

USA SWIMMING EXECUTIVE COMMITTEE MEETING MINUTES

Sunday, July 2, 2017

Indianapolis Marriott Downtown

1 **CALL TO ORDER**

2 USA Swimming Board Chair, Jim Sheehan, called the July 2, 2017 Executive Committee
3 meeting to order at 8:00 a.m. Eastern Time with the following members in attendance:
4

5 **PRESENT:** Tim Bauer, John Bitter, Robert Broyles, Van Donkersgoed, Lucinda McRoberts,
6 Jim Sheehan, Bob Vincent, Mark Weber.
7

8 **NOT PRESENT:** Dan McAllen, Jim Wood
9

10 **STAFF:** Matt Farrell, Jim Harvey, Debbie Hesse, Pat Hogan, Lindsay Mintenko, Mike Unger.
11

12 **MOMENT OF SILENCE**

13 A moment of silence was observed for USA Swimming members who have passed away
14 since the last USA Swimming Board of Directors meeting.
15

16 **AGENDA REVIEW**

17 Jim Sheehan set forth the agenda for the meeting (Attachment 1).
18

19 **MOTION:** *To approve the Agenda. Seconded. APPROVED.*
20

21 **CONFLICT OF INTEREST**

22 *"Is any member aware of any conflict of interest (that is, of a personal interest or direct or*
23 *indirect pecuniary interest) in any matter being considered by this meeting which should now*
24 *be reported or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"*
25

26 If a Board member determines there to be a conflict of interest at any point during the
27 course of the meeting when a specific subject is being discussed and / or action is being
28 taken, a declaration of a conflict of interest should be made at that time.
29

30 **ACCEPTANCE OF USA SWIMMING 2016 AUDIT REPORT**

31 Bob Vincent reported that the USA Swimming Audit Committee met the previous week and
32 unanimously recommends that the Executive Committee accept the Audit Report on behalf
33 of the Board of Directors, as authorized by the Board at its April 22, 2017 Meeting. The
34 auditor made no findings or adjustments in the Report.
35

36 **MOTION:** *To accept the 2016 Audit Report. Seconded. APPROVED.*
37
38

2018 BUDGET REVIEW AND APPROVAL

PHILOSOPHY AND OVERVIEW

Jim Sheehan highlighted that the 2018 Budget is a part of the broader 2020 Quad Strategic Plan and should be reviewed and analyzed as such. While an annual budget is approved year-by-year, the overall budget is balanced across the quad.

Mike Unger explained that budgets and programs are evaluated and determined by each Division but are reviewed comprehensively by the Chief Financial Officer. Division Directors are instructed to budget revenue conservatively and expenses generously. Mr. Unger also highlighted some 2018 budget challenges, including lower than expected membership growth and hosting the FINA World Junior Championships.

BUDGET HIGHLIGHTS

Bob Vincent summarized the 2020 Quad Budget, including projected revenue and expenses of over \$156 million (Attachment 2). A projected operating surplus in 2020 will cover projected deficits in 2017-2019. Mr. Vincent also summarized the proposed 2018 Budget, which includes a \$1.1 million operating deficit, resulting from approximately \$37 million in operating revenue and \$38 million in expenses (Attachment 3). Mr. Vincent added that investment income will make up for the decreased revenue projection resulting from lower than expected membership growth.

REVENUE REVIEW

Jim Harvey summarized the Revenue Budget 2017-2020, including membership, marketing partnerships, USOC and other sources of revenue, and answered questions from the Executive Committee (Attachment 4).

EXPENSE REVIEW

ACHIEVE: NATIONAL TEAM

Lindsay Mintenko summarized the National Team Division expenses, including the implementation of an anti-doping education platform, and answered questions from the Executive Committee (Attachment 5).

BUILD: CLUB DEVELOPMENT

Pat Hogan summarized the Club Development Division expenses, highlighted major changes from the prior quad and answered questions from the Executive Committee (Attachment 6).

PROMOTE: BUSINESS DEVELOPMENT AND PROMOTIONS

Matt Farrell summarized the Business Development & Promotion Division expenses and emphasized four major focal points: (i) implementing an internal measurement system (Participation, Programs and Purchase); (ii) developing USA Swimming Productions and various television and technology platforms; (iii) enhancing the Pro Swim Series; and (iv) tying the SwimToday program to the new Flex Membership (Attachment 7).

The Executive Committee discussed various marketing initiatives and event opportunities.

84 **SUPPORT SERVICES**

85 **BUSINESS OPERATIONS AND EVENTS**

86 Mike Unger summarized the Business Operations & Events Division expenses and
87 explained that the budget varies considerably year-to-year depending on what events are
88 taking place (Attachment 8).

89
90 **EXECUTIVE**

91 Mike Unger summarized the Executive Division expenses, including Safe Sport and legal
92 initiatives, and answered questions from the Executive Committee (Attachment 9).

93
94 **FINANCIAL AFFAIRS / RISK MANAGEMENT**

95 Jim Harvey summarized the Financial Affairs Division expenses (Attachment 10) and the
96 Risk Management expenses (Attachment 11).

97
98 **CAPITAL BUDGET**

99 Jim Harvey summarized the Capital Budget 2017 - 2020 (Attachment 12).

100
101 **REQUEST FOR BUDGET APPROVAL**

102 Jim Sheehan requested the Executive Committee's approval to present the proposed 2018
103 budget to the USA Swimming Board of Directors at its September 12, 2017 meeting.

104
105 ***MOTION:** To approve the 2018 proposed budget and present it to the USA Swimming Board of*
106 *Directors at its September 12, 2017. Seconded. **APPROVED.***

107
108 **OTHER BUSINESS**

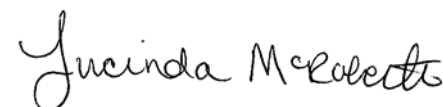
109 Van Donkersgoed presented an Athlete Leadership in Governance Camp proposal
110 (Attachment 13). The Executive Committee and staff discussed various aspects of the
111 proposal, including scheduling, number of attendees and overall expense, and agreed that
112 staff would put together a small group to work out the details and logistics of the proposal,
113 to be funded out of reserves.

114
115 Staff then exited the room so the Executive Committee could discuss the CEO evaluation
116 process for 2017.

117
118 **ADJOURN**

119 Jim Sheehan adjourned the meeting at 10:20 a.m. Eastern Time.

120
121
122 **Respectfully Submitted:**

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124 

125
126 Lucinda McRoberts, Secretary



Jim Sheehan, Board Chair

Attachments

July 2, 2017 – Executive Committee Meeting – Indianapolis Marriott Downtown

Attachment 1	Page 1 – Agenda
Attachment 2	Page 2 – 2020 Quad Business Plan Summary
Attachment 3	Page 2 – Proposed 2018 Budget Highlights
Attachment 4	Page 2 – Revenue Budget 2017-2020
Attachment 5	Page 2 – National Team Division
Attachment 6	Page 2 – Club Development Division
Attachment 7	Page 2 – Business Development and Promotions Division
Attachment 8	Page 3 – Business Operations and Events Division
Attachment 9	Page 3 – Executive Division
Attachment 10	Page 3 – Financial Affairs Division
Attachment 11	Page 3 – Risk Management
Attachment 12	Page 3 – Capital Budget 2017-2020
Attachment 13	Page 3 – Athlete Leadership in Governance Camp proposal
Attachment 14	Foundation Division



USA Swimming Executive Committee Meeting Agenda

Sunday, July 2, 2017

Indianapolis Marriott Downtown

Marriott 3 on 2nd Floor / Breakfast - 7:00 a.m. / Meeting - 8:00 a.m.

1) CALL TO ORDER Jim Sheehan

2) MOMENT OF SILENCE Jim Sheehan

3) AGENDA REVIEW Jim Sheehan

4) CONFLICT OF INTEREST

"Is any member aware of any conflict of interest (that is, of a personal interest or direct or indirect pecuniary interest) in any matter being considered by this meeting which should now be reported or disclosed or addressed under the USA Swimming Conflict of Interest Policy?"

If a Board member determines there to be a conflict of interest at any point during the course of the meeting when a specific subject is being discussed and / or action is being taken, a declaration of a conflict of interest should be made at that time.

5) ACCEPTANCE OF USA SWIMMING 2016 AUDIT REPORT Bob Vincent

6) 2018 BUDGET REVIEW AND APPROVAL

- Philosophy and Overview – Jim Sheehan, Jim Harvey, Mike Unger
- Budget Highlights – Bob Vincent
- Revenue Review – Jim Harvey
- Expense Review
 - Achieve: National Team – Lindsay Mintenko

- Build: Club Development – Pat Hogan
- Promote: Business Development – Matt Farrell
- Support Services
 - Business Operations and Events – Mike Unger
 - Executive – Mike Unger
 - Financial Affairs / Risk Management – Jim Harvey
 - Capital Budget – Jim Harvey and Mike Unger

- **REQUEST FOR BUDGET APPROVAL**

7) OTHER BUSINESS

8) ADJOURN



1 Olympic Plaza
Colorado Springs, CO
80909-5770
o 719.866.4578
f 719.866.4669
usaswimming.org

TO: USA Swimming Executive Committee
FROM: Jim Harvey
DATE: June 23, 2018
SUBJECT: 2018 Proposed Budget

Posted in the Private Board Section of the website is a draft version of the USA Swimming 2018 budget for your review. The 2018 proposed budget is presented in conjunction with a business plan for the 2020 quadrennium. The Executive Committee will be asked to make adjustments if necessary, and approve this budget at its meeting on Sunday, July 2, 2017 in Indianapolis. This approved version of the budget will be presented to the Board of Directors for its approval on September 12, 2017 in Dallas. The House of Delegates will provide the final approval of the budget at its meeting on September 16, 2017.

Format

Division summary and program detail sheets show years 2017–2020 and quad total, a 2016 quad total with a comparison of the quads, and a comparison of the 2018 and 2017 budgets in the far right column. Increases in revenue and decreases in expenses are shown as “Favorable” variances. Decreases in revenue and increases in expenses are shown as “Unfavorable” variances and are shown as (negative) figures.

Business Plan 2020

The 2020 quadrennial business plan is being implemented as planned. The largest change is the revenue projection where investment income makes up for the membership bump that was less than projected for 2017. The budget is balanced by design and consistent with non-profit philosophies. Dual goals are achieved by spending all of our revenues on the sport and maintaining adequate operating reserves. While being optimistic in some areas, overall, we have followed our budget philosophy of budgeting our revenues conservatively while maintaining adequate funding for program expenses. 2020 quadrennium operating revenue and expenses of over \$156 million are projected to increase 15.06% and 17.24%, respectively from 2016 quad levels.

We project a healthy operating surplus in the 2020 Olympic year primarily as a result of Olympic Trials revenue. This \$2,782,600 surplus will cover the projected deficits for 2017-2019. From a historical perspective, we projected operating losses for 2013-2015 but achieved a \$2,522,328 operating surplus for the 2016 quad.

Investment gains keep our reserves growing in the long-term. They are projected to achieve a total surplus of \$2,002,700 for the 2020 quad with a breakeven operating budget.

