)
Omnibus Advertising	10,761.00	13,000.00	(2,239.00)
Wheelhorse Advertising	30.00	250.00	(220.00)
Classified Advertising	50.00	50.00	0.00
Rulebook Advertising	28.00		
Buyers Guide Advertising	8,352.00	9,500.00	(1,148.00)
Web Site Advertising	1,000.00	1,000.00	0.00
<b>Total Advertising Income</b>	47,866.50	52,800.00	(4,933.50)
<b>Show Fee Income</b>	13,700.00	12,500.00	1,200.00
<b>Clinic income</b>			
Licensed Officials	625.00	0.00	625.00
<b>Total Clinic income</b>	625.00	0.00	625.00
<b>ADS Fund Donations</b>			
ADS Fund - Unrestricted	30,203.00		
ADS Fund - Young Drivers	814.43		
ADS Fund - Education	1,050.00		
ADS Fund - Championships Pony	735.23		
ADS Fund - Championships Pairs	714.43		
<b>Total ADS Fund Donations</b>	33,517.09		
<b>Direct Donations</b>			
Donation for ADS Operations	7,513.48	3,000.00	4,513.48
Auctions & raffles	1,267.75	2,000.00	(732.25)
For Annual Meeting	5,700.00		
Direct Donations - Other	0.00	5,000.00	(5,000.00)
<b>Total Direct Donations</b>	14,481.23	10,000.00	4,481.23
<b>Interest Received</b>	25.30	2,000.00	(1,974.70)
<b>Licensed Officials Fees</b>			
Combined Driving	2,305.00		
Pleasure Driving	2,190.00		
Coaching	270.00		
Dressage	640.00		
Learner	600.00		
Licensed Officials Fees - Other	0.00	4,400.00	(4,400.00)
<b>Total Licensed Officials Fees</b>	6,005.00	4,400.00	1,605.00
<b>Meeting Income</b>			
Annual Meeting Income	9,164.00		
Meeting Income - Other	0.00	1,000.00	(1,000.00)
<b>Total Meeting Income</b>	9,164.00	1,000.00	8,164.00
<b>Webinar Income</b>	0.00	3,000.00	(3,000.00)
<b>Membership</b>			
Annual Earned Portion	173,637.30	183,000.00	(9,362.70)
Life Earned Portion	12,137.50	11,000.00	1,137.50
Prospective	4,260.00	4,500.00	(240.00)
<b>Total Membership</b>	190,034.80	198,500.00	(8,465.20)



