

# USMS Executive Committee Reports

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## President

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### Nadine Day

I would like to thank you for the opportunity to serve as your President for U.S. Masters Swimming. I am very grateful and humbled that you voted for me four years ago and entrusted me to lead our organization. Throughout these last four years I have strived to put our membership as my highest priority and to represent USMS with integrity.

I have been very fortunate to have an exceptional Executive Committee assisting with the National volunteer leaders. One of the President's responsibilities is to appoint national committee members. National committee members were appointed in collaboration with the Executive Committee and the respective Committee Chairs. Our dedicated volunteers serving at the national level help to make decisions that provide opportunities and services for our members and fair competition for all. Thank you to all of the national committee members.

The Board of Directors has been very engaged working to meet the needs of our organization focusing on the best path forward regarding the future of our USMS National Headquarters. We formed a task force to examine if Sarasota can continue meet the continued growth of USMS as we have outgrown our current National Headquarters. The task force determine that Sarasota can meet our organizational long term needs and we will be transitioning to a new location in Sarasota.

Four years ago, we experienced an insurance crisis that temporarily distracted us. We were faced with not having a long term sustainable plan for covering insurance premiums. In response, we have enhanced our sanction progress and improved our safety guidelines for open water. We did our first risk analysis and determined exactly what and whom we will insure. We put our member's safety first. This year we are dedicated to putting a plan in place that will ensure that USMS has a sustainable model that is fair and will not disrupt other programs and services to our members.

This year we were able to partner with majority of the LMSCs and have a LMSC Leadership Summit. The networking and collaboration was amazing and extremely productive. The national office is providing LMSCs leaders with services and programs so they in turn are able to meet needs of our members. We focused on awareness of the defined roles and responsibilities of all volunteer positions and governance, this is resulting in more volunteers at the local levels.

Some of my biggest impacts and proudest accomplishments I achieved as President has been helping to demonstrate USMS as strong leader in promoting aquatics worldwide. I had the opportunity to give a presentation on Masters Aquatics to the CCCAN Federations that was well received. This lead USMS to develop new partnerships and grow adult swimming beyond our borders. I assisted and observed the UANA Congress providing additional opportunities to promote USA Aquatics. I represented U.S. Masters Swimming and Masters Aquatics while participating in the UANA Masters Pan American Championships and FINA Masters World Championships allowing me to meet with many Masters Federation leaders and share the vision of USMS.

We have been successful as an organization because the national staff and hundreds of volunteers have worked together with a common goal of making USMS the premiere resource for adult aquatics. We are fortunate to have a national staff working daily for our organization to elevate the services that we provide to our members, volunteers, and coaches. USMS would not exist without all the volunteers and the dedication they have to make USMS successful.

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In the coming years succession planning will be part of the focus for USMS. We need to address long term viability and continuous success of our organization to serve and meet the needs of our membership by mentoring the younger generation. It is our responsibility as leaders to ensure that we have people willing and ready to step up to replace us.

Thank you again. I am blessed and honored to say that I am a US Masters Swimmer. I am looking forward to serving you as immediate Past President. I will to continue to promote Masters Swimming and Aquatics for all and I pledge to always remember that my highest priority is our membership.

### Vice President of Administration

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#### Ed Tsuzuki

2015 marks 6 years of service on the USMS Board of Directors and I hope to be able to continue for a second term as the Vice President of Administration. While I have said this in every annual report I have submitted, I continue to be amazed at not just the “quantity” (the incredible number of hours) but more importantly the “quality” (the knowledge, the experience, the professionalism) of the volunteers we have in our organization. The highlight of the year for me was to participate in the first “LMSC Leadership Summit,” where we were able to bring our LMSC leaders together with some of the USMS leaders and staff members for an outstanding weekend of sharing best practices, discussing opportunities at both the local and national level, education, and active networking. It was refreshing to see the communication and collaboration taking place among all the participants and of course it was a thrill to be able to meet so many of our volunteer leaders. I am already looking forward to our 2016 summit!

I am extremely fortunate to have such an experienced group of veteran committee chairs leading the Championship, Legislation, Registration and Rules Committees. The level of experience and knowledge that these four committees have demonstrated throughout the year has been very impressive. For details, please refer to their annual reports.