2018 Overview

The following analysis compares the proposed 2018 budget to the approved 2017 budget with an emphasis on material changes between the two years in the far right columns.

The proposed 2018 budget is presented with an operating deficit of (\$1,150,100) which is (\$648,900) greater than the 2017 deficit. Below the line, investment gains of \$573,000 are added to arrive at a total deficit of (\$577,100) for 2018.

Total operating revenue for 2018 is budgeted at \$37,291,300 which is a \$259,800 increase from 2017. The largest factor for the increase is investment income from the sale of USSIC.

Total operating expenses are budgeted at \$38,441,400 for 2018. Compared to 2017, expenses are projected to increase (\$908,700).

Salaries are budgeted to increase 3% over current positions at current rates. Health insurance costs are projected to increase faster than inflation. Ninety One (91) staff are budgeted which is an increase of four positions over 2017.

Revenue 2018

Membership

- Membership revenue is budgeted at \$23,395,000 or 63% of the total 2018 operating revenue budget. This is a \$140,000 increase over the 2017 budget. The 2017 budget was based on a 9% increase, but the 2018 budget is based on a 5.5% increase for 2017. Year-round athlete membership is projected to be flat for 2018-2020 (rate increases are reflected).

Marketing Partner Revenue

- Sponsorship revenue of \$6,066,000 is a (\$270,500) decrease from 2017. New sponsor revenue is projected conservatively to replace non-renewals.

USOC Partnership

- Support from the USOC of \$4,969,700 is projected to be the same as 2017.

Events and Registration

- The Events and Registration budget of \$611,500 is a (\$164,000) decrease from 2017 primarily due to the Duel in the Pool that was budgeted for 2017, but not in 2018.

Foundation and Swim-A-Thon

The Foundation revenue budget of \$815,000 is a \$39,500 increase from 2017 and includes all sources of revenue from our Foundation including \$535,000 from various endowments, \$120,000 Swim-a-thon, \$100,000 Phillips 66, and \$60,000 for rent/overhead paid to USA Swimming. The increase is the result of growing disbursements from the Dirks endowment and recent National Team athlete endowment pledges of \$650,000.

Investment Income

- The total investment revenue budget of \$1,747,100 includes \$20,000 of interest on cash balances, \$163,600 imputed (non-cash) interest on prepaid rent, and \$1,563,500 from our \$33.3 million portfolio (as of 12/31/16). The portfolio budget assumes a 4.7% total return after fees with a 60/40 composition (equities/fixed income).
- \$1,174,100 of the \$1,747,100 is included in the operating budget with the remaining \$573,000 set aside for long-term growth of reserves. Of course, year to year investment returns will vary considerably.

Other Income

- Other revenue of \$103,000 includes \$93,000 from a timing system agreement with the NCAA. A \$158,000 SwimAssist reimbursement from USSIC is deleted for 2018.

Expenses 2018

Note: Budget increases from 2017 are shown as negative numbers.

Club Development Division

The 2018 Club Development budget of \$4,847,000 is a (\$128,200) increase from 2017. Major variances from 2017 to 2018 are:

- \$57,700 line 3 - National Select Camps costs are lower because two camps were conducted in 2017 rather than one scheduled for 2018. The 2018 projection also includes a 100% increase in Olympic Training Center (OTC) expenses and an increase in the number of athletes and personal coaches compared to the October 2017 camp.
- (\$32,200) line 7 – Coach Education Development costs increase due to implementing the Webonize platform to develop the next edition of the Foundations of Coaching Course and other future online coach education courses.
- (\$61,800) line 8 – USA Swimming Hosted Coaches Clinics - NAGS Conference is conducted in even years at a projected cost of \$39,000. The remaining variance is a combination of increased OTC event and Regional Coaches Clinics hotel expenses.
- \$31,600 line 19 – Club Research Technology amortization of the Analytics project decreases.
- (\$31,200) line 23 – LEAP Program reflects a significant increase in grant awards for Levels 2 and 3.

- (\$36,400) line 42 – Administration & Operational Support includes funding for an outside review of the Field Services program.

Business Operations/Events Division

The 2018 Business Operations/ Events budget of \$8,416,200 is a (\$725,700) increase from 2017. Major variances from 2017 to 2018 are:

- \$347,800 line 45 - Mutual of Omaha Duel in the Pool will not be held in 2018 but was budgeted in 2017.
- (\$75,900) line 48 - Phillips 66 Summer National Championships costs rise in 2018 due to the event being held in Irvine, California where the venue must be built from scratch (seating, lighting, scoreboard, etc.).
- \$94,100 line 49 – US Open will not be held in 2018 but was budgeted in 2017.
- (\$178,900) line 51 – National Team vs. NCAA is budgeted for 2018 but was not budgeted in 2017.
- (\$71,700) line 78 – Officials Clinics have three clinics offered in 2018 including a mentorship clinic which has more participants. This budget is cyclical, with even years being significantly more costly than odd years.
- (\$411,800) line 87 – TV/Webcast Production increases mainly due to Pan Pacific Championships television (\$250,000), increased TV production at Nationals in Irvine due to building of camera platforms, etc. (\$60,000), and increased level of production at Arena Pro Swim Series events (\$60,000).
- (\$96,100) line 100 – Information Technology Support expenses increase mainly due to Microsoft software licenses (\$60,000) and computer maintenance expenses (\$32,000).

National Team Division

The National Team budget of \$9,425,900 is a (\$486,600) increase from 2017. Major variances from 2017 to 2018 are:

- (\$76,100) lines 110-115 – 2018 Junior Team Pan Pacs are modestly higher than the 2017 World Championships.
- \$64,000 line 117 – Open Water World Championships will not be held in 2018 but was budgeted in 2017.
- (\$120,200) line 127 – National Team Camps costs of going to Chula Vista for a camp are higher compared to Colorado Springs as well as additional team building experiences included in 2018.
- (\$300,000) line 139 – National Team Investment Grants are implemented for the full year vs. a half year in 2017.
- \$163,500 line 170 – Salaries and Benefits are lower from restructuring.

Business Development & Promotion Division

The 2018 Business Development & Promotion budget of \$6,799,200 is a (\$59,500) increase from 2017. Major variances from 2017 to 2018 are:

- (\$62,100) line 171 - Marketing & Contract Fulfillment is increased for a sponsor research study for corporate partners conducted in even years. The study looks at awareness and perception of sponsors for creating return on investment measures.
- \$195,500 line 178 - Swimjitsu is reduced for adjustments in the number of annual events and refinement of the business model with the program returning a profit with \$500,000 of revenue budgeted.
- (\$69,300) line 192 - USA Swimming Productions produces ongoing digital content for the various media platforms of the organization. Increases are budgeted for content production with the addition of a new studio at the OTC and addition of webcast streaming technology with NBC Playmaker.
- (\$150,400) line 194 - the 2018 staff count is up by three for a webmaster and two USA Swimming Production positions.

Foundation & Make a Splash Support

USA Swimming Foundation support of \$561,000 includes a \$250,000 grant for fundraising expenses and \$311,000 for the estimated cost of USA Swimming staff. This is an (\$11,000) increase over 2017.

Executive Division

The 2018 Executive Division budget of \$3,878,800 is a decrease of \$191,400 from 2017. Major variances from 2017 to 2018 are:

- \$108,000 line 209 – SwimAssist is experiencing lower costs than projected.
- \$106,000 line 211 – National Board of Review savings are anticipated as a result of transitioning to the U.S. Center for Safe Sport.
- \$101,300 line 217 – Task Force costs decrease as the 2017 board governance study is completed.
- (\$255,500) line 222 - Salaries and Benefits are affected by CEO transition costs.

Financial Affairs Division

The 2018 Financial Affairs budget of \$1,406,500 is an increase of (\$78,500) from 2017 primarily due to increased Salaries and Benefits costs (line 227).

Risk Management

The 2018 Risk Management budget of \$3,106,800 is a \$389,400 decrease from 2017. The major variance is:

- \$384,400 line 228 - insurance premium renewals from our K&K Insurance Group program are remaining steady or decreasing despite membership growth. Our Safe Sport and Operational Risk Committee initiatives are credited for our low claim experience.

Capital Budget 2018

- Replacement of our information technology hardware is scheduled to cost \$141,400 in 2018. The total capital budget of \$161,400 also includes \$20,000 for furniture and leasehold improvements and will be depreciated over future years.
- \$400,000 is included in the operating budget for professional services in various programs for IT consulting (e.g. \$150,000 line 67 - SWIMS 2.0). These costs may be capitalized and amortized over future years.

USA Swimming
2020 Quad Business Plan Summary

	Approved Budget 2017	Proposed Budget 2018	Proposed Budget 2019	Proposed Budget 2020	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Over 2016 Quad Favorable (Unfavorable) Change \$	Change %
REVENUE:								
Membership	\$23,255,000	\$23,395,000	\$24,184,800	\$24,980,400	\$95,815,200	\$79,526,706	\$16,288,494	20.48%
Marketing Partner Revenue	6,336,500	6,066,000	5,601,000	6,061,000	24,064,500	21,577,592	2,486,908	11.53%
USOC Partnership	4,969,700	4,969,700	4,969,700	4,969,700	19,878,800	18,664,320	1,214,480	6.51%
Events and Registration	775,500	611,500	611,500	5,871,500	7,870,000	8,211,396	(341,396)	-4.16%
Publications and Fulfillment	169,000	157,000	157,000	157,000	640,000	792,852	(152,852)	-19.28%
Foundation and Swim-A-Thon	775,500	815,000	820,000	825,000	3,235,500	2,846,000	389,500	13.69%
Investment Income	489,300	1,174,100	1,164,200	1,152,000	3,979,600	2,233,309	1,746,291	78.19%
Other Income	261,000	103,000	103,000	103,000	570,000	1,779,412	(1,209,412)	-67.97%
Total Revenue	37,031,500	37,291,300	37,611,200	44,119,600	156,053,600	135,631,586	20,422,014	15.06%
EXPENSES:								
Club Development Division	4,718,800	4,847,000	4,906,100	4,996,800	19,468,700	15,829,317	(3,639,383)	-22.99%
Business Operations/ Events Division	7,690,500	8,416,200	8,161,900	8,217,000	32,485,600	26,627,268	(5,858,332)	-22.00%
National Team Division	8,939,300	9,425,900	10,142,600	11,056,600	39,564,400	32,732,896	(6,831,504)	-20.87%
Business Development & Promotion Division	6,739,700	6,799,200	7,013,600	8,154,500	28,707,000	19,711,714	(8,995,286)	-45.63%
Foundation & Make a Splash Support	550,000	561,000	523,000	535,000	2,169,000	3,584,304	1,415,304	39.49%
Executive Division	4,070,200	3,878,800	3,331,700	3,599,600	14,880,300	14,546,091	(334,209)	-2.30%
Financial Affairs Division	1,328,000	1,406,500	1,438,400	1,444,600	5,617,500	5,071,625	(545,874)	-10.76%
Risk Management	3,496,200	3,106,800	3,225,200	3,332,900	13,161,100	15,006,043	1,844,943	12.29%
Total Expenses	37,532,700	38,441,400	38,742,500	41,337,000	156,053,600	133,109,259	(22,944,341)	-17.24%
OPERATING SURPLUS (DEFICIT)	(501,200)	(1,150,100)	(1,131,300)	2,782,600	0	2,522,328	(2,522,328)	
Reserves Spending:								
Foundation Endowment Donation					0	(1,000,000)	1,000,000	
Total Reserve Spending	0	0	0	0	0	(1,000,000)	1,000,000	
Surplus (Deficit) Before Investment Gains (Losses)	(501,200)	(1,150,100)	(1,131,300)	2,782,600	0	1,522,328	(1,522,328)	
Investment Gains (Losses)	283,700	573,000	573,000	573,000	2,002,700	1,176,385	826,315	
NET SURPLUS (DEFICIT)	(\$217,500)	(\$577,100)	(\$558,300)	\$3,355,600	\$2,002,700	\$2,698,713	(\$696,013)	