4:34 PM

January 11, 2012

Accrual Basis

**American Driving Society**  
**Profit & Loss Budget vs. Actual**  
 January through December 2011

	Jan - Dec 11	Budget	\$ Over Budget
<b>Sales</b>			
Rulebook Sales	16,651.00	11,000.00	5,651.00
Sales Discounts	(609.00)		
Miscellaneous Webstore Sale	50.00		
Shipping Charges	861.54		
Non-Inventory	20.20		
Inventory - Clothing	3,254.45		
Inventory - Miscellaneous	2,175.66		
Inventory - Publications	2,353.52		
Inventory - Video/DVD	1,089.26		
Sales - Other	72.00	12,500.00	(12,428.00)
<b>Total Sales</b>	<b>25,918.63</b>	<b>23,500.00</b>	<b>2,418.63</b>
<b>Total Income</b>	<b>341,337.55</b>	<b>307,700.00</b>	<b>33,637.55</b>
<b>Cost of Goods Sold</b>			
Cost of Goods Sold	5,600.29	7,500.00	(1,899.71)
Cost of Goods			
Cost of Good sold	381.30		
<b>Total Cost of Goods</b>	<b>381.30</b>		
<b>Cost of Sales</b>			
Shipping & handling	(210.45)		
<b>Total Cost of Sales</b>	<b>(210.45)</b>		
<b>Total COGS</b>	<b>5,771.14</b>	<b>7,500.00</b>	<b>(1,728.86)</b>
<b>Gross Profit</b>	<b>335,566.41</b>	<b>300,200.00</b>	<b>35,366.41</b>
<b>Expense</b>			
Education Committee	0.00		
Advertising/Promotion	1,335.00	1,000.00	335.00
Marketing	3,515.34	2,000.00	1,515.34
Show Expenses	106.85		
<b>ADS Fund Grants</b>			
Grants - Unrestricted	10,000.00		
Grants - Young Drivers	2,750.00		
Grants - IOI	4,500.00		
Grants - Regional Development	1,786.00		
Grants - Championships Single	4,800.00		
<b>Total ADS Fund Grants</b>	<b>23,836.00</b>		
<b>ADS Fund Operating Costs</b>			
ADS Fund Consultant	4,250.00		
ADS Fund Other Expenses	1,280.41		
<b>Total ADS Fund Operating Costs</b>	<b>5,530.41</b>		
<b>Reconciliation Discrepancies</b>			
Bank Charges			
Credit Card Fees	7,411.02	7,500.00	(88.98)
Service Fees	646.38	500.00	146.38
<b>Total Bank Charges</b>	<b>8,057.40</b>	<b>8,000.00</b>	<b>57.40</b>
Clinic Expense	1,184.00		
<b>Communications</b>			
Webinars	758.00		
Cell Phone	1,021.12	900.00	121.12
Internet	1,371.37	1,260.00	111.37
Telephone	1,785.88	1,380.00	405.88
Website	0.00	350.00	(350.00)
<b>Total Communications</b>	<b>4,936.37</b>	<b>3,890.00</b>	<b>1,046.37</b>

4:34 PM

January 11, 2012

Accrual Basis

**American Driving Society**  
**Profit & Loss Budget vs. Actual**  
 January through December 2011

	Jan - Dec 11	Budget	\$ Over Budget
<b>Insurance</b>			
Insurance - Property & Casualty	18,626.19		
Insurance - Other	0.00	19,000.00	(19,000.00)
<b>Total Insurance</b>	18,626.19	19,000.00	(373.81)
<b>Meeting Expenses</b>			
Annual Meeting Expense	12,026.22		
Winter meeting	1,492.42		
<b>Total Meeting Expenses</b>	13,518.64		
<b>Publications Expenses</b>			
Buyers Guide Expenses			
postage & handling	1,164.73		
printing	4,521.67		
Buyers Guide Expenses - Other	0.00	7,500.00	(7,500.00)
<b>Total Buyers Guide Expenses</b>	5,686.40	7,500.00	(1,813.60)
Rulebook Expenses			
postage & handling	912.50	2,000.00	(1,087.50)
printing	12,166.66	5,200.00	6,966.66
<b>Total Rulebook Expenses</b>	13,079.16	7,200.00	5,879.16
Omnibus Expenses			
postage & handling	1,363.09		
printing	9,328.34	12,000.00	(2,671.66)
<b>Total Omnibus Expenses</b>	10,691.43	12,000.00	(1,308.57)
Wheelhorse Expenses			
Wheelhorse Editorial Consulting	3,683.27	3,500.00	183.27
postage & handling	147.82	500.00	(352.18)
printing	0.00	1,500.00	(1,500.00)
<b>Total Wheelhorse Expenses</b>	3,831.09	5,500.00	(1,668.91)
Whip Expenses			
Whip Editorial Consulting	15,216.73	14,500.00	716.73
AD Commission	0.00		
Design	16,994.50	17,500.00	(505.50)
mailing services	2,366.78	1,600.00	766.78
postage & handling	4,479.08	6,500.00	(2,020.92)
Printing	25,047.87	26,000.00	(952.13)
<b>Total Whip Expenses</b>	64,104.96	66,100.00	(1,995.04)
<b>Total Publications Expenses</b>	97,393.04	98,300.00	(906.96)
<b>Awards and Recognition</b>			
Member Recognition	1,320.00		
Other Recognitions	393.14		
Volunteer Expenses	30.44		
Awards and Recognition - Other	0.00	500.00	(500.00)
<b>Total Awards and Recognition</b>	1,743.58	500.00	1,243.58
<b>Contract Services (External)</b>			
Accounting Fees	4,721.75	2,000.00	2,721.75
Legal Fees	0.00	1,000.00	(1,000.00)
Contract Services - LOC	2,387.31	3,000.00	(612.69)
Contract Services (External) - Other	0.00	750.00	(750.00)
<b>Total Contract Services (External)</b>	7,109.06	6,750.00	359.06
<b>Facilities and Equipment</b>			
Equipment Rental and Repair	5,888.46	6,000.00	(111.54)
Rent, Parking, Utilities	9,000.00	9,600.00	(600.00)
<b>Total Facilities and Equipment</b>	14,888.46	15,600.00	(711.54)
<b>Operations</b>			
Education & Training	450.00	500.00	(50.00)