The **Championship Committee**, chaired by Jeff Roddin (vice chairs – Kim Crouch and Jim Clemmons) works tirelessly to ensure that the swimmers at the USMS national championship meets have an outstanding experience and also that the hosts are supported to deliver a high-quality event for all. Of course, their work gets extremely busy immediately before each (spring and summer) championship event, but they must also manage the bidding process for future events.

The **Legislation Committee**, chaired by Meg Smath (vice chairs – Sean Fitzgerald and Richard Garza) considers proposed changes to Parts 2, 4, 5, and 6 of the rule book, as well as relevant changes to the Organizing Principles and Glossary in odd-numbered years. Since this is a “Legislation” year, the committee will be quite busy considering all the proposals for this year.

The **Registration Committee**, chaired by Leo Letendre (vice chairs – Arnie Litt and George Simon), was able to provide feedback on the new online registration system enhancement request list.

The **Rules Committee**, chaired by Kathy Casey (vice chair – Charlie Cockrell) has jurisdiction over Part 1 of the rule book and the glossary. Since this is not a Rules year any proposed amendments, deemed an emergency (and recommended for approval) by the Rules Committee will require a nine-tenths vote of the House of Delegates for approval. Despite being a Legislation year, Kathy and the committee remained very busy proofreading the rule book, answering questions, providing interpretations, and publishing regular articles to address frequently asked questions.

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I am honored to continue to serve on the USMS leadership team and would like to thank all of my colleagues (both the volunteers as well as the national staff) for the many learning opportunities that they provide as well as the experienced veterans who continue to mentor me throughout the year.

### Vice President of Local Operations

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#### Chris Stevenson

The Local Operations division consists of four committees (Awards & Recognition, History & Archives, LMSC Development, Records & Tabulation). The Vice President of Local Operations, VPLO, is an *ex-officio* member of these four committees and also works with LMSC and Zone chairs on any local issues that might require the attention or advice of a board member. The past year has been a productive one for the four operations committees; their activities are summarized below but annual reports and meeting minutes should be consulted for more detail.

**History and Archives**, chaired by Meegan Wilson, continues to do very fine work on their tasks of collecting and preserving the history of the USMS organization. Their projects tend to be multi-year efforts such as finding, digitizing and consolidating paper documents such as older registration files, USMS record and Top 10 chronologies, and stories. They also generate stories for publication on the USMS web site.

The **LMSC Development Committee**, chaired by Paige Buehler, has had another busy year. Several on the committee played prominent roles in planning the first Leadership Summit for LMSC chairs and other leaders, held in March. They have organized an excellent series of about ten peer-to-peer (P2P) teleconferences for different LMSC offices, giving volunteers across the country an opportunity to share ideas and best practices. Notes from these sessions have been generated and posted on the USMS Discussion Forums that were created to foster communication among LMSC volunteers. The committee also organized two Adult Learn to Swim training webinars and is in charge of organizing Convention training workshops. The committee is in the process of a thorough review of the LMSC Standards document and best practices.

**Recognition and Awards**, chaired by Ray Novitske, oversees the national service awards that are so valuable for underlining the very fine efforts of our volunteer base. The committee continued efforts to increase submissions for national awards and were successful for several key awards. They coordinated the selection of the Ransom J. Arthur Award recipient Meg Smath, who was honored by USMS President Nadine Day in Kentucky while being recognized *in absentia* at Spring Nationals. Work on other national and international awards continues, including those selected by other committees.

**Records and Tabulation**, chaired by Jeanne Seidler, continued its excellent supervision of Top 10 lists and USMS Records, as well as the list of measured/certified competition courses. The committee includes the National Swims and the USMS Records Administrators (Mary Beth Windrath and Walt Reid, respectively) among its members. The committee also continued to formulate, refine, implement and publish policies related to these lists and records. The committee has also taken responsibility of monitoring progress and suggesting improvements on the End-to-End Event Management E2EEM system of sanctioning and results collection and processing.

In addition to acting as liaison for these committee and serving on the Board of Directors and Executive Committees, I was also a member of the following task forces. The reports of these task forces should be consulted for more detail.

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- The **Open Water Task Force**, whose task focused largely on recommending ways to cover insurance liability costs in a more sustainable in equitable manner. Recommendations of the task force were presented to the board and approved and now pass to the House of Delegates.
- The **IT Liaison Group** is a new *ad hoc* committee consisting of the four VPs, the IT Director and the Executive Director. The goal of the group is to help prioritize IT projects and to monitor their progress. The VPs also act as liaisons to their committees who have submitted IT projects.
- The **Leadership Summit Task Force** was charged with planning the first LMSC Leadership Summit, which took place in March and was widely praised by participants. Current plans are to offer the Summit every two years.