USA Swimming
2018 Proposed Budget

	Proposed Budget 2018	Budget 2017	Favorable (Unfavorable)	%
REVENUE:				
Membership	\$23,395,000	\$23,255,000	\$140,000	0.60%
Marketing Partner Revenue	6,066,000	6,336,500	(270,500)	-4.27%
USOC Partnership	4,969,700	4,969,700	0	0.00%
Events and Registration	611,500	775,500	(164,000)	-21.15%
Publications and Fulfillment	157,000	169,000	(12,000)	-7.10%
Foundation and Swim-A-Thon	815,000	775,500	39,500	5.09%
Investment Income	1,174,100	489,300	684,800	139.96%
Other Income	103,000	261,000	(158,000)	-60.54%
Total Revenue	37,291,300	37,031,500	259,800	0.70%
EXPENSES:				
Club Development Division	4,847,000	4,718,800	(128,200)	-2.72%
Business Operations/ Events Division	8,416,200	7,690,500	(725,700)	-9.44%
National Team Division	9,425,900	8,939,300	(486,600)	-5.44%
Business Development & Promotion Division	6,799,200	6,739,700	(59,500)	-0.88%
Foundation & Make a Splash Support	561,000	550,000	(11,000)	-2.00%
Executive Division	3,878,800	4,070,200	191,400	4.70%
Financial Affairs Division	1,406,500	1,328,000	(78,500)	-5.91%
Risk Management	3,106,800	3,496,200	389,400	11.14%
Total Expenses	38,441,400	37,532,700	(908,700)	-2.42%
OPERATING INCOME (LOSS)	(1,150,100)	(501,200)	(648,900)	
Reserves Spending:				
Foundation Endowment Donation	0	0	0	
Total Reserve Spending	0	0	0	
Surplus (Deficit) Before Investment Gains (Losses)	(1,150,100)	(501,200)	(648,900)	
Investment Gains (Losses)	573,000	283,700	289,300	
NET SURPLUS (DEFICIT)	(\$577,100)	(\$217,500)	(\$359,600)	

**USA Swimming
Revenue Budget 2017-2020**

Line #		Budget 2017	Budget 2018	Budget 2019	Budget 2020	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Budget	Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable) Change \$ Change %
MEMBERSHIP:									
1	Athlete Membership	\$19,996,424	\$20,136,034	\$20,830,380	\$21,524,726	\$82,487,564	\$67,798,452	\$14,689,112	\$139,610 0.70%
2	Seasonal Athlete Membership	709,680	674,190	640,470	608,460	2,632,800	3,163,134	(530,334)	(35,490) -5.00%
3	Outreach Athlete Membership	45,925	44,450	44,450	44,450	179,275	151,505	27,770	(1,475) -3.21%
4	Club Membership	210,700	210,700	210,700	210,700	842,800	830,970	11,830	0 0.00%
5	Seasonal Club Membership	5,080	5,080	5,080	5,080	20,320	20,960	(640)	0 0.00%
6	Non-Athlete Membership	2,165,016	2,287,172	2,413,380	2,543,674	9,409,242	7,033,755	2,375,487	122,156 5.64%
7	Family Membership	85,680	0	0	0	85,680	411,295	(325,615)	(85,680) -100.00%
8	Life Membership	31,000	32,000	33,000	34,000	130,000	95,334	34,666	1,000 3.23%
9	Allied Membership	1,000	1,000	1,000	1,000	4,000	4,000	0	0 0.00%
10	Affiliate Membership	800	800	800	800	3,200	2,600	600	0 0.00%
11	Delegate Fees	100	100	100	100	400	1,050	(650)	0 0.00%
12	Single Meet Open Water	3,550	3,440	3,440	3,440	13,870	13,350	520	(110) -3.10%
13	Other	45	34	2,000	3,970	6,049	301	5,748	(11) -24.44%
	TOTAL MEMBERSHIP	23,255,000	23,395,000	24,184,800	24,980,400	95,815,200	79,526,706	16,288,494	140,000 0.67%
MARKETING PARTNER REVENUE:									
14	Sponsorships	5,229,000	4,951,000	4,611,000	5,071,000	19,862,000	20,334,032	(472,032)	(278,000) -5.32%
15	SwimJitsu	585,000	500,000	500,000	500,000	2,085,000	83,915	2,001,085	(85,000) -14.53%
16	Supplier Income	300,000	347,500	222,500	222,500	1,092,500	530,000	562,500	47,500 15.83%
17	Licensee Income	10,000	25,000	25,000	25,000	85,000	101,266	(16,266)	15,000 150.00%
18	Royalties	97,500	97,500	97,500	97,500	390,000	377,212	12,788	0 0.00%
19	Other	115,000	145,000	145,000	145,000	550,000	151,167	398,833	30,000 26.09%
	TOTAL MARKETING PARTNER REVENUE	6,336,500	6,066,000	5,601,000	6,061,000	24,064,500	21,577,592	2,486,908	(270,500) -4.10%
USOC PARTNERSHIP:									
20	NGB Funding	2,957,200	2,957,200	2,957,200	2,957,200	11,828,800	10,711,700	1,117,100	0 0.00%
21	Direct Athlete Support	1,997,500	1,997,500	1,997,500	1,997,500	7,990,000	7,754,000	236,000	0 0.00%
22	International Relations Grants	15,000	15,000	15,000	15,000	60,000	53,000	7,000	0 0.00%
23	Other USOC Support	0	0	0	0	0	145,620	(145,620)	0 0.00%
	TOTAL USOC PARTNERSHIP	4,969,700	4,969,700	4,969,700	4,969,700	19,878,800	18,664,320	1,214,480	0 0.00%
EVENTS AND REGISTRATIONS:									
24	Duel in the Pool	200,000	0	0	0	200,000	1,081,504	(881,504)	(200,000) -100.00%
25	Pan Pacific Championships	0	0	0	0	0	0	0	0 0.00%
26	Golden Goggle Awards	0	0	0	0	0	(363,853)	363,853	0 0.00%
27	Olympic Trials	0	0	0	5,260,000	5,260,000	5,095,598	164,402	0 0.00%
28	International TV Rights	70,000	70,000	70,000	70,000	280,000	20,148	259,852	0 0.00%
29	Coach Education Clinics	55,000	48,000	48,000	48,000	199,000	255,925	(56,925)	(7,000) -12.73%
30	Foundations 101 and 201	125,000	162,000	162,000	162,000	611,000	461,898	149,102	37,000 29.60%
31	Altitude Camps	295,000	295,000	295,000	295,000	1,180,000	1,314,398	(134,398)	0 0.00%
32	Hotel Rebates	20,000	20,000	20,000	20,000	80,000	160,787	(80,787)	0 0.00%
33	Championship Symposium	0	0	0	0	0	0	0	0 0.00%
35	Youth Team Support	0	0	0	0	0	225	(225)	0 0.00%
36	Officials Clinic	0	0	0	0	0	0	0	0 0.00%
37	Facilities Conference	8,000	8,000	8,000	8,000	32,000	30,948	1,052	0 0.00%
38	Safe Sport Leadership Conference	0	0	0	0	0	8,485	(8,485)	0 0.00%
39	On-line Meet Registration	2,500	2,500	2,500	2,500	10,000	91,641	(81,641)	0 0.00%
40	Other	0	6,000	6,000	6,000	18,000	53,692	(35,692)	6,000 0.00%
	TOTAL EVENTS AND REGISTRATIONS	775,500	611,500	611,500	5,871,500	7,870,000	8,211,396	(341,396)	(164,000) -2.90%

**USA Swimming
Revenue Budget 2017-2020**

Line #		Budget 2017	Budget 2018	Budget 2019	Budget 2020	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Budget	Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable) Change \$ Change %
	PUBLICATIONS AND FULFILLMENT:								
41	Publication/Video Sales	0	0	0	0	0	5,459	(5,459)	0 0.00%
42	Ecommerce	120,000	120,000	120,000	120,000	480,000	467,403	12,597	0 0.00%
43	Shipping/Handling	0	0	0	0	0	105	(105)	0 0.00%
44	Splash Magazine Subscriptions	4,000	2,000	2,000	2,000	10,000	11,339	(1,339)	(2,000) -50.00%
45	Advertising Income	40,000	30,000	30,000	30,000	130,000	201,750	(71,750)	(10,000) -25.00%
46	List Rental Income/Mailing Service	5,000	5,000	5,000	5,000	20,000	89,123	(69,123)	0 0.00%
47	Video Production Sales	0	0	0	0	0	7,173	(7,173)	0 0.00%
48	Other	0	0	0	0	0	10,500	(10,500)	0 0.00%
	TOTAL PUBLICATIONS AND FULFILLMENT	169,000	157,000	157,000	157,000	640,000	792,852	(152,852)	(12,000) -7.30%
	FOUNDATION AND SWIM-A-THON:								
49	USA Swimming Foundation	595,500	635,000	640,000	645,000	2,515,500	2,126,000	389,500	39,500 6.63%
50	Swim-A-Thon	120,000	120,000	120,000	120,000	480,000	480,000	0	0 0.00%
51	Foundation Rent and Services	60,000	60,000	60,000	60,000	240,000	240,000	0	0 0.00%
52	Unrestricted Donations	0	0	0	0	0	0	0	0 0.00%
	TOTAL FOUNDATION AND SWIM-A-THON	775,500	815,000	820,000	825,000	3,235,500	2,846,000	389,500	39,500 5.51%
	INVESTMENT INCOME:								
53	Portfolio Income	300,000	990,500	990,500	990,500	3,271,500	1,388,645	1,882,855	690,500 230.17%
54	Imputed Prepaid Rent Income	174,300	163,600	151,700	138,500	628,100	783,403	(155,303)	(10,700) -6.14%
55	Interest Income - Money Market	15,000	20,000	22,000	23,000	80,000	61,261	18,739	5,000 33.33%
	TOTAL INVESTMENT INCOME	489,300	1,174,100	1,164,200	1,152,000	3,979,600	2,233,309	1,746,291	684,800 106.42%
	OTHER INCOME:								
56	Unclaimed Prize Money	0	0	0	0	0	491,468	(491,468)	0 0.00%
57	Dividend - USSIC	158,000	0	0	0	158,000	518,145	(360,145)	(158,000) -100.00%
58	Water Safety Consulting Fees	0	0	0	0	0	0	0	0 0.00%
59	NCAA Time System	93,000	93,000	93,000	93,000	372,000	381,600	(9,600)	0 0.00%
60	FINA Time System	0	0	0	0	0	30,000	(30,000)	0 0.00%
61	Background Checks	0	0	0	0	0	144,808	(144,808)	0 0.00%
62	Combined Federal Campaign	10,000	10,000	10,000	10,000	40,000	55,051	(15,051)	0 0.00%
63	Other Revenue	0	0	0	0	0	158,340	(158,340)	0 0.00%
	TOTAL OTHER INCOME	261,000	103,000	103,000	103,000	570,000	1,779,412	(1,209,412)	(158,000) -91.18%
	TOTAL OPERATING REVENUE	37,031,500	37,291,300	37,611,200	44,119,600	156,053,600	135,631,586	20,422,014	259,800 0.66%
	INVESTMENT GAINS (LOSSES):								
64	Gains (Losses) For Reserves	324,800	672,800	672,800	672,800	2,343,200	1,327,704	1,015,496	348,000 107.14%
65	Money Manager Fees	(41,100)	(99,800)	(99,800)	(99,800)	(340,500)	(151,319)	(189,181)	(58,700) 142.82%
	TOTAL INVESTMENT GAINS (LOSSES)	283,700	573,000	573,000	573,000	2,002,700	1,176,385	826,315	289,300 75.11%
	TOTAL REVENUE	\$37,315,200	\$37,864,300	\$38,184,200	\$44,692,600	\$158,056,300	\$136,807,971	\$21,248,329	\$549,100 1.37%