4:34 PM  
 January 11, 2012  
 Accrual Basis

**American Driving Society**  
**Profit & Loss Budget vs. Actual**  
 January through December 2011

	Jan - Dec 11	Budget	\$ Over Budget
Books, Subscriptions, Reference	237.28	300.00	(62.72)
Hardware	770.82	1,500.00	(729.18)
Professional Memberships	580.00	700.00	(120.00)
Postage, Mailing Service	7,907.28	8,000.00	(92.72)
Printing and Copying	2,116.44	3,500.00	(1,383.56)
Software	2,832.27	3,000.00	(167.73)
Office Supplies	1,390.47	2,000.00	(609.53)
<b>Total Operations</b>	<b>16,284.56</b>	<b>19,500.00</b>	<b>(3,215.44)</b>
Other Types of Expenses			
Miscellaneous	15.00		
Taxes	51.41		
<b>Total Other Types of Expenses</b>	<b>66.41</b>		
Employment Expenses			
Salary Pay	84,562.56	84,562.49	0.07
Hourly Pay	19,148.92	22,000.00	(2,851.08)
Payroll Taxes	8,092.41	9,356.00	(1,263.59)
Health Insurance	13,405.00	11,500.00	1,905.00
SIRA contribution	2,422.20	3,000.00	(577.80)
<b>Total Employment Expenses</b>	<b>127,631.09</b>	<b>130,418.49</b>	<b>(2,787.40)</b>
Travel and Meetings			
Conferences & Convention Travel	2,783.20	5,000.00	(2,216.80)
<b>Total Travel and Meetings</b>	<b>2,783.20</b>	<b>5,000.00</b>	<b>(2,216.80)</b>
<b>Total Expense</b>	<b>348,545.60</b>	<b>309,958.49</b>	<b>38,587.11</b>
<b>Net Ordinary Income</b>	<b>(12,979.19)</b>	<b>(9,758.49)</b>	<b>(3,220.70)</b>
Other Income/Expense			
Other Income			
ADS Fund Grant	10,000.00	10,000.00	0.00
<b>Total Other Income</b>	<b>10,000.00</b>	<b>10,000.00</b>	<b>0.00</b>
<b>Net Other Income</b>	<b>10,000.00</b>	<b>10,000.00</b>	<b>0.00</b>
<b>Net Income</b>	<b>(2,979.19)</b>	<b>241.51</b>	<b>(3,220.70)</b>