### Vice President of Programs

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#### Chris McGiffin

Another busy year is underway for the USMS Programs committees, and another opportunity to say THANK YOU to the committee members, their chairs and vice chairs for your impressive efforts and achievements thus far. We are blessed with amazing volunteers who dedicate themselves to bringing our members the BEST adult aquatic experiences for health, wellness, fitness and competition.

#### The Long Distance Committee - Donn Livoni, Chair; Ali Hall, Vice Chair

##### 2015 Goals:

- ◆ To increase total participation in 2015 OWNC 's by 10% over 2014.
- ◆ To Receive, for 2017, a minimum of one qualified, in-area, bid per event, including at least one Central area two-event festival bid.
- ◆ Explore possibilities for collaborative (and possibly innovative) strategies with other USMS stakeholders for increasing OWNC participation.
- ◆ Explore feasibility of developing a 3-5 year pool of unselected, qualified bidders; this would allow a bidder to reconfirm interest, capacity, leadership and commitment while by-passing the detailed bid process for a period of years.

##### Sub-committees:

- ◆ Documents - James Biles, Lead; Rob Copeland (OWGTO); Bob Bruce (ePostal manual); Rendy Opdycke.
- ◆ National Championship Oversight - Donn Livoni, Lead; James Biles; Ali Hall; Bob Bruce (ePostals)
- ◆ Patches, All-Americans, Records, All-Stars (PARA) - Greta van Meeteren, Lead;
  - Patches & Awards - Robert Zeitner & James Biles
  - All-Americans - Men - Rob Copeland & Greta van Meeteren/Denise Brown
  - All-Americans - Women - Greta van Meeteren & Rob Copeland/Denise Brown
  - All-American Relays - Phyllis Quinn & Jill Wright/Denise Brown
  - Records - Jill Wright & Bruce Hopson/Michael Fanelli
  - All-Stars - Rob Copeland & Rendy Opdycke/Michael Fanelli
  - Postal Series - Robert Zeitner & James Biles/Bruce Hopson
- ◆ Safety - Bill Roach (Chair), Bob Bruce, Rob Copeland, Donn Livoni
- ◆ Rules/Legislation - Bob Bruce (Chair), Donn Livoni, Lynn Hazlewood, Bruce Hopson, Rob Copeland
- ◆ Communications - Ali Hall, Lead; Rendy Opdycke
- ◆ Club Assistant - Colleen Driscoll; Phyllis Quinn

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- ❖ National Championship Selection - Ali Hall, Lead; Robert Zeitner; Denise Brown; Colleen Driscoll; Phyllis Quinn

2015 LD National Championships (as of 7/14)

- ★6/13 - Del Valle Open Water Festival (Livermore, CA) 10K (6.2 miles)  
Liaison: Bruce Hopson backup: Phyllis Quinn & Rendy Opdycke  
National Office/BOD: Elaine Howley  
ISM: David Benjamin
  - ➡Recap: Total of 110 actual entrants.
- ★6/14 - Del Valle Open Water Festival (Livermore, CA) 1 mile 6/14  
Liaison: Bob Bruce backup: Phyllis Quinn & Rendy Opdycke  
National Office/BOD: Elaine Howley
  - ➡Recap: Total of 375 actual entrants.
- ★6/20 - Morse Reservoir Open Water Swim (Noblesville, IN) 15K (9.3 miles)  
Liaison: Ali Hall backup: Rob Copeland  
National Office/BOD: Bill Roach  
ISM: Kevin Elliott
  - ➡Recap: Total of 75 actual entrants—event sold out within a week)
- ★6/27 - Central Oregon Masters (Foster Lake, OR) 2-mile cable  
Liaison: Jill Wright backup: Donn Livoni & Mike Fanelli  
National Office/BOD: None  
ISM: Elke Asleton
  - ➡Recap: 85 total entrants (\$3 USMS NC surcharge). 82 total swimmers who did the event. 108 total entries for the Foster Lake Cable Swims, which also included: a. Swimmers who entered the One-mile swim but not the Two-mile swim. b. Swimmers who entered the Two-mile event as OEVTs, and who were therefore not eligible for the NC swim (Bob Bruce contacted each of them individually a week before the swims to make sure of their intention).
- ★8/29 - Green Leaf Racing (Lake George, NY) 2,5K (2.55 mile)  
Liaison: Colleen Driscoll backup: Denise Brown  
National Office/BOD: Chris McGiffin  
ISM: Natalie Patz
  - ➡As of 7/14, SwimPhone shows 90 total entries.
- ★9/12 - Big Shoulders Open Water Swim (Chicago, IL) 5K (3.1 miles)  
Liaison: Bruce Hopson backup: Robert Zeitner  
National Office/BOD: Rob Butcher  
ISM: Bill Roach
  - ➡Recap: Total of 800 actual entrants—event sold out within a week
- ★OHeP: Chicago Smelts January 1–31  
Liaison: James Biles backup: Denise Brown & Jill Wright
  - ➡Recap: Total 2015 participation = 2293 (2014 was 2407); Total Revenue = \$14,108 (2014 was \$15,783).
- ★5,000M/10,000M ePostal: Central Oregon Masters May 15–September 15  
Liaison: Greta van Meeteren backup: Michael Fanelli
  - ➡Recap: Total 2015 participation = 2293 (2014 was 2407); Total Revenue = \$14,108 (2014 was \$15,783).
- ★3,000/6,000 ePostal: Davis Aquatic Masters September 15–November 15  
Liaison: James Biles backup: Jill Wright