CLUB DEVELOPMENT

Line #		2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable) Change \$ Change %
Athlete Development Programs									
1	1117 LSC Camps	7,400	10,200	10,200	10,200	38,000	49,014	11,014	(2,800) -20.34%
2	1118 Zone Select Camps	97,200	100,300	100,300	102,300	400,100	397,092	(3,008)	(3,100) -2.94%
3	1119 National Select Camps	163,100	105,400	105,400	0	373,900	132,896	(241,004)	57,700 4136.38%
4	1120 Camp Apparel (VIK)	25,000	25,000	25,000	25,000	100,000	105,053	5,053	- 0.00%
5	1135 Tech Services Support	2,400	2,900	2,900	2,900	11,100	12,303	1,203	(500) -52.43%
6	1163 Open Water Select Camp	51,800	55,500	55,500	55,500	218,300	196,205	(22,095)	(3,700) -7.35%
	Program Group Total	346,900	299,300	299,300	195,900	1,141,400	892,563	(248,837)	47,600 24.43%
Coach Education and Development									
7	1213 Coach Education Development	30,600	62,800	52,800	52,800	199,000	277,958	78,958	(32,200) -59.67%
8	1231 USA-S Hosted Coaches Clinics	84,900	146,700	96,700	146,700	475,000	559,006	84,006	(61,800) -48.71%
9	1233 Disability Swimming Coaches Workshop	0	9,200	0	0	9,200	-	(9,200)	(9,200) 0.00%
10	1237 Non-USAS Clinic Participation	36,200	36,800	36,800	36,800	146,600	127,453	(19,147)	(600) -1.72%
11	1240 Online Coach Clinics/Podcasts	18,200	21,600	21,600	21,600	83,000	72,641	(10,359)	(3,400) -19.57%
12	1242 Coach Mentoring	111,700	124,600	124,600	124,600	485,500	136,698	(348,802)	(12,900) -20.62%
13	1245 Master Coach Program	160,700	164,500	164,500	164,500	654,200	554,398	(99,802)	(3,800) -3.75%
14	1290 Travel & Program Support	117,300	117,900	125,100	125,100	485,400	333,689	(151,711)	(600) -0.62%
	Program Group Total	559,600	684,100	622,100	672,100	2,537,900	2,061,844	(476,056)	(124,500) -25.26%
Club Education and Development									
15	1302 Club Excellence Program	463,600	464,300	474,300	474,300	1,876,500	1,710,590	(165,910)	(700) -0.15%
16	1305 Club Recognition Program	2,000	7,500	2,500	7,500	19,500	26,690	7,190	(5,500) -6939.19%
17	1311 Club Governance Programs	48,500	35,700	45,800	35,700	165,700	111,385	(54,315)	12,800 48.86%
18	1314 Club Resources	27,600	13,600	33,600	13,600	88,400	111,813	23,413	14,000 111.15%
19	1332 Club Research Technology	138,800	107,200	50,600	30,500	327,100	271,514	(55,586)	31,600 28.61%
20	1390 Travel & Program Support	149,900	157,900	166,100	166,100	640,000	612,024	(27,976)	(8,000) -5.20%
	Program Group Total	830,400	786,200	772,900	727,700	3,117,200	2,844,017	(273,183)	44,200 5.68%
LSC Development & Education									
21	1465 LSC & Zone Governance Study	15,000	0	0	0	15,000	147,319	132,319	15,000 15.12%
22	1470 LSC Consulting	50,400	58,000	57,900	57,900	224,200	216,029	(8,171)	(7,600) -22.58%
23	1475 LEAP Program	27,800	59,000	63,500	66,500	216,800	116,714	(100,086)	(31,200) -67.85%
24	1481 Leadership Workshops	42,500	36,300	36,300	36,300	151,400	49,124	(102,276)	6,200 57.77%
	Program Group Total	135,700	153,300	157,700	160,700	607,400	529,187	(78,213)	(17,600) -9.28%
Facilities Advocacy & Development									
25	1505 Build a Pool Conference	62,700	62,100	62,000	62,000	248,800	260,529	11,729	600 0.99%
26	1507 Aquatic Industry Relations	21,500	22,000	22,000	22,000	87,500	76,737	(10,763)	(500) -2.28%
27	1590 Travel & Program Support	11,200	11,600	11,600	11,600	46,000	38,912	(7,088)	(400) -3.40%
	Program Group Total	95,400	95,700	95,600	95,600	382,300	376,177	(6,123)	(300) -0.32%
Membership Growth & Diversity									

CLUB DEVELOPMENT

Line #		2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable)	
									Change \$	Change %
28	1638 Diversity Management Support	84,100	90,900	90,900	90,900	356,800	270,262	(86,538)	(6,800)	-10.27%
29	1640 Community Swim Team Development	48,300	52,200	52,200	52,200	204,900	47,747	(157,153)	(3,900)	-16.67%
30	1642 Diversity Research Study	0	0	0	0	0	10,000	10,000	-	0.00%
31	1645 Zone Diversity Camps & Meetings	22,700	28,800	30,800	30,800	113,100	42,923	(70,177)	(6,100)	-50.22%
32	1651 Diversity VIK	15,000	15,000	15,000	15,000	60,000	39,682	(20,318)	-	0.00%
33	1665 Diversity Select Camp	68,000	68,500	68,500	68,500	273,500	216,744	(56,756)	(500)	-0.67%
<i>Program Group Total</i>		238,100	255,400	257,400	257,400	1,008,300	627,358	(380,942)	(17,300)	-9.09%
Committees										
34	1823 Convention Education Committee	14,000	14,700	14,700	14,700	58,100	45,046	(13,054)	(700)	-6.76%
35	1830 LSC Development Committee	25,100	34,000	30,600	30,600	120,300	58,777	(61,523)	(8,900)	-50.59%
36	1841 Disability Swimming Committee	8,900	7,400	100	8,000	24,400	12,859	(11,541)	1,500	244.08%
37	1842 Diversity Committee	12,000	15,700	15,400	15,400	58,500	45,863	(12,637)	(3,700)	-34.07%
38	1851 Age Group Development Committee	900	10,800	800	10,800	23,300	21,354	(1,946)	(9,900)	-1979.96%
39	1856 Club Development Committee	400	400	400	400	1,600	9,570	7,970	-	0.00%
40	1860 Governance Committee	10,700	800	0	0	11,500	2,512	(8,988)	9,900	1458.84%
41	1885 Senior Development Committee	7,700	700	9,700	700	18,800	16,107	(2,693)	7,000	1154.11%
<i>Program Group Total</i>		79,700	84,500	71,700	80,600	316,500	212,089	(104,411)	(4,800)	-11.59%
Administration & Operational Support										
42	1990 Administration & Operational Support	267,800	304,200	270,100	267,100	1,109,200	1,283,758	174,558	(36,400)	-13.10%
43	1999 Salary and Benefits	2,165,200	2,184,300	2,359,300	2,539,700	9,248,500	7,002,324	(2,246,176)	(19,100)	-1.01%
<i>Program Group Total</i>		2,433,000	2,488,500	2,629,400	2,806,800	10,357,700	8,286,082	(2,071,618)	(55,500)	-2.57%
TOTAL CLUB DEVELOPMENT		4,718,800	4,847,000	4,906,100	4,996,800	19,468,700	15,829,317	(3,639,383)	(128,200)	-3.10%