	A	B	C	D
1	<b>The American Driving Society</b>	<b>2011</b>	<b>2012</b>	
2		<b>Budget</b>	<b>Budget</b>	
3				
4	<b>INCOME</b>			
5				
6	<b>Advertising</b>			
7	Whip	29,000.00	29,000.00	
8	Wheelhorse	13,000.00	<del>13,000.00</del> 50	
9	Omnibus	250.00	<del>250.00</del> 13,000	
10	Buyers Guide	50.00	<del>50.00</del> 9,500	
11	Web Site	9,500.00	<del>9,500.00</del> 1,000	
12	Classified Advertising	1,000.00	<del>1,000.00</del> 250	
13	<b>Total Advertising</b>	<b>52,800.00</b>	<b>52,800.00</b>	
14				
15	<b>ADS Fund Donations</b>			
16	ADS Fund - WEG			
17	ADS Fund - Not Restricted			
18	ADS Fund - Young Drivers			
19	ADS Fund - Education			
20	ADS Fund - IOI			
21	ADS Fund - Operation Expenses			
22	ADS Fund - Regional Development			
23	ADS Fund - Championships Pony			
24	ADS Fund - Championships Single			
25	ADS Fund - Championships Pairs			
26	<b>Total ADS Fund Donations</b>	<b>0.00</b>	<b>0.00</b>	Not yet included in the Budget
27				
28				
29	<b>Donations</b>			
30	Auctions & raffles	2,000.00	1,500.00	
31	Direct Donations - Travel	5,000.00		
32	Direct Donations - Annual Meeting		3,000.00	
33	ADS Operations	3,000.00	3,000.00	
34	<b>Total Donations</b>	<b>10,000.00</b>	<b>7,500.00</b>	
35				
36	<b>Interest received</b>	<b>2,000.00</b>	<b>500.00</b>	
37				
38	<b>Licensed Officials Fees</b>			
39	Learner			
40	Coaching			
41	Dressage			
42	Combined Driving			
43	Pleasure Driving			
44	Guest Card			
45	Other			
46	<b>Total Licensed Officials Fees</b>	<b>4,400.00</b>	<b>5,000.00</b>	
47				
48	<b>Meeting income</b>			
49	Annual Membership Meeting		Incl.	
50	Board Meetings	1,000.00	1,000.00	
51	<b>Total Meeting income</b>	<b>1,000.00</b>	<b>1,000.00</b>	Assumes net 1,000 gain for the year
52				
53	<b>LOC Clinic Income</b>	<b>0.00</b>	<b>0.00</b>	Assumes net zero over three years

	A	B	C	D
1	<b>The American Driving Society</b>	<b>2011</b>	<b>2012</b>	
2		<b>Budget</b>	<b>Budget</b>	
54				
55	<b>Webinar Income</b>	<b>3,000.00</b>	<b>3,000.00</b>	
56				
57	<b>Membership</b>			
58	Annual Memberships	183,000.00	175,000.00	
59	Life Memberships	11,000.00	12,000.00	
60	Prospective (Non Members)	4,500.00	3,500.00	
61	Friends of the ADS		2,000.00	Subject to Board Approval
62	<b>Total Membership</b>	<b>198,500.00</b>	<b>192,500.00</b>	
63				
64	<b>Sales</b>			
65	Rulebook Sales	11,000.00	13,000.00	Based on 600 Books
66	Shipping Charges			
67	Inventory - Clothing			
68	Inventory - Miscellaneous			
69	Inventory - Publications			
70	Inventory - Video/DVD			
71	Sales - All Except Rulebook	12,500.00	10,000.00	
72	<b>Total Sales</b>	<b>23,500.00</b>	<b>23,000.00</b>	
73				
74	<b>Show Fees</b>			
75	Guest Cards			
76	Show fees	12,500.00	12,500.00	
77	Competition Fee		6,000.00	Subject to Board Approval
78	<b>Total Show Fees</b>	<b>12,500.00</b>	<b>18,500.00</b>	
79				
80	<b>Other Income</b>			
81	Wheelhorse Mailing Fees		2,000.00	Subject to Board Approval
82	<b>Total Other Income</b>		<b>2,000.00</b>	
83				
84				
85	<b>TOTAL INCOME</b>	<b>307,700.00</b>	<b>305,800.00</b>	
86				
87	<b>Cost of Sales</b>			
88	Cost of Goods Sold	7,500.00	6,000.00	
89	All Except Rulebook			
90	<b>Total Cost of Sales</b>	<b>7,500.00</b>	<b>6,000.00</b>	
91				
92	<b>Total Cost of Goods Sold</b>	<b>7,500.00</b>	<b>6,000.00</b>	
93				
94	<b>GROSS PROFIT</b>	<b>300,200.00</b>	<b>299,800.00</b>	
95				
96	<b>EXPENSE</b>			
97				
98	Advertising / Promotion	1,000.00	1,500.00	
99				
100	Marketing	2,000.00	4,000.00	
101				
102	<b>ADS Fund Grants</b>			
103	Grants - Unrestricted			
104	Grants - Young Drivers			

