

**2021 BUDGET PREPARATION TIMELINE**

	<b>Description</b>	<b>Due Date</b>	<b>Responsible Party</b>	<b>Status</b>	<b>Volunteer Review</b>
1	Prepare budget production schedule for distribution by the CEO/CFO to the Board, FC, C&B and staff. (All committee chairs need to be informed of worksheet distribution and due dates. Some committees schedule meetings to discuss the next year's budget.)	7/15/2020	CEO/CFO		
2	Staff meetings- discuss strategic plan and budget initiatives that support plan. TBD	on-going	CEO		
3	Strategic update presented to BOD by CEO. Discuss new and continuing strategies, and programs to be included in the budget.	8/17/2020	CEO/CFO		
4	Draft budget assumptions including strategic plan initiatives for internal review by full FC.	8/24/2020	CEO/T/FC/CFO/SA		Treasurer
5	Staffing plan for the budget year and for five-year plan. Comp & Benefits Committee w/ CEO input: submit staffing, compensation and benefit plan for budget.	9/1/2020	Comp. & Benefits/CEO		C&B Comm.
6	Annual Meeting, Finance 1 – Review the new budget process.	9/8/2020	FC		Treasurer/FC Chair
7	Post to website the 2021 strategic plan initiatives and proposed membership, sanction and recognition fees. Include executive summary of all new initiatives.	9/10/2020	T/BOD/CEO/CFO		BOD
8	Annual Meeting, Finance 2 – CEO, CFO, Treasurer, FC Chair present 2nd quarter annual forecast and update on USMS financial health, continuing and new programs for 2020 and 2021. Delegate questions on budget process.	9/17/2020	FC, T, CFO		Treasurer/FC Chair
9	Annual Meeting, BOD - Approve and recommend the membership, sanction and recognition fees to send to the HOD.	9/21/2020	BOD		
10	Annual Meeting, HOD - Presentation of 2021 budget assumptions, goals and objectives (no line item details). New programs presented & reviewed.	9/26/2020	CEO/CFO/FC Chair		Treasurer/FC Chair
11	Distribute 3rd quarter update/forecast and 2021 budget worksheets. Distribute to responsible party for revenue/cost center budgets >\$2,000. Committee requests for new programs or budget changes greater than \$1,000 are sent to the FC and CFO for review and inclusion in the budget.	10/15/2020	CFO/SA/CC		
12	Receive all 2020 forecast/2021 budget requests. Include all assumptions. New programs must be accompanied by goals/objectives/outcomes document. Factors that impact five- year plan must also be submitted.	10/22/2020	Committee Chairs/Staff		All Committee Chairs, V.Ps over same committees
13	The CEO shall submit 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 CEO is required to submit a no deficit Net Ordinary Income Budget, unless authorized by the Board;	10/22 to 10/29	CEO		FC, T, P
14	Draft budget including strategic plan initiatives for internal review. CEO/Treasurer/FC Chair/CFO.	10/29/2020	CEO/T/FC/CFO/SA		Treasurer
15	Finance Committee calls, as needed, to discuss budget.	1st and 2nd week of Nov.	FC, T, CFO, CEO		FC, T, P
16	Finance Committee approved budget is sent to the BOD	11/13/2020	FC		FC, T, P
17	BOD shall review the Finance Committee approved budget. Discussion, amendments and additional information as requested by BOD. If no additional information needed, BOD to approve.	11/16/2020	BOD/FC		BOD
18	BOD Approved budget posted to USMS website	3rd week of November	CFO/Staff		

**KEY**

HOD = House of Delegates  
 CC = Committee Chairs  
 FC = Finance Committee & FC Chair  
 CEO = Dawson Hughes  
 SA = Staff Accountant-Adrienne McKee

P = President - Peter Guadagni  
 T = Treasurer - Teddy Decker  
 BOD = Board of Directors  
 CFO = Susan Kuhlman  
 NO = National Office