BUSINESS OPERATIONS/ EVENTS DIVISION

BUSINESS OPERATIONS/ EVENTS DIVISION							Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable) Change \$ Change %	
Line #		2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual		
Events									
44	2005 Olympic Trials	10,000	10,000	15,000	25,000	60,000	134,478	74,478	- 0.00%
45	2010 Duel in the Pool	347,800	0	100,000	0	447,800	1,642,435	1,194,635	347,800 51403.34%
46	2015 Pan Pacific Championships	0	5,000	0	0	5,000	15,000	10,000	(5,000) 0.00%
47	2018 Winter National Championships	123,900	126,000	130,000	135,000	514,900	464,768	(50,133)	(2,100) -2.89%
48	2019 National Championships (Summer LC) & NT Trials	241,500	317,400	300,000	300,000	1,158,900	854,821	(304,080)	(75,900) -1143.63%
49	2023 US Open	94,100	0	0	120,000	214,100	175,720	(38,380)	94,100 123.81%
50	2025 Arena Pro Swim Series	314,900	329,200	330,000	340,000	1,314,100	939,897	(374,203)	(14,300) -5.92%
51	2026 National Team vs. NCAA	0	178,900	180,000	190,000	548,900	169,488	(379,412)	(178,900) -105.55%
52	2027 Speedo Sectionals	215,000	215,000	215,000	215,000	860,000	807,118	(52,882)	- 0.00%
53	2028 IMXtreme Games	24,000	24,000	24,000	24,000	96,000	62,156	(33,844)	- 0.00%
54	2029 Zone Championships	100,000	110,000	110,000	110,000	430,000	327,034	(102,966)	(10,000) -11.76%
55	2035 Futures Championships	134,200	135,800	140,000	150,000	560,000	204,262	(355,738)	(1,600) -1.34%
56	2040 Jr. Pan Pacific Championships	0	12,800	0	15,000	27,800	55,000	27,200	(12,800) -51.20%
57	2045 Jr. Nat'l Championships (Summer LC)	101,800	140,100	140,000	140,000	521,900	367,160	(154,740)	(38,301) -72.66%
58	2050 Jr. Nat'l Championships (Winter SC) & Long Course	126,300	132,600	135,000	140,000	533,900	254,062	(279,838)	(6,300) -6.93%
59	2055 FINA JR World Championships	0	0	0	0	0	1,002	1,002	- 0.00%
60	2069 Open Water Championships	93,600	99,600	100,000	100,000	393,200	244,968	(148,232)	(6,000) -7.46%
61	2076 Bag Tags VIK	10,000	10,000	10,000	10,000	40,000	61,881	21,881	- 0.00%
62	2077 National Events Uniforming (VIK)	40,000	40,000	40,000	40,000	160,000	106,019	(53,981)	- 0.00%
63	2092 Club Marketing & Event Management Symposium	0	10,000	10,000	10,000	30,000	504	(29,496)	(10,000) 0.00%
64	2716 Omega Timing Systems VIK	331,500	320,000	320,000	320,000	1,291,500	1,543,654	252,154	11,500 2.86%
Program Group Total		2,308,600	2,216,400	2,299,000	2,384,000	9,208,000	8,431,425	(776,575)	92,200 5.17%
Member Programs									
65	2411 Member Dues and Services	28,900	26,500	26,500	26,500	108,400	307,486	199,086	2,400 12.79%
66	2412 Technology Projects	40,000	35,000	35,000	35,000	145,000	116,050	(28,950)	5,000 66.79%
67	2418 SWIMS 2.0	150,000	150,000	150,000	150,000	600,000	164,792	(435,208)	- 0.00%
68	2421 Membership Directory	9,000	10,100	10,100	10,100	39,300	32,153	(7,147)	(1,100) -11.67%
69	2423 Rulebook	122,000	146,600	146,600	146,600	561,800	281,299	(280,501)	(24,600) -29.88%
70	2431 Swimposium	138,000	137,800	137,800	137,800	551,400	306,378	(245,022)	200 0.20%
71	2432 Zone Workshops	148,300	153,100	153,100	153,100	607,600	53,847	(553,753)	(4,800) -8.91%
72	2434 On-Line Member Services Project	100,000	100,000	100,000	100,000	400,000	17,376	(382,624)	- 0.00%
73	2498 Awards	14,300	13,200	13,200	13,200	53,900	56,853	2,953	1,100 11.73%
Program Group Total		750,500	772,300	772,300	772,300	3,067,400	1,336,235	(1,731,165)	(21,800) -6.24%
Member Programs - Officials									
74	2433 Officials Training Sessions	96,500	123,800	127,900	131,500	479,700	376,872	(102,828)	(27,300) -36.76%
75	2437 Officials On-Line Testing	5,100	5,100	5,100	5,100	20,400	42	(20,358)	- 0.00%
76	2438 Officials Certification Program	37,400	34,400	34,400	34,400	140,600	41,772	(98,828)	3,000 0.00%
77	2439 Officials Video	0	0	0	0	0	46,296	46,296	- 0.00%
78	2440 Officials Clinic	3,200	74,900	3,500	78,700	160,300	51,355	(108,945)	(71,700) -139.62%
79	2441 Officials International Travel	19,800	13,300	19,100	11,100	63,300	80,483	17,183	6,500 150.75%
80	2442 Officials Uniforming (VIK)	0	0	0	0	0	27,782	27,782	- 0.00%
81	2450 Officials Mentoring & Training	5,200	6,000	6,300	6,400	23,900	10,494	(13,406)	(800) -30.88%

BUSINESS OPERATIONS/ EVENTS DIVISION

Line #		2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable)	
									Change \$	Change %
	<i>Program Group Total</i>	167,200	257,500	196,300	267,200	888,200	635,096	(253,104)	(90,300)	-68.14%
	Other Programs and Services									
82	2501 Publications and Video Sales	40,000	40,000	40,000	40,000	160,000	208,166	48,166	-	0.00%
83	2502 Mailing Service	600	500	500	500	2,100	3,699	1,599	100	20.69%
84	2505 Trials Hospitality	0	0	3,700	60,900	64,600	57,458	(7,142)	-	0.00%
85	2518 Altitude Camps	305,000	305,000	305,000	305,000	1,220,000	1,321,928	101,928	-	0.00%
86	2519 Times Projects	67,100	60,100	60,100	60,100	247,400	361,642	114,242	7,000	55.53%
87	2715 TV/Web Cast Production	977,000	1,388,800	1,000,000	800,000	4,165,800	3,409,815	(755,985)	(411,800)	-65.15%
88	2720 Vendini Event Ticketing	0	0	0	0	0	10,143	10,143	-	0.00%
	<i>Program Group Total</i>	1,389,700	1,794,400	1,409,300	1,266,500	5,859,900	5,372,851	(487,049)	(404,700)	-39.82%
	Committees									
89	2801 Convention	99,700	105,000	107,600	109,500	421,800	336,523	(85,277)	(5,300)	-6.14%
90	2802 Convention - Athletes	101,800	122,500	123,900	125,900	474,100	365,587	(108,513)	(20,700)	-22.04%
91	2825 Registration / Membership	18,500	16,800	16,800	16,800	68,900	56,049	(12,851)	1,700	11.45%
92	2832 Awards	400	300	300	300	1,300	1,152	(148)	100	0.00%
93	2835 Credentials / Elections	1,400	2,400	1,700	2,000	7,500	7,946	446	(1,000)	-30.32%
94	2836 Rules and Regulations	35,400	37,800	37,800	37,800	148,800	118,824	(29,976)	(2,400)	-8.29%
95	2850 Open Water Development	10,500	800	7,400	800	19,500	7,908	(11,592)	9,700	137.58%
96	2857 Times & Recognition Committee	23,200	20,900	20,900	20,900	85,900	86,694	794	2,300	10.88%
97	2862 Championship Evaluation Committee	5,500	5,500	5,500	5,500	22,000	3,998	(18,002)	-	0.00%
98	2866 Officials	19,000	18,800	20,200	21,500	79,500	71,576	(7,924)	200	1.07%
	<i>Program Group Total</i>	315,400	330,800	342,100	341,000	1,329,300	1,056,257	(273,043)	(15,400)	-5.61%
	Administration & Operational Support									
99	2990 Administration & Operational Support	236,000	263,100	258,100	255,100	1,012,300	1,056,590	44,290	(27,100)	-9.45%
100	2995 Information Technology Support	414,000	510,100	534,200	510,100	1,968,400	1,257,787	(710,613)	(96,100)	-29.19%
101	2999 Salary and Benefits	2,109,100	2,271,600	2,350,600	2,420,800	9,152,100	7,481,028	(1,671,072)	(162,500)	-7.88%
	<i>Program Group Total</i>	2,759,100	3,044,800	3,142,900	3,186,000	12,132,800	9,795,405	(2,337,395)	(285,700)	-10.67%
	TOTAL BUSINESS OPERATIONS/ EVENTS DIVISION	7,690,500	8,416,200	8,161,900	8,217,000	32,485,600	26,627,268	(5,858,332)	(725,700)	-11.64%

NATIONAL TEAM

Line #		2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable) Change \$	Change %
Competitions										
102	3001 Olympic Games	100	2,800	2,800	680,000	685,700	636,392	(49,308)	(2,700)	-0.43%
103	3007 Pan Pacific Championships	0	367,600	0	0	367,600	421,545	53,945	(367,600)	0.00%
104	3013 Pan American Games	0	2,500	67,800	0	70,300	60,051	(10,249)	(2,500)	0.00%
105	3015 World University Games	302,400	0	364,700	0	667,100	578,831	(88,269)	302,400	0.00%
106	3016 Australian Super Series	0	0	0	0	0	134,026	134,026	-	0.00%
107	3020 NT vs. NCAA	95,000	82,500	0	82,500	260,000	78,030	(181,971)	12,500	16.02%
108	3031 Long Course World Championship	341,000	0	503,900	0	844,900	979,977	135,077	341,000	471907.00%
109	3033 Short Course World Championships	0	307,500	0	317,600	625,100	387,267	(237,833)	(307,500)	-164.49%
<i>Program Group Total</i>		738,500	762,900	939,200	1,080,100	3,520,700	3,276,118	(244,582)	(24,400)	-2.72%
Junior Team Programs										
110	3009 Junior Team International Competition	145,900	164,900	164,900	114,400	590,100	388,035	(202,065)	(19,000)	-31.57%
111	3012 Jr. Pan Pacs	0	290,800	0	286,200	577,000	467,070	(109,930)	(290,800)	-121.18%
112	3045 Junior Team Camps	64,800	64,300	64,300	64,600	258,000	280,887	22,887	500	0.59%
113	3050 FINA World Junior Championships	245,800	0	406,600	0	652,400	603,094	(49,306)	245,800	0.00%
114	3051 Jr. Team Pro Swim Series	40,000	40,000	40,000	40,000	160,000	-	(160,000)	-	0.00%
115	3992 National Jr. Team Program Support	37,800	50,400	50,400	50,400	189,000	-	(189,000)	(12,600)	0.00%
<i>Program Group Total</i>		534,300	610,400	726,200	555,600	2,426,500	1,739,086	(687,415)	(76,100)	-19.74%
Open Water Programs										
116	3040 FINA Open Water Junior Championships	46,400	51,800	46,400	51,800	196,400	105,203	(91,197)	(5,400)	-10.18%
117	3061 Open Water World Championships	64,000	0	82,500	0	146,500	164,454	17,954	64,000	0.00%
118	3062 Open Water International Competition	0	0	0	28,900	28,900	28,849	(51)	-	0.00%
119	3063 Open Water World University Games	27,400	0	22,400	0	49,800	29,530	(20,270)	27,400	0.00%
120	3065 Open Water World Cup	82,500	97,100	77,800	111,100	368,500	270,458	(98,042)	(14,600)	-21.62%
121	3067 Open Water Camps - Domestic	0	46,200	46,200	0	92,400	-	(92,400)	(46,200)	0.00%
122	3075 Open Water International Camps	55,800	22,000	65,600	59,100	202,500	110,181	(92,319)	33,800	66.46%
123	3495 Open Water Program Support	50,400	36,500	16,500	34,900	138,300	158,654	20,354	13,900	67.99%
<i>Program Group Total</i>		326,500	253,600	357,400	285,800	1,223,300	867,328	(355,972)	72,900	36.61%
Camps										
124	3005 Olympic Prep Camps	0	0	10,000	825,300	835,300	872,459	37,159	-	0.00%
125	3069 Nat. Team Specialty Camps	0	46,400	46,500	55,000	147,900	98,727	(49,173)	(46,400)	-211.88%
126	3071 Altitude Training Camps	60,000	55,500	54,500	57,000	227,000	165,710	(61,290)	4,500	9.54%
127	3073 National Team Camps	17,500	137,700	137,700	137,700	430,600	21,763	(408,837)	(120,200)	-1579.60%
128	3076 National Team International Camps	237,100	221,900	304,400	0	763,400	547,194	(216,206)	15,200	0.00%
129	3479 Advance Team Visits	21,800	22,600	18,600	28,900	91,900	84,307	(7,593)	(800)	-5.05%
<i>Program Group Total</i>		336,400	484,100	571,700	1,103,900	2,496,100	1,790,160	(705,940)	(147,700)	-15.31%
Athlete Services										
130	3021 World Cup Athlete Support	50,000	30,000	30,000	30,000	140,000	267,441	127,441	20,000	85.62%
131	3025 Pro Swim Series Athlete Support	530,900	641,600	590,900	638,900	2,402,300	1,244,660	(1,157,640)	(110,700)	-28.46%
132	3101 Athlete Support - Stipends & Grants	1,576,800	1,452,300	1,591,200	1,569,200	6,189,500	6,701,873	512,373	124,500	7.76%