	A	B	C	D
1	The American Driving Society	2011	2012	
2		Budget	Budget	
105	Grants - Education			
106	Grants - IOI			
107	Grants - Recreation			
108	Grants - Regional development			
109	Grants - Championships Pony			
110	Grants - Championships Pair			
111	<b>Total ADS Fund Grants</b>	<b>0.00</b>	<b>0.00</b>	Not yet included in the Budget
112				
113	<b>ADS Fund Operation Costs</b>			
114	ADS Fund Consultant			
115	ADS Fund Other Expenses			
116	<b>Total ADS Fund Operation Costs</b>	<b>0.00</b>	<b>0.00</b>	Not yet included in the Budget
117				
118	<b>Bank charges</b>			
119	Credit Card Fees	7,500.00	7,500.00	
120	Bank charges - Other	500.00	500.00	
121	<b>Total Bank charges</b>	<b>8,000.00</b>	<b>8,000.00</b>	
122				
123	<b>LOC Expenses</b>			
124	Clinic Expense		600.00	Net Loss during off Super Clinic Year
125	<b>Total LOC Expenses</b>	<b>0.00</b>	<b>600.00</b>	
126				
127	<b>Communications</b>			
128	Webinars		800.00	
129	Cell Phone	900.00	900.00	
130	Internet	1,260.00	1,270.00	
131	Telephone, Telecommunications	1,380.00	1,800.00	
132	Website	350.00		
133	<b>Total Communications</b>	<b>3,890.00</b>	<b>4,770.00</b>	
134				
135	<b>Insurance</b>			
136	Equine Club Liability			
137	D & O			
138	Property			
139	Workers Compensation			
140	<b>Total Insurance</b>	<b>19,000.00</b>	<b>19,000.00</b>	
141				
142	<b>Meeting Expenses</b>			
143	Annual Membership Meeting	0.00	0.00	
144	Board Meetings	0.00	0.00	
145	<b>Total Meeting Expenses</b>	<b>0.00</b>	<b>0.00</b>	Assumes net 1,000 gain for the year
146				
147	<b>Publications</b>			
148				
149	<b>Buyers Guide</b>			
150	Postage & Handling		Incl	
151	Printing		Incl	
152	<b>Total Buyers Guide</b>	<b>7,500.00</b>	<b>6,000.00</b>	
153				
154	<b>Handbook (Rulebook)</b>			
155	Postage & Handling	2,000.00	1,000.00	