Other LDC Highlights:

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- Independent Safety Monitor position is being piloted by LMSCs hosting the Open Water National Championship events
- Updated USMS Open Water National Championship contract language
- National Office/BOD ambassadors at OW National Championships
- Bill Roach, Donn Livoni and Dave Minor attended the USA Swimming Open Water Safety Workshop April 23, 2015 in Fort Myers, FL.

### **The Officials Committee** - Ed Saltzman, Chair; Pat Baker, Vice Chair

#### Task Forces

#### ❖ Recruitment Task Force - Brian Albright, Chair; Herb Schwab; Dave Diehl; Jim Holcolmb; Ed Saltzman.

- ➔ Formed to determine if LMSCs are having challenges staffing locally sanctioned meets with certified officials.
- ➔ Survey sent to LMSC Chairs and Officials Chairs to help understand the level of need that currently exists to recruit officials at the local level.
  - ◆ 41 responses from 31 different LMSCs
  - ◆ 3 LMSCs reported Significant problems finding certified officials (Iowa, San Diego-Imperial, South Carolina)
  - ◆ 15 LMSCs were “Somewhat likely” and 8 LMSCs were “Very likely” to use, promote and support a USMS Officials certification program.
- ➔ Recruitment task force is planning direct outreach to work with the three LMSCs that reported immediate challenges. Short-term solutions options will be developed.

#### ❖ Training Task Force - Michael Moore, Chair; Mary Pohlman; Pat Baker; John King; Tom Cox; Alina de Armas; Ed Saltzman

- ➔ Formed to reaffirm the need for a formal USMS Officials Certification program, to create a framework of certifying and training USMS deck officials, and to report task force recommendations back to the Officials Committee for further action.
- ➔ Based on the survey results received, there appears to be sufficient need (74% of LMSCs) for a “home grown” USMS Officials Certification program.
- ➔ The full committee voted unanimously in favor of a motion supporting the development an in-house certification program.

#### Other Officials Committee Highlights:

- Completed migration of documents from former USMS Officials committee web page to USMS GTO. New Officials landing page is now the repository and primary reference.
- Spring Nationals - a total of 32 officials worked 203 sessions, averaging 4hrs per session.
- Difficulties recruiting officials to work at Summer Nationals were overcome with the help of Pat Baker. Pat negotiated 15 complimentary rooms for the volunteer officials, and she worked with Nadine to increase the Spring Nationals official's reimbursement by an additional \$1,000.

### **The Open Water Committee** - Lynn Hazelwood, Chair; Rob Copeland, Vice Chair

#### 2015 Goals:

- ◆ Promote the development of and participation in USMS open water swimming.
- ◆ Provide open water education for USMS managers, LMSC administrators, event hosts and swimmers.
- ◆ Enhance the safety of USMS sanctioned events.
- ◆ Develop and maintain publications that support achievement of the committee goals.