NATIONAL TEAM

Line #		2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable)	
									Change \$	Change %
133	3103 Athlete Support - Medals & Records	450,050	325,000	450,000	1,200,000	2,425,050	2,713,536	288,486	125,050	7.99%
134	3106 Phillips 66 Athlete Support	108,000	108,000	108,000	108,000	432,000	388,215	(43,785)	-	0.00%
135	3107 Athlete Support-Op Gold Qualification Bonus	251,300	430,000	418,800	495,000	1,595,100	-	(1,595,100)	(178,700)	0.00%
136	3110 National Team Uniforming (VIK)	325,000	325,000	325,000	325,000	1,300,000	1,132,072	(167,928)	-	0.00%
137	3120 Athlete Support - Olympic Prep	20,000	30,000	30,000	20,000	100,000	101,051	1,051	(10,000)	-44.75%
138	3125 Strength & Conditioning Grant	0	0	0	0	0	157,847	157,847	-	0.00%
139	3127 National Team Investment Grant	300,000	600,000	600,000	300,000	1,800,000	-	(1,800,000)	(300,000)	0.00%
140	3130 Foundation Endowment Programs	50,000	75,000	75,000	75,000	275,000	84,000	(191,000)	(25,000)	0.00%
141	3155 Elite Athlete Accident Coverage	50,000	48,000	48,000	48,000	194,000	190,884	(3,116)	2,000	4.18%
142	3200 Athlete Health Programs	1,000	40,000	40,000	40,000	121,000	1,175	(119,825)	(39,000)	-19500.00%
Program Group Total		3,713,050	4,104,900	4,306,900	4,849,100	16,973,950	12,982,753	(3,991,197)	(391,850)	-9.73%
Coach Services										
143	3010 Coach Education	38,000	34,100	34,100	34,100	140,300	85,674	(54,626)	3,900	18.01%
144	3077 National Team Coaches Meeting	128,500	128,900	128,900	11,600	397,900	287,008	(110,892)	(400)	-7.04%
145	3078 Junior Team Coaches Meeting	0	0	0	0	0	22,909	22,909	-	0.00%
146	3079 Team Logistics Seminar	0	4,700	0	4,700	9,400	563	(8,837)	(4,700)	-835.42%
147	3210 Olympic Team Prep Assistance	10,000	35,000	45,000	20,000	110,000	36,443	(73,557)	(25,000)	-228.96%
148	3203 Coach Incentive & Reward Program	330,000	330,000	330,000	330,000	1,320,000	1,323,001	3,001	-	0.00%
149	3222 Special Consultants to Head Coach	0	37,000	37,000	37,000	111,000	114,718	3,718	(37,000)	-146.99%
150	3460 Olympic Staff Recognition	20,000	27,000	35,000	30,000	112,000	93,543	(18,457)	(7,000)	-24.46%
Program Group Total		526,500	596,700	610,000	467,400	2,200,600	1,963,859	(236,741)	(70,200)	-16.61%
Performance Support										
151	3301 National Team Performance Support	183,000	162,600	155,600	175,000	676,200	578,201	(97,999)	20,400	12.54%
153	3351 Athlete Testing & Lab Expenses	19,100	22,100	22,100	22,100	85,400	69,091	(16,309)	(3,000)	-14.84%
Program Group Total		202,100	184,700	177,700	197,100	761,600	647,293	(114,307)	17,400	9.52%
High Performance Network										
154	3311 Sport Science Grants	0	30,000	0	0	30,000	35,349	5,349	(30,000)	0.00%
155	3353 Sport Medicine & Science Network	81,700	91,000	91,000	91,000	354,700	130,623	(224,077)	(9,300)	-11.28%
157	3453 Drug Control Program	35,000	51,400	56,400	61,400	204,200	72,494	(131,706)	(16,400)	-41.28%
Program Group Total		116,700	172,400	147,400	152,400	588,900	238,466	(350,434)	(55,700)	-45.60%
Other Programs and Services										
158	3480 Club Investment	0	0	0	0	0	1,192,518	1,192,518	-	0.00%
159	3481 National Team Equipment	28,500	28,500	28,500	28,500	114,000	95,501	(18,499)	-	0.00%
160	3496 National Team Selection	5,700	7,600	5,600	10,200	29,100	15,450	(13,650)	(1,900)	-21.91%
Program Group Total		34,200	36,100	34,100	38,700	143,100	1,303,469	1,160,369	(1,900)	-0.59%
Committees										
161	3868 Open Water Committee	19,700	21,600	21,600	21,600	84,500	8,356	(76,144)	(1,900)	-24.33%
162	3846 Sports Medicine	5,300	5,300	5,300	5,300	21,200	7,490	(13,710)	-	0.00%
163	3881 Olympic International Operations	0	0	0	0	0	1,798	1,798	-	0.00%
164	3882 National Steering Committee	14,100	13,300	13,300	13,300	54,000	37,036	(16,964)	800	5.43%

NATIONAL TEAM

		2017	2018	2019	2020	TOTAL	TOTAL	Favorable	2017 to 2018	
Line #		Budget	Budget	Budget	Budget	2020 Quad Budget	2016 Quad Actual	(Unfavorable) Over 2016 Quad	Favorable (Unfavorable) Change \$	Change %
165	3884 National Team Evaluation	0	0	0	0	0	708	708	-	0.00%
166	3887 Athletes Executive Committee	12,000	18,200	18,200	18,200	66,600	33,635	(32,965)	(6,200)	-63.33%
167	3888 National Team Athlete Committee	11,000	9,800	9,800	9,800	40,400	-	(40,400)	1,200	0.00%
<i>Program Group Total</i>		62,100	68,200	68,200	68,200	266,700	89,023	(177,677)	(6,100)	-16.95%
Administration & Operational Support										
168	3990 Administration & Operational Support	216,600	218,500	214,500	211,500	861,100	921,211	60,111	(1,900)	-0.89%
169	3991 NT Division Travel	82,900	47,400	47,500	47,500	225,300	303,790	78,490	35,500	45.89%
170	3999 Salary and Benefits	2,049,500	1,886,000	1,941,800	1,999,300	7,876,600	6,610,342	(1,266,258)	163,500	8.91%
<i>Program Group Total</i>		2,349,000	2,151,900	2,203,800	2,258,300	8,963,000	7,835,342	(1,127,657)	197,100	9.28%
TOTAL NATIONAL TEAM		8,939,350	9,425,900	10,142,600	11,056,600	39,564,450	32,732,896	(6,831,554)	(486,550)	-5.03%

BUSINESS DEVELOPMENT & PROMOTION

Line #		2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable) Change \$	Change %
Corporate Partnerships										
171	5901 Marketing & Contract Fulfillment	158,000	220,100	220,000	325,000	923,100	1,193,373	270,273	(62,100)	-10.10%
172	5905 Sales Development Support	60,000	60,000	50,000	60,000	230,000	186,987	(43,013)	-	0.00%
Program Group Total		218,000	280,100	270,000	385,000	1,153,100	1,380,360	227,260	(62,100)	-9.22%
Marketing										
173	5109 APA Appearance	50,000	50,000	50,000	52,600	202,600	188,964	(13,636)	-	0.00%
174	5620 Family Program	30,000	30,000	35,000	35,000	130,000	172,139	42,139	-	0.00%
175	5710 Membership Recruiting/ Promotion (SwimToday)	500,000	480,000	480,000	480,000	1,940,000	1,789,765	(150,235)	20,000	4.05%
176	5713 Deck Pass	200,000	185,000	125,000	155,000	665,000	661,227	(3,773)	15,000	13.12%
177	5715 SwimBiz	100,300	107,000	167,200	167,200	541,700	82,129	(459,571)	(6,700)	-13.89%
178	5716 Swimjitsu	568,000	372,500	400,000	400,000	1,740,500	476,450	(1,264,050)	195,500	94.54%
179	5720 Video Production Services	25,000	25,000	25,000	25,000	100,000	64,292	(35,708)	-	0.00%
180	5722 Social Media Aggregation	0	0	0	0	0	60,000	60,000	-	0.00%
181	5740 America's Swim Team/ Membership Card	25,000	0	0	0	25,000	732,766	707,766	25,000	11.16%
182	5755 usa Swimming House-Trials	0	0	0	75,000	75,000	214,413	139,413	-	0.00%
183	5902 Merchandise Program	25,000	25,000	23,400	80,000	153,400	85,386	(68,014)	-	0.00%
184	5904 Marketing Contract Labor	25,000	25,000	25,000	25,000	100,000	215,765	115,765	-	0.00%
185	5910 Mutual of Omaha Swim 100	0	0	0	0	0	5,672	5,672	-	0.00%
186	5911 Aqua Zone-Olympic Trials	0	0	15,000	600,000	615,000	955,218	340,218	-	0.00%
187	5913 Multicultural Promotions	130,100	120,000	119,400	133,900	503,400	372,836	(130,564)	10,100	9.24%
Program Group Total		1,678,400	1,419,500	1,465,000	2,228,700	6,791,600	6,077,023	(714,577)	258,900	9.92%
Communications										
188	5711 Splash Magazine	1,149,400	1,129,400	1,129,400	1,108,400	4,516,600	3,972,824	(543,776)	20,000	2.08%
189	5714 Public Relations	75,000	75,000	75,000	75,000	300,000	220,719	(79,281)	-	0.00%
190	5718 usaswimming.org - Web site	527,700	535,000	527,200	532,900	2,122,800	390,300	(1,732,500)	(7,300)	-8.85%
191	5724 Communication Operations	230,000	233,400	236,700	259,900	960,000	663,849	(296,151)	(3,400)	-1.62%
192	5730 USA Swimming Productions	828,200	897,500	1,026,500	1,224,400	3,976,600	33,085	(3,943,515)	(69,300)	-209.46%
Program Group Total		2,810,300	2,870,300	2,994,800	3,200,600	11,876,000	5,280,777	(6,595,223)	(60,000)	-4.59%
Administration & Operational Support										
193	5990 Administration & Operational Support	209,300	255,200	251,200	247,200	962,900	839,420	(123,480)	(45,900)	-20.92%
194	5999 Salary and Benefits	1,823,700	1,974,100	2,032,600	2,093,000	7,923,400	6,134,134	(1,789,266)	(150,400)	-8.21%
Program Group Total		2,033,000	2,229,300	2,283,800	2,340,200	8,886,300	6,973,554	(1,912,746)	(196,300)	-9.57%
TOTAL BUSINESS DEVELOPMENT & PROMOTION		6,739,700	6,799,200	7,013,600	8,154,500	28,707,000	19,711,714	(8,995,287)	(59,500)	-0.90%

SECTION 1:

**USA Swimming 2018 Program Budget Proposal
FOUNDATION AND MAKE A SPLASH SUPPORT Program:6666**

Vice President:

Program Manager: CEO

Program Description: Support for the USA Swimming Foundation and Make a Splash initiatives.