	A	B	C	D
1	<b>The American Driving Society</b>	<b>2011</b>	<b>2012</b>	
2		<b>Budget</b>	<b>Budget</b>	
156	Printing	5,200.00	6,700.00	
157	<b>Total Handbook</b>	<b>7,200.00</b>	<b>7,700.00</b>	
158				
159	<b>Omnibus</b>			
160	Design			Done in House
161	Mailing services			Included with the Whip
162	Postage & Handling		1,350.00	
163	Printing	12,000.00	10,000.00	
164	<b>Total Omnibus</b>	<b>12,000.00</b>	<b>11,350.00</b>	
165				
166	<b>Wheelhorse</b>			
167	Wheelhorse Editorial Consulting	3,500.00	3,960.00	
168	Design	Incl	Incl	Done in house
169	Mailing services	Incl	Incl	Done in house
170	Postage & Handling	500.00	300.00	
171	Printing	1,500.00	1,400.00	
172	<b>Total Wheelhorse</b>	<b>5,500.00</b>	<b>5,660.00</b>	
173				
174	<b>Whip</b>			
175	Whip Editorial Consulting	14,500.00	15,840.00	
176	Design	17,500.00	17,500.00	
177	Mailing services	1,600.00	3,300.00	
178	Postage & Handling	6,500.00	4,800.00	
179	Printing	26,000.00	26,000.00	
180	<b>Total Whip</b>	<b>66,100.00</b>	<b>67,440.00</b>	
181				
182	<b>Total Publications</b>	<b>98,300.00</b>	<b>98,150.00</b>	
183				
184	<b>Awards and Recognition</b>			
185	Recognition	Incl		
186	Volunteer Expenses	Incl	100.00	
187	Awards and Recognition - Other	Incl	500.00	
188	<b>Total Awards and Recognition</b>	<b>500.00</b>	<b>600.00</b>	
189				
190	<b>Contract Services</b>			
191	Accounting Fees	2,000.00	3,000.00	
192	Legal Fees	1,000.00	1,000.00	
193	Outside Contract Services - LOC	3,000.00	2,000.00	
194	Outside Contract Services - Other	750.00	750.00	
195	<b>Total Contract Services</b>	<b>6,750.00</b>	<b>6,750.00</b>	
196				
197	<b>Facilities and Equipment</b>			
198	Equip Rental and Maintenance	6,000.00	6,500.00	
199	Rent, Parking, Utilities	9,600.00	9,600.00	
200	<b>Total Facilities and Equipment</b>	<b>15,600.00</b>	<b>16,100.00</b>	
201				
202	<b>Operations</b>			
203	Education & Training	500.00	500.00	
204	Books, Subscriptions, Reference	300.00	300.00	
205	Hardware	1,500.00	1,000.00	
206	Memberships and Dues	700.00	500.00	

	A	B	C	D
1	<b>The American Driving Society</b>	<b>2011</b>	<b>2012</b>	
2		<b>Budget</b>	<b>Budget</b>	
207	Postage, Mailing Service	8,000.00	8,000.00	
208	Printing and Copying	3,500.00	3,000.00	
209	Software	3,000.00	3,000.00	
210	Supplies - Office	2,000.00	2,000.00	
211	<b>Total Operations</b>	<b>19,500.00</b>	<b>18,300.00</b>	
212				
213	<b>Other Types of Expenses</b>			
214	Depreciation			
215	Miscellaneous			
216	Taxes			
217	<b>Total Other Types of Expenses</b>	<b>0.00</b>	<b>0.00</b>	
218				
219	<b>Payroll Expenses</b>			
220	Salary expense	84,562.49	84,570.00	
221	Hourly expense	22,000.00	22,000.00	
222	Payroll Taxes	9,356.00	9,356.00	
223	Health Insurance	11,500.00	11,500.00	
224	SIRA contribution	3,000.00	3,000.00	
225	<b>Total Payroll Expenses</b>	<b>130,418.49</b>	<b>130,426.00</b>	
226				
227	<b>Travel</b>			
228	Travel	5,000.00		
229	Meals & Entertainment			
230	Travel and Meetings - Other			
231	<b>Total Travel and Meetings</b>	<b>5,000.00</b>	<b>0.00</b>	
232				
233	<b>TOTAL EXPENSE</b>	<b>309,958.49</b>	<b>308,196.00</b>	
234				
235	<b>NET Ordinary PROFIT / LOSS</b>	<b>-9,758.49</b>	<b>-8,396.00</b>	
236				
237	<b>Other Income / Expense</b>			
238	ADS Fund Grant for Operations	10,000.00	9,000.00	
239	Realized gain/loss			
240	<b>Total Other Income / Expense</b>	<b>10,000.00</b>	<del>9,000.00</del> 11,000	
241				
242	<b>NET TOTAL INCOME</b>	<b>241.51</b>	<b>604.00</b>	