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### Subcommittees

- ❖ **Joint OW Management Group**—Chair Lynn Hazlewood: This is a new joint OWC/LDC management group whose job is to oversee the functioning of USMS Open Water Goals and Projects and work on special projects as necessary. Since its inception in October, the committee has 1) completed planning for the implementation of Water Temperature regulations, 2) implementation of Independent Safety Monitors, 3) updated the OWGTO to reflect that planning and update the OWGTO to include decisions made since the last version and 4) initiated a project aimed at partnering with USA Swimming on officials training.
- ❖ **Safety/Safety Education Subcommittee**—Chair Jim Wheeler: Much of the work begun by the Joint OW Management Group has shifted to the Safety/Safety Education Subcommittee. This subcommittee's tasks include: 1) Officials Education with USA Swimming, 2) education and implementation of the Independent Safety Monitor project, 3) continuing safety education (webinars, videos, convention workshops) and 4) development of Best Practices for Open Water Activities including open water practices, clinics and training swims.
  - ➡ With funding from the OWC budget, Bill Roach, Donn Livoni and Dave Minor attended the USA Swimming Open Water Safety Workshop April 23, 2015 in Fort Myers, FL.
  - ➡ Safety education to be split into three parts:
    - 1) a webinar on Navigating Safety Planning and Sanction Process with an accompanying Safety Workshop at convention (includes LMSC officials and event host training)
    - 2) event management training (including people who provide safety for the event, people who ensure fairness for events, and people who provide the structure/operations for events)
    - 3) Independent Safety Monitor training. Safety Director training follow with the planning for all education occurring in the fall of 2015. Funds have been requested for 2016 safety education implementation.
- ❖ **Joint Rules/Legislation Subcommittee**—Chair Bob Bruce: This is a joint OWC/LDC subcommittee that has existed for the past two years. The Chair has already looked at possible rules proposals that may need attention off-cycle and expects to have some work for the subcommittee on legislation issues coming out of the BOD and OWTF. Some members of this subcommittee have worked as part of the OW Joint Management Group to plan and implement new regulations for 2015.
- ❖ **OWGTO Subcommittee**—Chair Rob Copeland: This subcommittee's job is to update, reorganize and enhance the OWGTO as needed and to keep the contents of the OWGTO consistent with USMS policy as defined by the Board of Directors. Some members of this subcommittee worked as part of the OW Joint Management Group to update the OWGTO for the 2015 regulations.
- ❖ **Awards Subcommittee**—Chair Sue Nutty: This subcommittee is responsible for the development of and administration of the Open Water Service Award and any award systems that may come out of an OW Event Results Database.
  - ➡ Encouraging more nominations for the National Service Award including: a simplification of the nomination process; distribution of promotional emails to USMS open water managers and swimmers; and a decision to leave nominees on the list for three years, should they be unsuccessful. An evaluation of the success of these measures will be made following the process.
- ❖ **OW Activity Development Subcommittee**—Chair Jax Cole: This is a new subcommittee and is beginning the organizational process. The tasks of this subcommittee include: 1) planning for the future development of open water activities including sanctioned events, clinics, practices and training swims, 2) holding brainstorming sessions with the full committee during regular meetings and 3) communicating with LMSCs, clubs and event hosts to determine their needs for development.

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### Special Appointments

- **Committee Secretary**—Secretary Joanne Wainwright: The Chair has appointed a secretary and two back-ups whose job it is to take minutes at committee meetings and prepare final minutes for publication on usms.org.
- **Publications Liaisons**—Primary Glenda Carroll, Back-up Sandra Frimmerman-Bergquist: The publications liaisons have been named and Laura Hamel has set them up to communicate with the USMS Editors concerning information to be published using Streamlines, Facebook, Twitter and email blasts.

### Open Water Workshop for 2015 Convention

- Estimating a need for a 2-hour time slot to cover ISM and OW Sanction education material.

### 2015 Sanctioned Open Water events as of 7/12:

Total Sanctions approved = 50

Total Sanctions pending review = 0

Total Events Cancelled = 2

Total Events Withdrawn = 1

I will close with a note related to our two-year battle with the open water insurance surcharge. There is a glimmer of hope that the 2015 USMS House of Delegates will help address current circumstances by considering a combination of legislative and budgetary proposals put forward by Board of Directors that seek to balance insurance costs in a more sustainable manner. But whether or not that happens, we volunteers at the LMSC level have the potential to contribute significantly to that sustainability and to influence event and membership growth. The USMS brand is the LMSC brand - we share a duty to deliver the BEST possible membership value.