Account Number	Account	2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Budget	(Increase) Decrease Over 2016 Quad	(Increase) Decrease Over 2017
SECTION 2:									
	EXPENSES:								
60100	Grants - Block grant	250,000	250,000	200,000	200,000	900,000	1,450,000	550,000	0
60100	Grants - MAS other support	0	0	0	0	0	7,500	7,500	0
60100	Grants - MAS staff (2016 Quad)	0	0	0	0	0	539,615	539,615	0
60101	In Kind - USAS staff allocation	300,000	311,000	323,000	335,000	1,269,000	862,071	(406,929)	(11,000)
60100	Grants - MAS Tour Adj.	0	0	0	0	0	233,650	233,650	0
60100	Grants - Unclaimed Prize Money	0	0	0	0	0	491,468	491,468	0
	TOTAL EXPENSES	550,000	561,000	523,000	535,000	2,169,000	3,584,304	1,415,304	(11,000)

SECTION 3:

EXECUTIVE

Line #		2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable) Change \$	Change %
Other Executive Division										
196	7920 CEO Contingency	75,000	70,000	70,000	70,000	285,000	209,030	(75,970)	5,000	7.99%
197	7930 Board Chair Travel and Expenses	40,000	35,000	35,000	35,000	145,000	118,093	(26,907)	5,000	11.47%
198	7931 Olympic Games Executive Contingency	0	0	0	200,000	200,000	115,225	(84,775)	-	0.00%
199	7937 Splash Makers II	0	0	0	125,000	125,000	125,708	708	-	0.00%
200	7940 Documentary Film & Education	0	0	0	0	0	1,223,348	1,223,348	-	0.00%
201	7945 CSCAA Grant	125,000	125,000	125,000	125,000	500,000	220,593	(279,407)	-	0.00%
202	7971 Organizational Relations - Domestic	125,000	80,000	80,000	80,000	365,000	377,700	12,700	45,000	79.47%
203	7981 International Relations	100,000	70,500	70,500	70,500	311,500	249,480	(62,020)	29,500	49.73%
204	7984 Organizational Relations - Internat'l	75,000	65,000	65,000	65,000	270,000	225,968	(44,032)	10,000	20.31%
Program Group Total		540,000	445,500	445,500	770,500	2,201,500	2,865,145	663,645	94,500	5.09%
Safe Sport										
205	7335 Safe Sport - Background Checks	41,200	41,200	41,200	41,200	164,800	364,582	199,782	-	0.00%
206	7385 Safe Sport Programs	275,000	270,600	277,900	278,200	1,101,700	988,127	(113,573)	4,400	1.81%
207	7387 Safe Sport - USOC Center for Safe Sport	55,000	60,000	60,000	60,000	235,000	-	(235,000)	(5,000)	0.00%
208	7388 Safe Sport - Leadership Conference	66,000	2,500	67,800	2,500	138,800	99,840	(38,960)	63,500	0.00%
209	7389 Safe Sport - SwimAssist	158,000	50,000	50,000	50,000	308,000	29,825	(278,175)	108,000	414.01%
Program Group Total		595,200	424,300	496,900	431,900	1,948,300	1,482,375	(465,925)	170,900	49.47%
Legal & National Board of Review										
210	7490 Legal - Admin. & Oper. Support	25,000	26,700	26,700	26,700	105,100	23,950	(81,150)	(1,700)	-14.32%
211	7492 National Board of Review	235,000	129,000	129,000	129,000	622,000	1,483,736	861,736	106,000	45.14%
212	7495 Legal	250,000	250,000	250,000	250,000	1,000,000	1,613,557	613,557	-	0.00%
Program Group Total		510,000	405,700	405,700	405,700	1,727,100	3,121,242	1,394,142	104,300	20.73%
Committees										
213	7803 Board of Directors	131,000	178,600	178,600	178,600	666,800	582,598	(84,202)	(47,600)	-22.41%
214	7805 Executive Committee	15,000	13,000	13,000	13,000	54,000	61,945	7,945	2,000	17.82%
215	7806 Committee Chairs Meeting	35,000	0	35,000	0	70,000	63,122	(6,878)	35,000	10278.40%
216	7807 Zone Administration	0	0	0	0	0	13,108	13,108	-	0.00%
217	7808 Task Forces	145,000	43,700	28,700	28,700	246,100	69,516	(176,584)	101,300	219.42%
218	7810 Safe Sport Committee	28,200	25,500	25,500	25,500	104,700	73,587	(31,113)	2,700	13.37%
219	7811 International Relations Committee	35,000	42,400	42,400	42,400	162,200	93,741	(68,459)	(7,400)	-35.49%
Program Group Total		389,200	303,200	323,200	288,200	1,303,800	957,617	(346,183)	86,000	27.40%
Administration & Operational Support										
220	7480 Human Resources	41,300	47,200	48,300	49,400	186,200	156,622	(29,578)	(5,900)	-13.49%
221	7990 Administration & Operational Support	128,000	130,900	128,900	126,000	513,800	396,089	(117,711)	(2,900)	-2.09%
222	7999 Salary and Benefits	1,866,500	2,122,000	1,483,200	1,527,900	6,999,600	5,567,001	(1,432,599)	(255,500)	-14.90%
Program Group Total		2,035,800	2,300,100	1,660,400	1,703,300	7,699,600	6,119,713	(1,579,888)	(264,300)	-13.93%
TOTAL EXECUTIVE		4,070,200	3,878,800	3,331,700	3,599,600	14,880,300	14,546,091	(334,209)	191,400	3.89%

FINANCIAL AFFAIRS

Line #		2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual	Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable) Change \$	Change %
	Other Programs									
223	8500 LSC/Club Financial Presentation Resources	35,800	33,900	33,800	6,000	109,500	51,440	(58,060)	1,900	400.01%
	<i>Program Group Total</i>	35,800	33,900	33,800	6,000	109,500	51,440	(58,060)	1,900	400.01%
	Committees									
224	8880 Audit Committee	500	300	300	300	1,400	495	(905)	200	921.66%
225	8895 Investment Committee	500	300	300	300	1,400	705	(695)	200	91.12%
	<i>Program Group Total</i>	1,000	600	600	600	2,800	1,200	(1,600)	400	165.84%
	Administration & Operational Support									
226	8990 Administration & Operational Support	194,400	208,700	206,700	205,700	815,500	733,581	(81,918)	(14,300)	-6.59%
227	8999 Salary and Benefits	1,096,800	1,163,300	1,197,300	1,232,300	4,689,700	4,285,405	(404,295)	(66,500)	-5.53%
	<i>Program Group Total</i>	1,291,200	1,372,000	1,404,000	1,438,000	5,505,200	5,018,986	(486,214)	(80,800)	-5.69%
	TOTAL FINANCIAL AFFAIRS	1,328,000	1,406,500	1,438,400	1,444,600	5,617,500	5,071,625	(545,874)	(78,500)	-5.53%

RISK MANAGEMENT

RISK MANAGEMENT							Favorable (Unfavorable) Over 2016 Quad	2017 to 2018 Favorable (Unfavorable) Change \$ Change %			
Line #		2017 Budget	2018 Budget	2019 Budget	2020 Budget	TOTAL 2020 Quad Budget	TOTAL 2016 Quad Actual				
Member Programs											
228	9413	Member Insurance Programs	3,387,500	3,003,100	3,127,800	3,258,300	12,776,700	14,718,502	1,941,802	384,400	12.89%
229	9415	Other Risk Management	31,200	16,700	16,700	16,700	81,300	57,789	(23,511)	14,500	243.33%
		<i>Program Group Total</i>	3,418,700	3,019,800	3,144,500	3,275,000	12,858,000	14,776,291	1,918,291	398,900	13.35%
Committees											
230	9827	Operational Risk Committee	46,600	55,000	48,300	22,400	172,300	78,530	(93,770)	(8,400)	-50.04%
		<i>Program Group Total</i>	46,600	55,000	48,300	22,400	172,300	78,530	(93,770)	(8,400)	-50.04%
Administration & Operational Support											
231	9990	Administration & Operational Support	30,900	32,000	32,400	35,500	130,800	151,222	20,422	(1,100)	-2.89%
		<i>Program Group Total</i>	30,900	32,000	32,400	35,500	130,800	151,222	20,422	(1,100)	-2.89%
TOTAL RISK MANAGEMENT			3,496,200	3,106,800	3,225,200	3,332,900	13,161,100	15,006,043	1,844,943	389,400	12.80%

USA Swimming

Capital Budget - 2017/2020

	<u>Cost</u>
2017 - Revised	
Computer Hardware and Equipment	114,500
Office Furniture	10,000
Leasehold Improvements	10,000
	<u>134,500</u>
2018	
Computer Hardware and Equipment	141,400
Office Furniture	10,000
Leasehold Improvements	10,000
	<u>161,400</u>
2019	
Computer Hardware and Equipment	288,900
Office Furniture	10,000
Leasehold Improvements	10,000
	<u>308,900</u>
2020	
Computer Hardware and Equipment	202,700
Office Furniture	10,000
Leasehold Improvements	10,000
	<u>222,700</u>



Athletes' Executive Committee
USA Swimming, Inc.
1 Olympic Plaza
Colorado Springs, CO 80909-5770
t: 719.866.4578

To: USA Swimming Executive Committee
From: Mark Weber and Van Donkersgoed
Re: Athlete Leadership in Governance Camp 2018 – Budget Proposal

Based on analysis of the 2017 Zone Workshops, the Athletes' Executive Committee proposes that USA Swimming fund a single, separate 1 ½ day Athlete Leadership Camp in FY2018. The Athletes' Executive Committee is asking for \$327,478 to make this a reality. This is a one year budget proposal; curriculum metrics will be used to evaluate the program for inclusion in future budget years; however, we felt it financially prudent to only ask for funding for a single year prior to knowing the outcome of the camp for the first time. Attached to this memo you will find analysis of received feedback, a status update, a proposed camp structure, and details on logistics.

We have asked the Chair of the AEC Leadership Task Force, Ceallach Gibbons, to be the AEC's point of contact for the event. She has agreed to fulfill this role and will be responsible for working with whomever is designated as the staff point of contact to make this a reality.

Analysis of Feedback

We have received feedback from the LSCs, Staff, and athlete participants after the Zone meetings indicating that USA Swimming not do the only athlete programming in conjunction with the Zone meetings in 2018.

Feedback shows that splitting off from the mainstream programming is beneficial for three main reasons: scheduling, training & coach involvement, and evolution of curriculum.