### Vice President of Community Services

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**Jody Smith**

### Secretary

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**Chris Colburn**

I would like to thank the Executive Committee, Board of Directors, and Committee Chairs for their assistance with my role as Secretary this year. Without their help, I would not be able to collate much of the information viewed each day on the website by the membership and other visitors from around the globe. I'd also like to recognize the staff for their tireless service, both to the volunteer infrastructure and to Masters Swimming as a whole.

This year has proceeded like many others for the USMS Secretary. I have recorded meeting and conference call minutes for the Board of Directors and the Executive Committee, and posted the approved documents on the website. I also worked with committee chairs to ensure that their meeting minutes were posted as received. I have communicated with the National Office to ensure that Convention and Board Meeting materials were prepared as needed for our meetings throughout the year. Finally, I have executed documents as requested by the business in my role as corporate Secretary.

In closing, I have enjoyed my term as USMS Secretary. I look forward to a successful Convention, and hope to have the opportunity to serve U.S. Masters Swimming in this role for two more years. Thanks again to everyone who has helped me both to succeed in this role and to continue to give back to the organization and the sport that has done so much for so many of us over the years.



# USMS Executive Committee Reports

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## Treasurer

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### **Phil Dodson**

Seven years ago USMS financial management was coordinated from the home of our part time Controller who carried out the responsibilities in the evenings and weekends. At the time, USMS had around 40,000 members and annual revenue of about \$1,200,000. With USMS decision to hire an Executive Director, establish a headquarters and pursue our strategic plan, there was a need for USMS to invest in our financial administration including the hiring of a CFO.

In the past seven years, USMS annual budget has increased to roughly \$3,600,000 with nearly \$2,600,000 in unrestricted reserves. USMS has no debt. We opened an investment portfolio which has grown over \$550,000 since its inception in February, 2011. We are in the middle of our dues increase program that was adopted to invest in programs and services under a secure financial foundation. In short, our financial condition is excellent.

We added an Investment Committee and Audit Committee. Our Finance Committee continues to play significant roles in assisting the Board with its fiduciary responsibilities. We owe many thanks to these volunteers and our CFO for their oversight of our assets which has greatly contributed to our organization's outstanding financial condition.

The role of the Treasurer is evolving. Seven years ago, the Treasurer was a very active day-to-day individual in the daily financial operations. Today, the Treasurer is more of a thought leader in partnership with our Board, Executive Director, CFO and Committees.

Our Treasurer needs to be someone with USMS Board experience, a broad base of financial management skills and time to devote to this team of volunteers and staff.

I have spent a total of five years on the Board, so it was with a heavy heart in April I decided to take my passion and energy for USMS and redirect them in pursuit of other interests. I will remain an active USMS volunteer as there are many financial challenges facing our organization. The three most significant are: evaluating USMS programs with measurable metrics to improve and make them more effective, allocating USMS funds appropriately across all four of our strategic initiatives and determining when USMS programs have enough critical mass for self sustaining membership growth without further dues increases.

This has been a truly exciting time and I am honored to have served as the USMS Treasurer.

## Legal Counsel

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### **Patty Miller**

One of the interesting things about being USMS's legal counsel is the opportunity to be a generalist. While the legal issues in the past year did not raise great risk for USMS or involve incredible complexity, they were varied and did require input and management from in-house counsel to keep them low risk. The issues included litigation against a member club insured under USMS's policies, questions about the USMS waiver of liability, contract review and updating, and advice related to USMS's tax-exempt status. We also had the usual number of dissatisfied members and sometimes adverse volunteers, some of whom who raise threats of litigation.

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On the last issue, I am grateful that rules changes and NBR procedures arising from the 2013 USMS convention have provided more structure to the grievance process, which has been managed well by NBR Chair Barbara Delanois. This has allowed legal counsel to be less involved in that process, freeing up time for other activities.

One of those additional activities has been legal management. The legal services model for USMS has evolved over the last couple of years such that we now have more funds budgeted for outside counsel services, allowing us to refer certain matters that require topic-specific or state-specific expertise or that call for more time than volunteers can provide. Using this model in the past year, USMS has obtained advice from our Florida counsel, Blalock Walters, on the lease of a new headquarters space, a possible change in our state of incorporation, updates to our privacy policy, and Florida-specific employment issues. This legal services model will be helpful as we transition to a new legal counsel, allowing him or her to continue to provide effective volunteer services to USMS while relying on outside counsel for certain matters.