The target dates for the Zone workshops in 2018 are April/May like they were this year. Events held during this time of the year are hard for athletes to attend. The Western and Central Zone workshops had great attendance; however, the Southern and Eastern were poorly attended due to timing. We received a lot of feedback that perhaps holding an event in late March or late December/January would yield better turnout.

Further, we received feedback that a training opportunity should be provided, and an effort made, to include coaches in future programming. This would help bridge the gap between what coaches and athletes do in governance. The camp "theme" facilitates this goal more specifically than a Zone workshop format.

Finally, we want to evolve the curriculum outside of just governance theory and athlete committees. We feel the best way to do this is to provide a novel, unique opportunity to athletes involved in governance that they may not otherwise have. The objective is to work on leadership and professional development, while also mixing in some fun activities. It will be easier to attract athletes to something that sounds (and likely will feel) a lot more like a "performance camp" versus another workshop/meeting.

Current Status

We are working to find primary staff support for this program. The Safe Sport, Diversity & Inclusion, and LSC Governance Consultants are supportive of this concept and have agreed to participate in the programming at this camp. The budgets for their participation is included in the overall budget figures presented along with this memo.

A memo with the concept of this was circulated on May 23 to the Zone Athlete Representatives, Zone Directors, members of the AEC, Lindsay Mintenko, Cathy Durance, Maggie Vail, Arlene McDonald, Jane Grosser, MJ Truex, and the members of the AEC Leadership Task Force.

We received feedback from a couple Zone Athletes and Zone Directors. There was one Zone Director who did not like the idea of splitting off from the Zone workshops. However, the remaining responses provided resounding support for this concept, regardless of the cost associated with it.

Camp Schedule

Day 1	AM – Participants Arrive Noon – Lunch PM – Practice Dinner Evening – Meeting Session, plus speaker
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Day 2	AM – AM Practice Breakfast Session, plus speakers Noon – Lunch Session, plus speakers PM – Practice Dinner Evening – Meeting session, plus speaker
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Day 3	AM – Practice Participants depart after AM practice
-------	--

Participants

5 athlete participants per LSC, plus 1 coach will be invited. One of the athlete participants (LSC BOD SR/JR Representative) will be paid for by USA Swimming. If the LSC chooses to send additional athletes, USA Swimming will cover their room & board, while the LSC will be responsible for their travel expenses. LSCs that send five athletes will be eligible to send a coach to the camp, fully funded by USA Swimming. If the LSC is not able to send five athlete participants, one coach from the LSC will have their room & board covered by USA Swimming, but their travel will be the responsibility of the LSC.

The target audience for the other athlete participants is athletes currently engaged in governance or who have expressed interest in getting involved. The LSC would have the autonomy to select the athlete attendees; however, the focus is NOT on high performance participants but rather emerging and developing leaders in the LSC.

Curriculum

There are two main elements of the curriculum:

- 1) Pool Training;
- 2) Leadership Development augmented with professional development and team building.

Most of the camp will be centered around the training opportunity, with the remainder of the programming happening around that. There will be two leadership-focused speakers. There will also be AEC/Staff programming regarding diversity and inclusion, Safe Sport, good governance, elements of athlete performance, etc. We have received a couple of names from LSCs that have done something like this already. Maggie Vail has done a lot of this work with the Safe Sport fellows and we hope that this can be rolled out on a larger scale.

We anticipate developing metrics that we will use to evaluate the success of the curriculum and the camp concept as we determine whether to move forward with a similar concept in the future.

Location

Houston, TX
Rice University

Gulf Swimming has kindly provided much support on the planning efforts, and has offered to help host this within their LSC.

Dates (TENTATIVE)

- December 28, 29, 30 – 2017

Conclusion

We do not anticipate that the camp will be completely full but instead want to provide the opportunity to as many athletes as possible, while remaining fiscally responsible. We believe this program provides a direct service to our LSC-level athlete leadership, and that will have a trickle-down effect on clubs. This program would allow USA Swimming to expand its reach in developing athlete leaders. These athlete leaders will help USA Swimming build, promote, and achieve in all aspects of swimming.

XXXX- Athlete Leadership in Governance Camp

Account Number	Account	2017 Budget	2018 Budget
	Expenses:		
60004	Conference Calls	\$ -	\$ -
60005	Internet Service	\$ -	\$ -
60010	Postage	\$ -	\$ -
60011	Freight	\$ -	\$ -
60015	Printing and Duplication	\$ -	\$ 50.00
60020	Supplies	\$ -	\$ 50.00
60050	Awards	\$ -	\$ -
60056	Protocol/Gifts	\$ -	\$ 6,000.00
60060	Gear, Equipment & Signage	\$ -	\$ -
60065	Equipment/Space Rental	\$ -	\$ 4,000.00
60070	Camera, Photo, Video	\$ -	\$ -
60098	Dues and Fees	\$ -	\$ -
60039	Airfare-VIK	\$ -	\$ -
60040	Airfare	\$ -	\$ 71,000.00
60042	Lodging	\$ -	\$ 139,860.00
60044	Hospitality	\$ -	\$ 34,020.00
60033	Meals & Entertainment	\$ -	\$ -
60016	Car Rental/Gas	\$ -	\$ 300.00
60017	Personal Car Mileage	\$ -	\$ -
60041	Ground Transportation	\$ -	\$ 7,560.00
60043	Per Diem	\$ -	\$ 64,638.00
	Total Expenses:	\$ -	\$ 327,478.00

Airfare

Rate per ticket	\$	500.00
		# of Traveler Total
Trips: Athletes	59	\$ 29,500.00
Staff & Committee Members & Speakers	14	\$ 7,000.00
Coaches	59	\$ 29,500.00
AEC	10	\$ 5,000.00
		<u>\$ 71,000.00</u>

Lodging

Trips	# Travelers	Nights/Days	Rate
Athlete Summit	59	2	\$ 185.00
Staff & Committee Members	14	2	\$ 185.00
Coaches	59	2	\$ 185.00
4 additional athletes per	236	2	\$ 185.00
AEC	10	2	\$ 185.00

Car Rental/Gas

Trips	# Travelers	Nights/Days	Rate
Athlete Summit - AEC		2	2 \$ 75.00

Per Diem

Trips	# Travelers	Nights/Days	Rate
Athlete Summit		378	3 \$ 57.00

Hospitality

Meals	# Travelers	Days	Rate
Welcome		378	2 \$ 45.00

Speaker

Speaker Topic	# Speakers	Rate
Leadership	2	\$2,000.00
Diversity and Inclusion	1	\$2,000.00

Transportation

Ground Transport	# of travelers	Rate
	378	\$20.00

Facility Rental

Pool	Rate	# lanes
Day 1 PM	\$16.00	8
Day 2 AM	\$16.00	8
Day 2 PM	\$16.00	8
Day 3 AM	\$16.00	8

Difference

\$	-
\$	-
\$	-
\$	-
\$	50.00
\$	50.00
\$	-
\$	6,000.00
\$	-
\$	4,000.00
\$	-
\$	-
\$	-
\$	71,000.00
\$	139,860.00
\$	34,020.00
\$	-
\$	300.00
\$	-
\$	7,560.00
\$	64,638.00
\$	327,478.00

*4 additional athletes per LSC permitted, USA Swimming does not cover costs

*USA Swimming only covers coach travel costs if 4 additional athletes attend

Total	
\$	21,830.00
\$	5,180.00
\$	21,830.00
\$	87,320.00
\$	3,700.00
\$	139,860.00

Travler Roster

Fully Funded Athletes	59
Partially Funded Athletes	236
Coaches	59
Staff, Speakers, Committee members	14
AEC	10
Total	378

Total	
\$	300.00
\$	300.00

Total	
\$	64,638.00
\$	64,638.00

Total	
\$	34,020.00
\$	34,020.00

Total	
	\$4,000.00
	\$2,000.00
	\$6,000.00

Total	
	\$7,560.00
	\$7,560.00

	\$128.00
	\$128.00
	\$128.00
	\$128.00
	\$512.00

Day 1	Day 2	Day 3
AM Travel	AM practice	AM practice
Afternoon practice	breakfast	breakfast on own
Dinner	meeting	
PM Meeting	PM practice	
	Dinner	
	PM meeting	
Meals	1	3



LSC Athlete Leadership Task Force- Conference Call Minutes

Wednesday June 28th, 2017

@ 8PM ET/7PM CT/6PM MT/5PM PT

I. Introduction/Attendance

- a. Pam, Patrick, JP, Claire, Jack, Van, Amy, Ceallach

II. Mission and Vision update

- a. Please use [this link](#) to contribute any last ideas to the Mission and Vision statement document. In two weeks I will start drafting statements.
- b. Everybody will have editing power, so please feel free to help brainstorm or proofread

III. Zone Meeting Recap

- a. Summary of the Exit Surveys
 - i. please reach out to Van/Ceallach if you'd like to look at the raw data
 - ii. Content was overwhelmingly positively received - some people found a few parts a bit redundant
 - iii. Logistics were an issue
 - iv. Missed opportunity to include workouts/pool time
- b. Other comments
 - i. JP - attended the Western Zone meeting - coming from AZ which has a highly functional Athlete Committee, still extremely valuable, helped them solidify a mission/vision
 - ii. Jack - facilitator for the Central Zone meeting - there was some repeat information for people, but to a certain extent that's inevitable, overall extremely positive experience

IV. Convention 2017 COMMITTEES

WORKSHOP TOPIC: ATHLETE

- a. Content
 - i. **Elections** - many LSCs need better guidance/best practices, want to discourage people from holding their elections at swim meets
 - ii. Diversity among candidates is important
 - iii. Communication between athlete reps/their constituents, and among all LSC athlete reps needs to improve
 - iv. Move from receiving information and brainstorming ideas to implementation
 - v. Everything needs to be flexible enough so that our diverse group of LSCs can benefit from the information
- b. Format
 - i. **PART ONE:** Powerpoint/presentation, show athletes where the LEAP library is and how to use it



- ii. **PART TWO:** Success Stories - panel of LSCs from across the zones highlighting recent successes they have achieved with their athlete committees
 - iii. **PART THREE:** Roundtable discussions that allow people to discuss these success stories in more depth, option for people to rotate to different tables so they can discuss a few different topics
 - c. Timeline
 - i. Jack Swanson will take the lead on coordinating with Zone reps to find these success stories. A few initial ideas:
 - 1. Gulf, Michigan, Arizona, Indiana
 - ii. We will narrow down the success stories during our next call, and use these examples to develop our roundtable discussion topics

V. Athlete Governance Camp

- a. Vision - Looking to build on the work from the Zone meetings/Convention, want to incorporate leadership training/professional development, pool time will also be a focus, for other details see the materials sent out before the meeting
- b. Task Force voted to approve the proposal as is, will go forward to the BOD

VI. Other Business

- a. Webinar update - webinar series is underway, will be ready for a rollout hopefully by the Convention, definitely by the Governance Camps

NEXT CALL: We will schedule 1-2 calls in August, once Jack has had enough time to solicit feedback from Zone Reps. Stay tuned for more information about scheduling.